

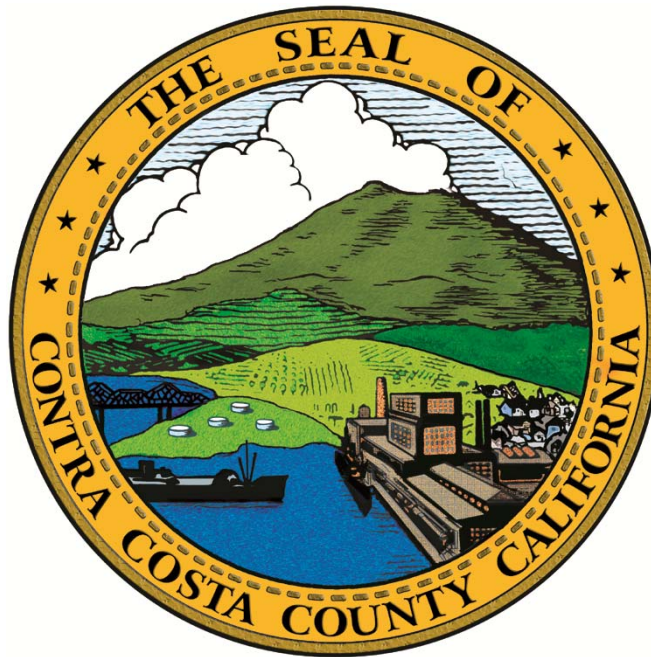
County of
Contra Costa
California

Fiscal Year 2015 – 2016
Recommended Budget

Page intentionally left blank

COUNTY OF CONTRA COSTA

RECOMMENDED BUDGET 2015-2016



Presented to the Board of Supervisors

JOHN M. GIOIA
Chair
Supervisor, District I

CANDACE ANDERSEN
Supervisor, District II

KAREN MITCHOFF
Supervisor, District IV

MARY N. PIEPHO
Supervisor, District III

FEDERAL D. GLOVER
Supervisor, District V

By David Twa
County Administrator



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**County of Contra Costa
California**

For the Fiscal Year Beginning

July 1, 2014

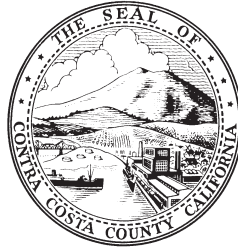
Executive Director

County Administrator

County Administration Building
651 Pine Street, 10th Floor
Martinez, California 94553-4068
V-925-335-1080
F-925-335-1098

David Twa
County Administrator

Contra Costa County



Board of Supervisors

JOHN M. GIOIA
1st District

CANDACE ANDERSEN
2nd District

MARY N. PIEPHO
3rd District

KAREN MITCHOFF
4th District

FEDERAL D. GLOVER
5th District

April 3, 2015

Board of Supervisors
Contra Costa County
Martinez, CA 94553

Dear Board Members:

Fiscal Year 2014-15 continued to see the County moving in the right direction. After weathering the "Great Recession" we continue to see improvement in our financial status. Contra Costa County has managed the economic downturn through cooperation between the County Board, Department Heads, and Employees. We have made prudent fiscal choices, lived within our means, and continue to plan ahead. None of this has been easy nor has it been painless. However, it is through this combined effort that we have been able to achieve a budget that is structurally balanced for the fourth year in a row.

Cautious and thoughtful fiscal management has placed us on solid economic footing. Our goal will be to continue that approach and avoid future fiscal ups and downs. The Board, Department Heads, and the entire County workforce will continue to work together to retain the balance in this \$3.1 billion (\$1.4 billion General Fund) budget for FY 2015-16 and beyond.

In addition to a structurally balanced budget for the fourth consecutive year, there have been a number of key accomplishments this past year.

- Perhaps the most significant achievement over the past four years has been our ability to maintain critical services to the public in spite of the economic turmoil, budget cuts and staff reductions.

Additional achievements over the past 12 months have included:

- The Board of Supervisors formed a Hiring Outreach Oversight Committee to move forward with ensuring our commitment to diversity after the vacation of the Consent Decree. As part of that process, and with the support of the Chair of the Equal Opportunity Committee, we moved the Equal Employment Opportunity Officer and the newly hired clerical staff person into the Risk Management unit to provide more structure and to increase access time in the communities doing outreach and recruitment. The ultimate goal continues to be to have our Employees reflect the diversity of the communities we serve.

- Increased our Fund Balances while allocating additional funding for infrastructure.
- Achieved the fourth GFOA Distinguished Budget Presentation Award for Contra Costa County.
- Recruitment and selection by the Board of Supervisors of new department heads for Agriculture Commissioner and County Librarian.
- Successful agreements with most of our unions including SEIU 1021, Local 1, Local 21, AFSCME 2700, AFSCME 512, and Local 1230. These agreements provided wage increases for 2014 and 2015 and included adoption of the PEPRA COLA which is 2% instead of the 3% COLA we had before and which will save significant dollars over the next several years.
- Completed the Fitch Studies of the Contra Costa County Fire Protection District and EMS operations.
- Worked with the Realignment Allocation Committee to keep the reduction in funding to the Community Corrections Partnership to the smallest amount possible. The new formula, while resulting in a reduction in funding for fiscal year 2014-15, will provide a one-time increase in 2015-16 before the base is set in 2016-17 and beyond. If the Community Corrections Partnership holds budgets constant with only reasonable COLA increases, we will be able to maintain current programing for several years.
- Moved responsibility for Labor Negotiations into the organizational structure of the County Administrators Office, including reassignment of staff to improve and expedite the negotiations, resulting in more timely response to Unions and the Board of Supervisors.
- Improved Technology in the Board Chambers by replacing podium and monitors with newer state-of-art equipment .
- Worked with the PeopleSoft Committee to develop proposals to improve the electronic time keeping and payroll system and have begun a process to address our aging People Soft System.

Key Budget Issues

The FY 2015-16 Recommended Budget continues to provide for essential community services to our residents and minimizes adverse impacts to the community. However, as per the norm, once the State budget is adopted, we likely will need to consider budget adjustments and will provide the Board with options at that time. We are in contract with the majority of our labor unions; however a healthcare reopener with six of the County's unions will provide a significant challenge to County resources. In the last few contract periods, with their help we have implemented a long-term rebalancing plan to reduce our expenditures and restructure our service delivery to provide the most effective services within annual available resources. This collaboration has meant that we can propose additional resources to augment departmental staff resources in the upcoming budget and has virtually eliminated the need for lay-offs. We are hopeful that positive collaboration during the healthcare reopener will result in benefits to our employees that are more affordable.

The County Board, Department Heads, and employees have come together and have worked collaboratively to address our fiscal challenges. I particularly want to thank Department Heads and all of our employees for their dedication and sacrifice, as well as their valuable and thoughtful input throughout the process. Our goal has been to ensure a fair and transparent budget process and to produce a user-friendly budget document. A great deal of effort has been put into developing and producing this budget.

The Recommended Budget represents a work plan to achieve our mission and priorities in the coming year. Below are a number of key issues that have informed or impacted the development of our budget for next year.

- **Property Tax Recovery:** Low growth in the housing market in the recent past has significantly impacted the County budget as 83.2% of General Purpose revenues and 22.5% of total General Fund revenues come from property taxes. As a result, the slowdown in the housing market continues to have a greater impact on our County than most other Bay Area Counties. After three straight years of negative growth of assessed valuation, the County experienced positive growth of 0.86% in FY 2012-13; however, the majority of cities were still negative. Growth was 3.45% in FY 2013-14. In the current year, assessed value increased by 9.09%. We are hopeful that we will continue to see property tax recovery to counterbalance the cumulative negative assessed valuation since FY 2008-09. The County is projecting very high growth of 6% for FY 2015-16. In years prior to FY 2008-09, growth had been atypically high and, unfortunately, our expenditures counted on that growth. A more modest annual growth of 3% is projected for FY 2016-17 and beyond.

Over the three year period between 2009-10 and 2011-12 property taxes declined by 11.08%. Over the last three years 2012-13 to 2014-15 the increase was 13.4%. This means that the total net increase in property taxes over the past six years only grew by a net of 2.32%. This fact is a significant reason for the slow economic recovery in Contra Costa County.

- **Employee Benefits and Retiree Health Care/Other Post-Employment Benefits (OPEB):** Another key issue is the continued financial pressure related to the cost of benefits, including health care, for employees and retirees. Over the last few years, the County reached agreement with the majority of our employee groups to reduce the County's cost for current employees and to eliminate retiree health care costs for future employees. This action substantially reduced our long-term liability relating to the provision of retiree health care. This action, in combination with pre-funding, virtually eliminated growth in the County's OPEB liability. The budget continues the \$20 million annual set-aside, which began in FY 2008-09, to reduce our unfunded liability for retiree health care. While we would prefer a greater level of pre-funding, the absence of any new resources makes this impossible without further service cuts. Nevertheless, \$20 million in annual contributions will continue to have a positive impact on the County's OPEB liability. Our most recent OPEB valuation indicated that over the last seven years, the County has significantly reduced its OPEB liability and annual required contribution. The current Other Post-Employment Benefits liability fell from \$ 2.6 billion in 2006 to \$793 million and the annual required contribution fell from \$216.3 million in 2006 to \$87 million. None of these reductions could have been achieved without the support and cooperation of our employees. Continued negotiations towards Countywide health care cost containment strategies and the redirection of designated future resources remain key to resolving the OPEB dilemma for

the County. The challenge of offering health care options to our employees that are affordable and competitive will be an important focus in future negotiations. The Board of Supervisors continues to make significant progress towards a solution for one of the biggest fiscal challenges the County has faced to date.

- **Pension Benefits:** A major issue for FY 2015-16 and beyond continues to be the impact of the County's unfunded liability on pension rates and thus employee costs. In 2000, the Contra Costa County Employees Retirement Association reported an unfunded liability of \$288.4 million and a funded ratio of 89.1%, at the end of 2013 those figures were \$1.8 billion and 76.4% (the County of Contra Costa accounts for approximately 84% of those figures). And, those figures do not include \$258.5 million in outstanding pension obligations bonds. Although we paid off a significant pension obligation bond in FY 2013-14, the projected relief was eliminated by the pension board's reduction of the assumed investment rate from 7.75% to 7.25% (see the Retirement/Pension Costs – Future Year Projection/ Budgets section of this letter for more information on pension). On a positive note, the County has begun to benefit from new lower cost PEPPA pension plans and has negotiated a 2% cost of living adjustment to the PEPPA plans with the majority of its bargaining units.
- **Long-Term Rebalancing:** One of the most important challenges we faced over the last few years was to rebalance and restructure the County's budget. A long-term solution including a targeted negotiation strategy was developed and implemented. Our office will continue to work with the Board and Departments to review our historical trends, identify service priorities, and to develop strategies to address any budget imbalance that exists between our annual expenditure needs and our annual revenues. Our goal will be to provide the most effective and efficient community services within our available resources.
- **State Budget:** The state's continuing economic recovery, prior budget cuts, and the additional, temporary taxes provided by Proposition 30 have combined to bring the State Budget to a much improved financial condition. California's budget outlook for FY 2015-16 continues to show the promise begun in FY 2014-15 though there are substantial cost pressures and budget risks in health and human services programs. Our economy is expected to see continued improvement over the next several years and revenue growth is exceeding last year's projections. General Fund revenues are projected to be \$109.7 billion in FY 2014-15 and \$114.6 billion in FY 2015-16. The administration projects that the General Fund's three major taxes collectively will increase by over \$5.6 billion in FY 2015-16—to a level that is more than \$1 billion above administration estimates from last June for the 2015-16 fiscal year. However, about half of these additional revenues are required to satisfy Proposition 98, the K-14 funding guarantee. The other half would be placed in the Rainy Day Fund and used to pay down debt per the terms of Proposition 2, the ballot measure passed in November 2014 that strengthens the reserve requirements and pays down debt in years of strong capital gains tax revenue growth.

Whether tax revenues grow further, stagnate, or, in the worst case, decline in FY 2015-16 will depend in large part on trends in volatile capital gains and business income. History tells us that the current strength of state revenues, bolstered by a soaring stock market last year, may not continue for long. As the Governor argues, the budget remains vulnerable to downturns that may re-emerge with little warning. Thus building budget reserves and paying down state debts remain important goals.

- **Capital Improvement Plan:** Despite having accrued substantial deferred maintenance and capital renewal needs, the County continues to make great strides in planning the recovery/ rebuilding of our infrastructure in order to provide high quality and accessible services to our residents. Significant fiscal constraints in FY 2008-09 through 2011-12 prevented any appropriations for facilities maintenance or capital renewal from the general fund. A comprehensive building condition analysis report completed in FY 2007-08 revealed the level of deferred maintenance and improvements that would be required to extend the useful life of County facilities and promote the health and safety of employees and the public who utilize our facilities. Based on the information in that report, beginning in FY 2012-13 funding was allocated from the Tax Losses Reserve Fund for deferred maintenance projects: \$5 million in FY 2012-13, \$10 million in FY 2013-14 and FY 2014-15 and a proposed \$10 million in the FY 2015-16 Recommended Budget.

Currently an updated evaluation is being finalized that will provide much needed information in developing a formal Real Estate Master Plan of County facilities. The plan will prioritize deferred maintenance projects, establish a preventative maintenance program, consider under-utilized real estate assets for surplus and prioritize future needs for capital projects. Such a plan will be used to assist the County with its strategic plan for the use of County owned and leased facilities and will be a key tool for the Board of Supervisors' future allocation of capital investments. The amount of funds needed for facilities will, by default, affect the County's current and future operating budget and services that are provided. The Board and administration will work diligently to balance the service needs of residents and facility needs to provide the services. For detailed information on the County's capital program and progress, see Capital Improvement Plan, Page 432.

- **Bonded Debt Limitation and Assessed Valuation Growth:** The statutory debt limitation for counties is 5% of assessed valuation (Government Code Section 29909), but it is actually 1.25% of assessed valuation pursuant to the California Constitution which requires taxable property to be assessed at full cash value rather than $\frac{1}{4}$ of that value. The California Constitution limit applies to all County-controlled agencies, including the County General and Enterprise Funds, Successor Redevelopment Agencies, Housing Authority and Special Districts. For technical auditing purposes, only pension obligation bonds and tax allocation bonds are counted as "general obligation bonded debt" even though neither form of debt requires voter approval; lease revenue bonded debt and assessment district debt are not required to be included. As of June 30, 2014 the County's outstanding bonded debt was \$350.9 million leaving a statutory margin of \$7.2 billion and a Constitutional margin of \$1.5 billion. (See Current Debt Position, Page 435 for details.)
- **State Realignment:** In October 2011, the Governor began implementing massive changes to the relationship between State funding and management of County operated programs. The realignment of public safety programs has transferred to counties the fiscal and programmatic responsibility for many criminal justice and health and human service programs previously administered by the State. Public Safety Realignment transferred oversight of certain nonviolent, non-serious and non-sex crimes felony offenders from the State to counties as a means of reducing overcrowding that has long plagued the state prison system.

In November 2012, voters approved Proposition 30, which, among other things, secured a constitutional guarantee that local community corrections funding would continue to

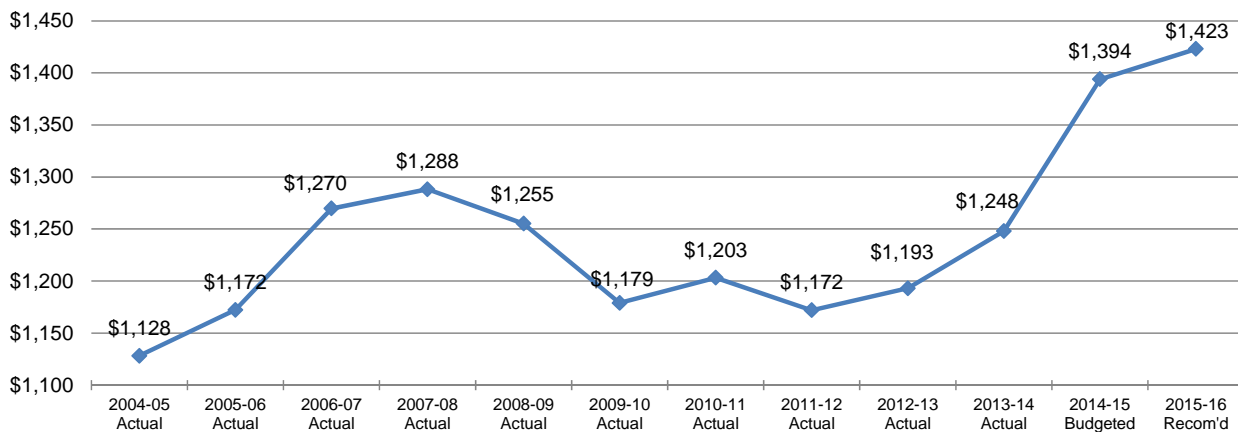
counties. Although the funding has been guaranteed it is important to understand that (1) funding comes from a portion of the Auto Vehicle License Fees and the sales tax, both of which are subject to the ups and downs of the economy, and (2) that the funding guarantee does not extend to local jurisdictions. In 2012, a two-year funding formula (fiscal years 2012-13 & 2013-14) was adopted by the Department of Finance, with the advice of the California State Association of Counties (CSAC) and the Realignment Allocation Committee (RAC), a committee of nine representatives from the County Administrative Officers Association of California (CAOAC), to guide the allocation of funding by the State to counties. The two year funding formula increased funding to Contra Costa County. In October 2014, the RAC recommended a new three-year funding formula that significantly impacted the County, resulting in a proposed reduction to our base allocation of \$5.3 million between fiscal years 2013-14 to 2015-16. This is partially mitigated by a one-time "Transition Payment" of \$5.6 million that is designed to ease the transition to the new formula for those counties receiving a funding reduction. The prudent use of funds by the Board of Supervisors and the Community Corrections Partnership (CCP) will allow us to weather this storm in the short term; however, continued restraint will be necessary in FY 2015-16 and beyond to maintain critical programs that we have implemented over the last four years.

On February 9, 2015, the Public Protection Committee approved a \$21.5 million budget package, as recommended by the CCP-Executive Committee, for FY 2015-16. The budget includes funding for only ongoing expenses in recognition of the significant reduction in the County's base allocation scheduled for FY 2015-16 as discussed above. In addition, the Committee approved encumbering up to \$754,000 should state or federal legislation eliminate the ability of prisons and jails to collect fee revenue from inmate telecommunications to fund inmate welfare programming. Should the Sheriff's Office be negatively impacted by such legislation, the CCP would evaluate the impact to inmate programming and make a recommendation whether or not to fund the loss with AB 109 funding to the Public Protection Committee.

Historical Perspective

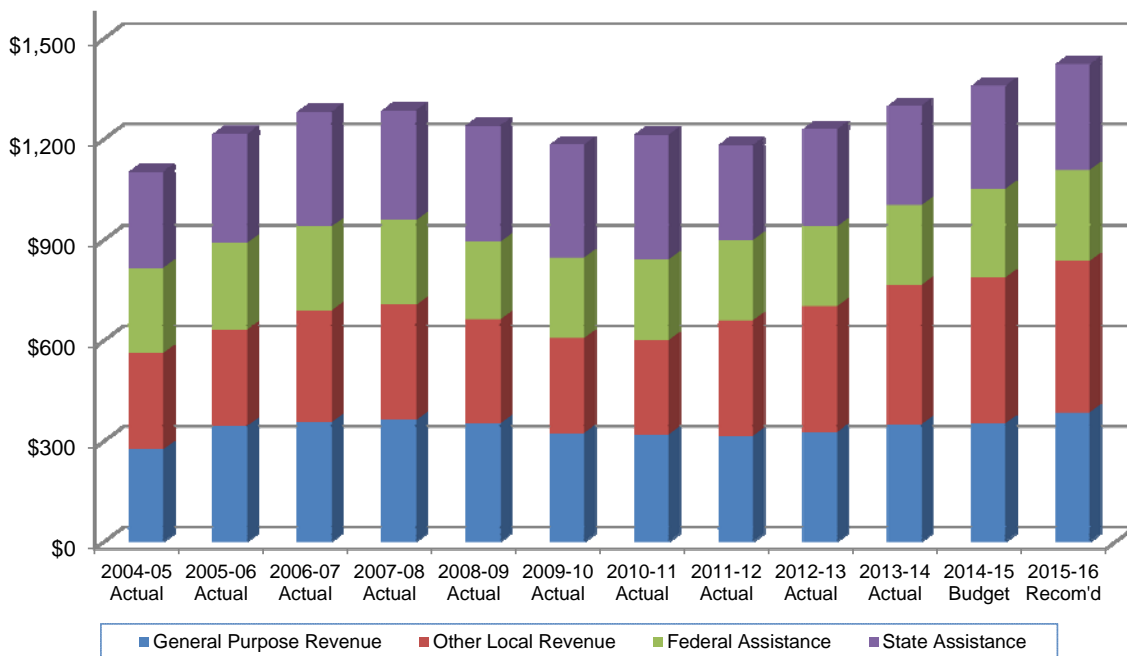
Between FY 2004-05 and FY 2007-08, total expenditures for the General Fund grew by an average of 4.0%. Expenditures then declined by 2.6% in FY 2008-09 and another 6.1% in FY 2009-10. Although they were budgeted to grow by approximately 4.3% in FY 2010-11, actual growth was within 2% and was funded with one-time resources. The one-time resources were not available in FY 2011-12 and expenditures dropped by 2.6% to below FY 2009-10 expenditures. Growth has been slow, but steady since FY 2011-12. The current year budget shown in the graph below displays more growth in expenditures than expenditure projections indicate. This is due to a high number of vacant positions.

10 Year Actual Expenditure History (in millions)



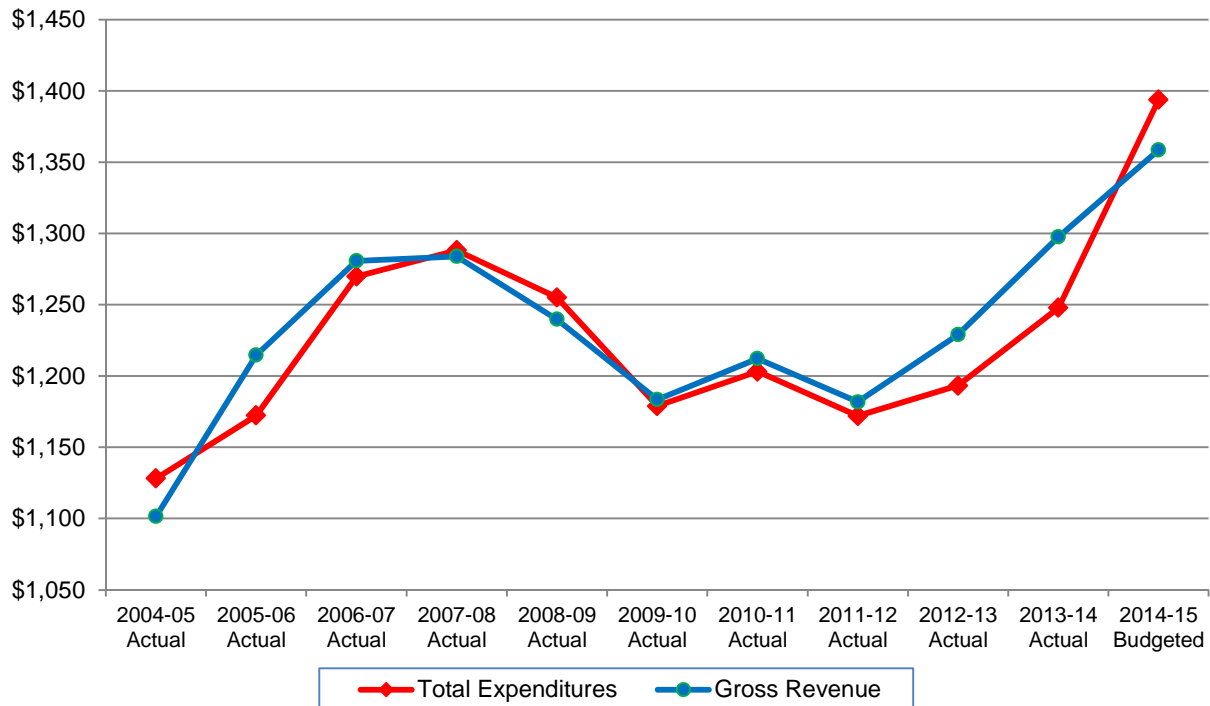
As depicted in the following chart, total revenues began a two year decline in FY 2008-09 and were relatively flat until FY 2012-13 when they began to steadily increase. Growth of 4.8% is included in the Recommended Budget; the majority of this growth is from other local revenue. These revenues are projected based on historical trends, which have been impacted by property tax and general economic recovery (as described above).

10 Year Revenue Generation (in millions)



As shown below, the County has struggled with maintaining a structurally balanced budget over the years; however, all Recommended Budgets since FY 2012-13 have been structurally balanced. State impacts on FY 2015-16 are currently unknown but expected to be positive. Appropriations for Contingency have been budgeted to address mid-year unanticipated issues.

Change in General Fund Actual Status (in millions)

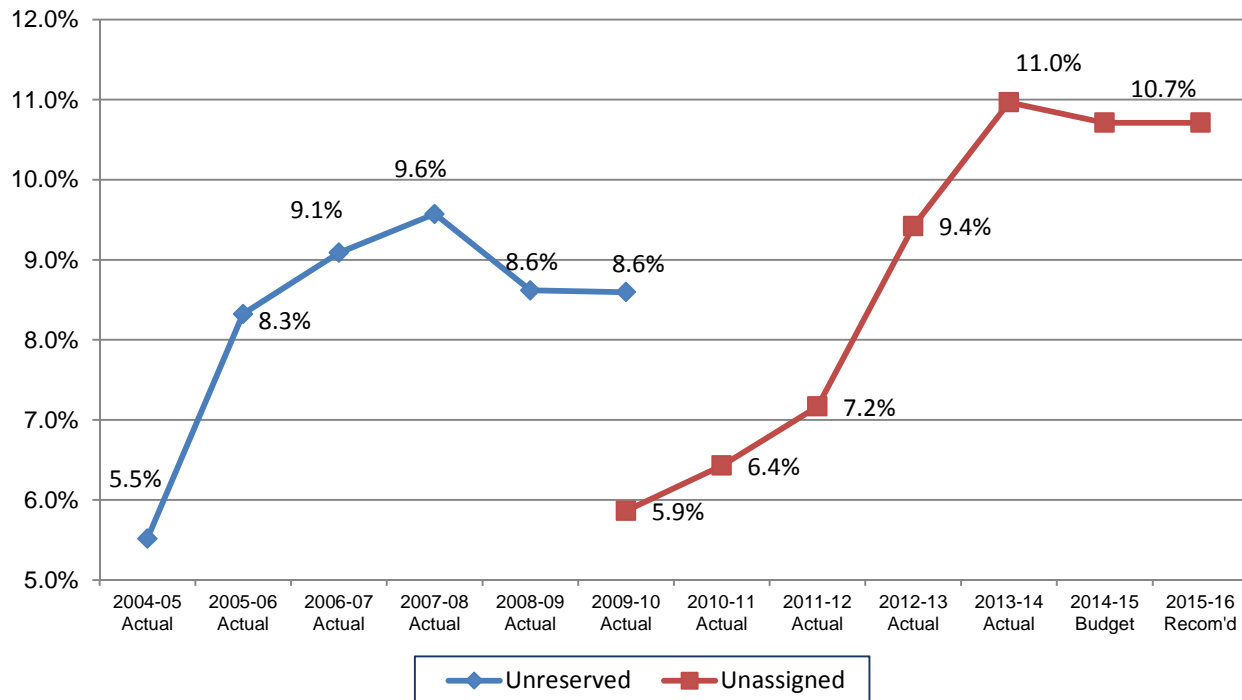


Prior to the housing market collapse, the County had reversed the declining reserves trend experienced in the last decade and achieved a balanced General Fund budget for fiscal years 2005-06 and 2006-07. However, as is their purpose, reserves were spent in FY 2007-08 and FY 2008-09 to alleviate two fiscally difficult years. In FY 2009-10 and FY 2010-11, due to Federal Stimulus funding and negotiated compensation concessions, the budgets were balanced. The FY 2012-13, 2013-14, and 2014-15 Recommended Budgets did not anticipate reserve spending for on-going program expenses and in fact projected a \$3 million repayment of reserves from reallocation of property tax revenues to the West Contra Costa Healthcare District (Doctor's Hospital). The FY 2015-16 Recommended Budget does not include this source of revenue due to uncertainty regarding the hospital's status.

Fiscal year-end 2010-11 marked a change in the calculation of the County's General Fund Reserve to comply with terminology revisions required by the Governmental Accounting Standards Board (GASB) Statement No. 54-Fund Balance Reporting and Governmental Fund Type Definitions. GASB issued Statement No. 54 in an effort to improve consistency in reporting fund balance components, enhance fund balance presentation, and improve the usefulness of fund balance information reported annually. The Statement required a revision to the County's 2005 Reserve Policy – unreserved was changed to unassigned. The impact was that \$32.5 million of previously categorized unreserved balance is now considered either assigned or committed. In the following chart, the ten year history of unreserved balance has been over-laid with year-end 2009-10 figures calculated using both definitions and the following years calculated pursuant to the revised policy. There was no change in the total fund balance. The County is exceeding the minimum 5% target (Unassigned Fund Balance was 11.0% of total General Fund Revenues June 30, 2014).

Although the graph below depicts a drop in fund balance for the current and budget year, it should be noted that actuals will likely be higher than shown due to a high number of vacant positions. Fund balance is shown as a percentage of total General Fund revenues, which are projected to reach budgeted figures in the current year (reduced revenue would decrease the ratio between the two). As noted, actual expenditures are expected to be less than budget, which will increase reserves and therefore the reserve ratio.

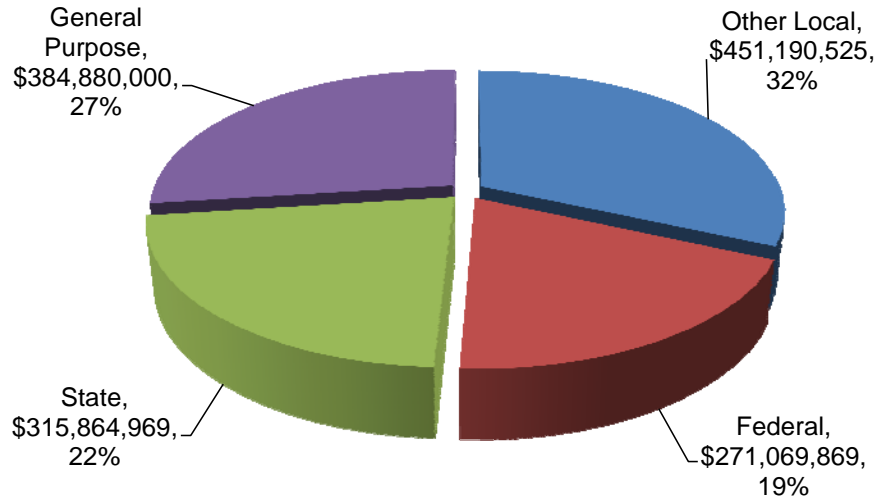
Unreserved/Unassigned Fund Balance (as of June 30)



General Fund Revenue and Appropriations

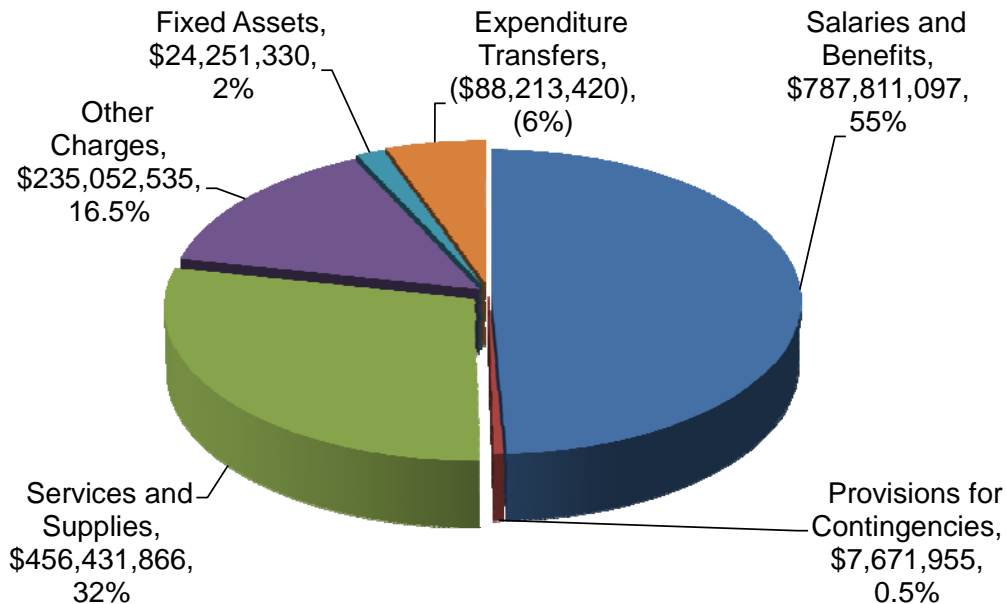
The County Summary Information available beginning on page 381 of the Recommended Budget depicts history and recommendations for all revenue sources and uses for all County funds. The recommended General Fund budget of \$1.423 billion is supported by local, federal, and State resources. Almost half of the revenue, \$586.9 million, or 41.3%, is dependent upon State and federal allocations (very close to the 42.1% of last year). General Purpose revenue available from sources such as property tax and interest income is \$384.9 million. The remaining 'Other Local' revenue is generated primarily by fees, fines, and licenses. In the two fiscal years prior to 2007-08, the assessed valuations of the County's tax rolls had increased by double digits due to the strong housing market. The economic downturn slowed growth in assessed valuation and had reduced most revenue sources. This trend has turned around and the County is experiencing modest, yet consistent, revenue growth.

Total Revenues: \$1.423 Billion



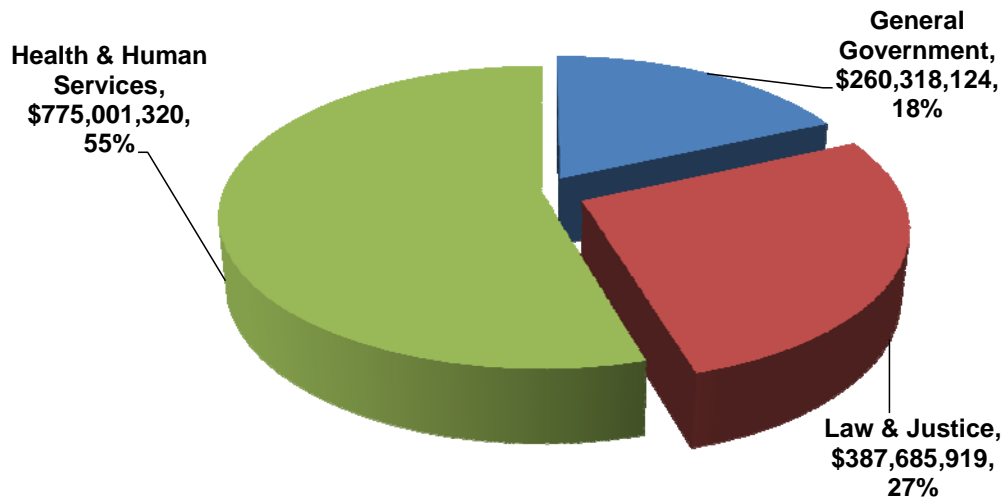
These revenue sources are used to fund programs throughout the County. All categories below are self-explanatory, except 'Other Charges', which includes contributions to other funds such as the Enterprise Funds and interest expense on bonds and other debt. The pie chart is used to show the size of the expenditures in relation to each other (ideally, pie charts are not used with negative numbers). The following chart breaks out recommended expenditures between the major expense areas.

Total Expenditures: \$1.423 Billion



Our General Fund resources fund three functional areas: General Government, Health & Human Services, and Law & Justice. The following chart shows the distribution of resources in these three areas in the FY 2015-16 Recommended Budget. Distribution of resources has tracked very closely to these ratios for many years.

Distribution of Expenditures (\$1.423 Billion)



Each department of the County, within the General Fund, is included in one of these functional areas and is described in detail in the Recommended Budget. The General Government Functional Group includes Agriculture, Assessor, Auditor-Controller, Board of Supervisors, Capital Improvements, Central Support Services, Clerk-Recorder, Conservation and Development, Contingency Reserve, County Administrator, County Counsel, Crockett/Rodeo Revenues, Debt Service, Department of Information Technology, Employee/Retiree Benefits, Human Resources, Public Works, and Treasurer-Tax Collector. The Health and Human Services Functional Group includes Employment and Human Services, Health Services Department, and Veterans Services. The Law and Justice Functional Group includes Animal Services, Conflict Defense, District Attorney, Justice Systems Development/Planning, Probation, Public Defender, Sheriff-Coroner, and Superior Court Related Functions.

Each department was asked to submit a budget that balanced its requirements to provide services with the County's goals of adopting a FY 2015-16 General Fund budget that balances annual expenses and revenues, addresses revenue restraints, pension cost increases, and includes an appropriation for partially pre-funding the County's OPEB liability and capital replacement.

The budget is balanced and reflects sound financial practices. For example, ongoing revenues are used for ongoing expenditures while one-time revenues support one-time spending. As was mentioned above, a portion of General Fund sources is obligated to support debt service payments.

American Recovery and Reinvestment Act (ARRA) Tax Credit Bonds and Sequestration

Contra Costa County was awarded over \$77 million in ARRA (Federal Stimulus) grant funds following passage of the legislation in 2009. To date, those grant funds have been spent and the County has no further reporting obligations to the federal government. The County also took advantage of special ARRA bond structures known as Build America Bonds and Recovery Zone Economic Development Bonds in 2010 to finance the construction of the new West County Clinic. The County's interest cost expense on these \$33.8 million in bonds were to be reduced by about \$8.9 million over the term of the bonds when compared to traditional tax-exempt bonds through tax credits paid by the Internal Revenue Service (IRS) in advance of each bond payment date. The expectation when the bonds were issued was that the those federal subsidies would be fully funded in each annual federal budget over the life of the bonds. However, the impacts of sequestration as a means of resolving the recent federal "Fiscal Cliff" crisis resulted in across the board cuts in the federal budget for non-entitlement programs. This includes "tax-credit" bond programs such as the Build America Bond and Recovery Zone Economic Development Bond programs. For this reason, the County will continue to receive about \$41,000 less than it would have otherwise received if the full debt service interest subsidies were paid by the federal government. Sequestration occurs one fiscal year at a time and it is not yet known whether a sequestration will occur for FY 2015-16. Any subsidies not received from the federal government must be covered by the County's General Fund so that the entire amount of debt service on the bonds is timely paid.

Fleet/Internal Services Fund

The FY 2015-16 Recommended Budget includes a fully funded vehicle budget, including full vehicle depreciation expense. Requiring the annual budgeting of full vehicle depreciation will continue to facilitate regularly scheduled replacement of County vehicles, which began in FY 2008-09.

Venture Capital Resources

The Board of Supervisors adopted a Budget Policy in 2006, which included a resource intended to improve departmental operations and in FY 2012-13 approximately \$1 million in reserve funding was available for technology projects to be used to increase efficiencies and economies in departments that do not have resources available within their normal operating budgets for such expense. In FY 2012-13, approximately \$600,000 was allocated for projects that ranged from electronic appointment scheduling software to procurement system hardware and licenses. In FY 2013-14 and 2014-15 \$995,000 and \$1,003,000 was allocated for projects that ranged from auto-dialers to programming tools to develop workflow processes to automate repetitive tasks. In FY 2015-16, departments requested over \$1.6 million and the County Administrator is recommending the full \$1 million for projects. Projects include electronic poll books, alternative key pads for electronic signatures and cloud based VoIP phones.

Retirement/Pension Costs - Future Year Projections/Budgets

As was discussed above, the rising costs of pension benefits are a key issue in Contra Costa. In the 2009 Budget Message, a graph was included that projected the impact of the 2008 Contra Costa County Employees' Retirement Association (CCCERA) market losses (26.5%) in combination with an unachieved earning assumption (then 7.8%) to be a negative impact of over 34%. Even using a five-year smoothing model, County costs were expected to begin to rise in FY 2010-11 and virtually double by FY 2015-16. Since that time:

- Positive market experience for calendar year 2009 of 21.9% drastically changed the original projection; however, pension costs were still expected to increase significantly over the next five years;
- Positive market experience for calendar year 2010 of 14% again reduced projected increases; however, pension costs were still expected to increase significantly over the next five years;
- Market experience for calendar year 2011 was disappointing at 2.7%. Although it was a positive number, it has a negative impact on costs because it was below the earning assumption of 7.75%;
- Positive market experience for calendar year 2012 of 14.1% improved the 2012-13 projection;
- The CCCERA Board adopted changes in Economic Assumptions, which decreased the Assumed Investment Rate from 7.75% to **7.25%**; and
- Positive market experience for calendar years 2013 and 2014 of 16.5% and 8.4% respectively again improved the projection stabilizing retirement cost over the next five years.

In a letter dated February 23, 2015, CCCERA's actuary issued a report which projected employer contribution rate changes based on an estimated 8.4% gross market value investment return for 2014 and other changes in economic and demographic assumptions. The projection is derived from the December 31, 2013 actuarial valuation results, which are the most current available. A new five year projection will be available in the Fall using December 31, 2014 valuation figures. The projections do not reflect any changes in the employer contribution rates that could result due to future changes in the demographics of active members or decreases in the employer contribution rates that might result from new hires going into the PEPRA tiers. These modeled projections are intended to serve as illustrations of future financial outcomes that are based on the information available to us at this time. Emerging results may differ significantly if the actual experience proves to be different from these assumptions. The four most significant variables are demographic experience, the economy, stock market performance, and the regulatory environment.

As can be seen in the chart, the cumulative impact of smoothing gains and losses for the aggregate plan is projected to be -7.57% (as of December 31, 2018). These projected rate changes are implemented 18 months after the actuarial date. Therefore, the projected decrease of 2.28% in the chart below for 2014 will be implemented on July 1, 2016.

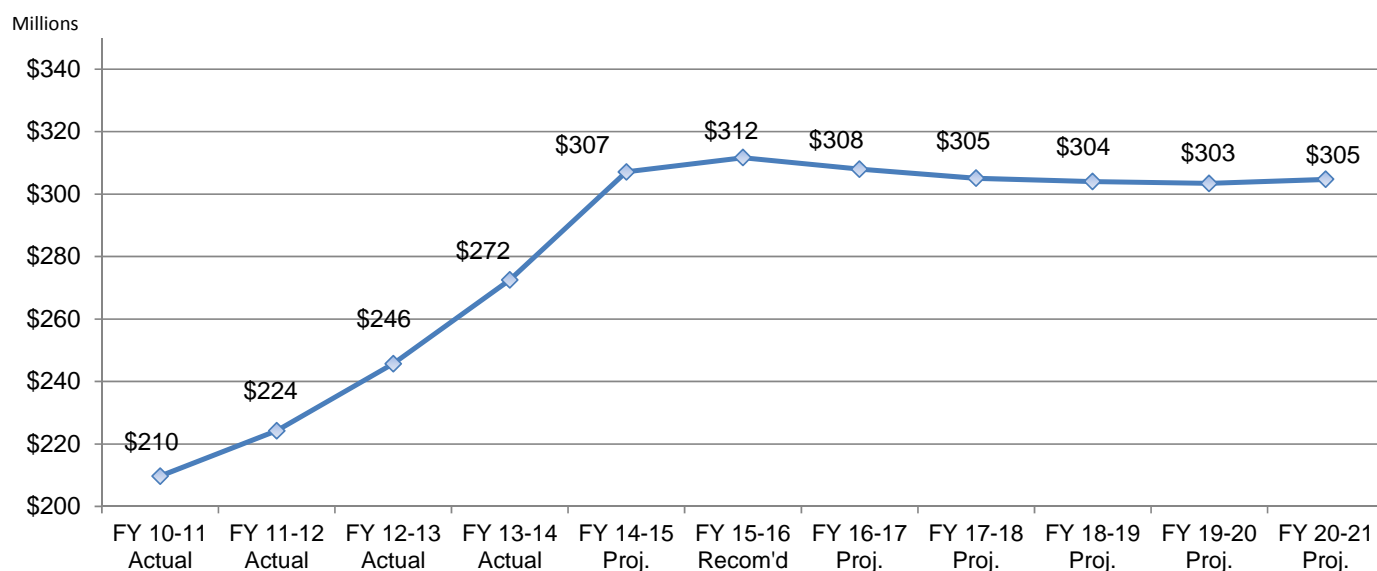
Note that because the actuary estimated the allocation of the rate changes across the cost groups, the actual rate changes by group will differ from those shown in the exhibit, even if the plan-wide rate changes are close to those shown below. For instance, the cost of a General Tier III employee is projected to decrease by 1.72% for 2014 (rate decrease date of July 1,

2016), a County Safety employee by 3.09%, and a Contra Costa County Fire District Safety employee by 5.87%. The total impact to the County, all things considered, is expected to be very close to these figures.

Rate Change Component	Valuation Date (12/31)				
	2014	2015	2016	2017	2018
Deferred (Gains)/Losses	-1.87%	-1.35%	-1.00%	-1.00%	-0.38%
Loss of Investment Income on (Gain)/Loss of Investment Income on Difference Between AVA and MVA	-0.41%	-0.28%	-0.18%	-0.10%	-0.03%
18 Month Rate Delay	0.00%	-0.41%	-0.23%	-0.18%	-0.15%
Incremental Rate Change	-2.28%	-2.04%	-1.41%	-1.28%	-0.56%
Cumulative Rate Change	-2.28%	-4.32%	-5.73%	-7.01%	-7.57%

The chart below, which County Administration staff and the Auditor prepared together, uses all of the latest information available for a new five year projection of total County pension costs, including Fire. The cumulative effect of the market rate improvements is dramatic. Presented in the chart are four years' of actual data, a projection of the current year (straight-lining eight months of actual data), the Recommended Budget for FY 2015-16, and a projection based on the Recommended Budget for FY 2016-17 and beyond (no increases in FTE or wages). A significant drop in projected expenses in FY 2014-15 was due to the retirement of one of the County's pension obligation bonds that was netted against increased in FY 2014-15. Note that the Board changed its OPEB funding policy and redirected all the savings achieved (\$33 million annually) towards funding the additional retirement expense due primarily from the reduction in the assumed rate.

Actual and Projected* Retirement Expenses



*Five year projection assumes 7.25% AIR, all POBs, and 2013 market impacts. The compounded impact of the projected increase -7.57%.

Summary of Impacts

The following impact statements from several of our major departments depict the tone of the Recommended Budget, which is optimistic. The goal of the FY 2011-12 budget was to make cuts that would balance the budget in a way to promote future sustainability into FY 2012-13 and beyond. The goal was reached and the majority of our immediate problems were solved. Due to mandates on service levels, budget reform was enacted primarily in the area of employee compensation. The majority of our County employees were impacted by reduced wages and increased pension costs. Taken together, these impacts allowed the County to achieve a structurally balanced County budget, which allowed for the continuation of essential public service. The vast majority of our labor contracts expired June 30, 2013. Contract negotiations were completed for 85% of the County workforce. A 3% increase was built into the FY 2015-16 Recommended Budget for negotiated increases, the majority of which was absorbed by departments through increased revenues. The Recommended Budget for FY 2015-16 includes growth in appropriations and increased general fund subsidies for many County departments. There was insufficient growth, however, to fund all FY 2015-16 baseline requests. The budget includes a net increase of 35 full-time equivalent positions countywide. Of this number, 27 are in the General fund, one is in the Library, and seven are in the CCC Fire Protection District.

GENERAL GOVERNMENT

Animal Services:

The Animal Services Department services all of Contra Costa County in various ways. We are pleased that the department is operating with a high degree of success on many levels, which recently resulted in the online publication “Bay Woof” naming our shelter as the “Best Municipal Shelter” in the area over runners-up in Berkeley, San Francisco and Alameda. However, our challenges remain similar to other municipal shelters that by law cannot screen which animals to accept. The Department hopes to build upon and improve adoption numbers, while at the same time increasing public education and outreach to educate animal owners to care for and not abandon animals. We believe that the FY 2015-16 budget provides the funding to begin to accomplish these goals. More detailed information is included in the departmental narrative section of the budget beginning on page 299.

Human Resources:

The Human Resources Department services all County departments and is funded primarily from charges to departments. Approximately 30% of the funding is through a direct general purpose revenue allocation. The FY 2015-16 recommendations include funding for new support staff added during the current fiscal year to develop a team better equipped to provide improved service delivery to County departments and individuals seeking County employment. The County has undertaken a nationwide search for a new Director to move the department into the 21st century. In the meantime, the County has contracted with a consulting firm that has made significant process in migrating aged County systems onto new more efficient platforms. One such project is the future implementation of an automated employee recruitment and onboarding process to replace the current paper-based workflow system. More detailed information is included in the departmental narrative section of the budget beginning on Page 107.

Library:

The County Library is not part of the General Fund. In excess of 86.9% of the County Library budget is dependent upon property tax revenue, which has been impacted by reductions in assessed valuations. In years prior to the economic downturn, annual revenues exceeded on-going expenditure needs and the Library was able to not only fund one-time projects and enhance materials, but was also able to build a reserve. The Library is cautiously optimistic about the modest increase in property tax revenue but continues to exercise diligence in strategically filling staff vacancies based on workload, classification, and community library needs. The Library budget is balanced and structurally sound. The Library continues to be a vital asset and support to the community through innovative programming advancements in technology, and use of media. More detailed information is included in the departmental narrative section of the budget beginning on Page 111.

HEALTH AND HUMAN SERVICES**Employment and Human Services:**

The Employment and Human Services Department (EHSD) General Fund allocation has been increased by approximately \$950,000 over the 2014-15 fiscal year. Increases in salary and benefits are being offset by increases in County General Fund and current estimates of state and federal revenue. The FY 2015-16 budget recommendations do not take into account any unknown impacts to funding due to the State budget. EHSD is continuing a redesign of how social services are provided in Contra Costa County to better utilize strategic partnerships and the innovative use of technology to assist clients and provide more efficient and effective services. In addition, the Department continues to rebuild its infrastructure and resources, carefully adding capacity to respond to a significant increase in Medi-Cal cases as a result of the Affordable Care Act. More detailed information is included in the departmental narrative section of the budget beginning on Page 161.

Health Services:

The Recommended Budget for the Health Services Department for FY 2015-16 includes an increase of approximately \$161,000 from the FY 2014-15 budget. The Health Department successfully transitioned the delivery system to meet the challenges and requirements of the Affordable Care Act (ACA). The Health Plan has added more than 65,000 Medi-Cal expansion members since the implementation of the ACA, and now provides comprehensive, quality health coverage to more than 170,000 people in Contra Costa County. To meet this increased demand for services, the Regional Medical Center added additional clinic capacity, expanded the features of the Electronic Medical Record and begun a roll out of a new medical home design. More detailed information is included in the departmental narrative section of the budget beginning on Page 209.

LAW AND JUSTICE**District Attorney:**

The FY 2015-16 budget continues to fund new initiatives in the District Attorney's Office and those established in prior years, specifically targeting the Richmond Ceasefire program, gang prosecution, domestic violence prosecution, the West and Central County Family Justice

Centers, and prosecution of sexual assault, human trafficking and firearm cases. In FY 2015-16, new funding is recommended for four additional Deputy District Attorney-Basic positions and one additional Victim/Witness Program Specialist to enhance current programs. In addition, the budget includes funding for one Crime Scene Specialist position to assist with the newly established Forensics Division and one grant writer position to assist the Office in securing new grant revenues and manage existing grants. The District Attorney's budget does include a minor vacancy factor, which has been reduced to \$432,391 from the FY 2014-15 level of \$685,087, to balance. Funding initiated in prior budgets related to AB 109 is continued in the FY 2015-16 budget for the District Attorney.

Although the stability of the District Attorney's budget has improved considerably, we remain cautiously optimistic for the future taking into account the continued impacts related to AB 109 and Proposition 47 implementation and general increases in baseline costs. More detailed information is included in the departmental narrative section of the budget beginning on page 307.

Probation:

The FY 2015-16 budget for the Probation Department contemplates a \$2 million reduction in Title IV-E reimbursements to the County for housing juveniles in imminent risk of foster care placement. Additionally, the Department is anticipating increased operating costs attributable to detention medical expenses as well as court-ordered custodial care placement trends. The recommended budget funds the baseline services, including negotiated and anticipated salary and benefit increases as well as nine new positions at Juvenile Hall added in December 2014. There is no impact to the department's continued vacancy factor of \$1.37 million. More detailed information is included in the departmental narrative section of the budget beginning on Page 329.

Public Defender:

The FY 2015-16 budget reflects an increase of 6.0 FTEs in the Public Defender's Office. The staffing augmentation acknowledges increased caseloads in the Department and will facilitate compliance requirements related to the immigration consequences of non-citizen clients. In addition, new staff will implement support and services for the new client population under Laura's Law. The budget is balanced with no vacancy factor and the County Administrator believes that current staffing is appropriate to meet the needs of the department. More detailed information is included in the departmental narrative section of the budget beginning on Page 341.

Sheriff-Coroner:

The FY 2015-16 budget continues to fund services previously restored following several years of serious expenditure reductions in the Sheriff's Office. The budget funds negotiated compensation increases with the Deputy Sheriff's Association and recommends funding for ten additional Deputy Sheriff positions to enhance County Patrol. Continued increases to baseline expenditures remain an issue, but much of those operational increases are offset by a significant reduction in projected retirement expenses in FY 2015-16. Similar to other departments, the departmental budget condition has improved considerably; however, we remain cautiously optimistic for the future taking into account the continued impacts related to AB 109 and Proposition 47 implementation. Although the initial impact of Proposition 47 was a

reduction in the adult inmate population, specifically at the West County Detention Facility, the Sheriff's Office reports that inmate counts are beginning to increase again as those inmates begin to reoffend. There also remains a considerable strain on the Martinez Detention Facility, which for years has battled issues of separating maximum security inmates with different classifications within the facility. More detailed information is included in the departmental narrative section of the budget beginning on Page 345.

FIRE DISTRICT

Contra Costa County Fire Protection District:

The Contra Costa County Fire Protection District, a special district within the County, continues to face significant fiscal difficulties. The District has had the challenge of balancing those difficulties with maintaining a system that ensures the health and welfare of residents within the District. In FY 2015-16, the District is recommending staffing for 24 engine companies and three Emergency Medical Service (EMS) squads. Engine companies are staffed with three personnel and squads are staffed with two personnel, all of which are trained firefighters and emergency medical technicians (or paramedics). Although the FY 2015-16 budget still contemplates an annual shortfall of \$4.1 million, the District has been working responsibly to manage vacancies within the department throughout the year to minimize the impact to reserves and continues to work with the County Administrator's Office to evaluate District operations to ensure the safety and security of District residents. More detailed information is included in the departmental narrative section of the budget beginning on Page 373.

Conclusion

This budget continues to reflect years of careful, comprehensive and continuing review of County operations to cope with economic challenges. In our assessment of County operations – and at every opportunity – we continue to make changes in delivering services that are more efficient and less costly. These changes, which could not have been accomplished without financial sacrifices from our employees, have allowed us to protect the services that residents need and expect from County government.

The County has and will continue to adapt to changing circumstances. Our strategy over the last several years has been to harness our organizational discipline and innovation to reduce our spending and continue our Mission: “to provide public services that improve the quality of life of our residents and the economic viability of our businesses”. Our success depends upon a continuation of that strategy.

Recommendations

This Recommended Budget provides for a General Fund budget of \$1.4 billion, and an All Funds County budget of \$3.1 billion (\$3.2 billion including Fire). Based on this proposed budget, it is recommended that the Contra Costa County Board of Supervisors:

1. Open and conduct a public hearing to receive input on the FY 2015-16 Recommended Budget;

2. ACKNOWLEDGE that the State of California and residents throughout the State continue to struggle to manage the outcomes of the recently depressed economy;
3. ACKNOWLEDGE that significant economic issues continue to challenge the Board of Supervisors in its effort to finance services and programs which Contra Costa County residents need, or expect will be provided to them by the County, especially in times of economic recovery;
4. ACKNOWLEDGE that the employees of Contra Costa County have been negatively affected as a result of the requirement to balance the County's expenses with available revenues in the past; however, current labor contracts include modest wage increases;
5. ACKNOWLEDGE that this situation is expected to continue to improve for County employees, as we work to manage and cope with the outcomes of economic recovery;
6. DIRECT the County Administrator to continue to meet with the County's union representatives and employees to explain the size, scope and anticipated length of the County's fiscal challenges and to gain their input/suggestions;
7. DIRECT the County Administrator to continue to make this information readily available to the residents of the County;
8. DIRECT Departments, in cooperation with Labor Relations and Union representatives, to begin, if necessary, the meet and confer process with employee representatives about the impact of potential program reductions on the terms and conditions of employment for affected employees;
9. ACKNOWLEDGE that the Recommended Budget does not include any funding changes that may occur in the State of California's 2015-16 fiscal year budget and that the manner in which the Medi-Cal Waiver is implemented will have an unknown impact on the drawdown of federal funds for services and facilities;
10. RE-AFFIRM the Board of Supervisors' policy prohibiting the use of County General Purpose Revenue to back-fill State revenue cuts;
11. ACKNOWLEDGE that, due to market gains and changes to Contra Costa County Employees Retirement Association policies over the last few years, retirement expenses are expected to decrease over the next few years;
12. ACKNOWLEDGE that the Recommended Budget balances annual estimated expenditures with estimated revenues in FY 2015-16, and is both technically and structurally balanced;
13. ACKNOWLEDGE that the Recommended Budget includes a specific appropriation for contingency, and that the Board also maintains its ability to manage General Fund contingencies during the fiscal year by use of reserve funds set aside for that purpose;
14. ACKNOWLEDGE that any restoration of any recommended program reductions will require an equivalent reduction in funds from other County priorities in order to adhere to our balanced budget policy;

15. ACKNOWLEDGE that continuing to build the County's reserve funds, maintaining an improved credit rating, and maintenance of the County's physical assets remain a priority of the Board of Supervisors over the long term;
16. DIRECT the County Administrator to prepare for Board adoption on May 12, 2015, the FY 2015-16 County and Special District Budgets, as modified, to incorporate any changes directed by the Board during these public hearings; and
17. DIRECT the County Administrator to prepare for consideration by the Board of Supervisors on May 12, 2015, position additions and eliminations necessary to carry out Board action on the Recommended Budget.

Sincerely,



DAVID TWA
County Administrator

DT:LD

OVERVIEW

Organization of Recommended Budget Book	3
County Profile	7
Long-Term Financial Planning and Policies	11
Budget Process	15
Budgetary Basis for Accounting	17

DEPARTMENTAL BUDGET SUMMARIES BY FUNCTIONAL GROUP

General Government: Functional Group Summary.....	19
Agriculture	21
Assessor	27
Auditor–Controller	31
Board of Supervisors	37
Capital Improvements	41
Central Support Services	43
Clerk-Recorder/Elections	47
Conservation and Development	59
Contingency Reserve	81
County Administrator	83
County Counsel	87
Crockett/Rodeo Revenues	91
Debt Service	93
Department of Information Technology	95
Employee/Retiree Benefits	103
General Purpose Revenue.....	105
Human Resources	107
Library	111
Public Works	123
Treasurer–Tax Collector	151
Health & Human Services: Functional Group Summary.....	155
Child Support Services	157
Employment and Human Services	161
Health Services Department	209
Veterans Service	293
Law & Justice: Functional Group Summary	297
Animal Services	299
Conflict Defense	305
District Attorney	307
Justice Systems Development/Planning	321
Probation	329

Table of Contents

	Page
Public Defender	341
Sheriff-Coroner	345
Superior Court Related Functions	363
FIRE DISTRICTS	
Contra Costa County Fire Protection District	373
Crockett-Carquinez Fire Protection District... ..	379
COUNTY SUMMARY INFORMATION	
All County Funds - Recommended Sources Pie Chart	381
All County Funds - Recommended Requirements Pie Chart	382
All County Funds - Total Requirements Summary By Fund	384
All County Funds - Summary	387
All County and Districts Major Funds	388
Major Fund: General Fund - Summaries By Functional Group	392
General Fund Summary of Expenditures and Revenues with Compensation Information ..	396
General Purpose Revenue.....	397
All Funds - Appropriations by Department	400
Appropriations by State Function Code	401
All County Funds - Position Summary	402
General Fund - Position Summary	403
Employee Retirement Rate Information	404
All County Funds – Discussion of Major Revenue Sources	405
All County Funds - Revenues By Type	414
All County Funds - Expenditures By Type	422
Major Governmental Funds - Changes in Projected Fund Balance	431
Capital Improvement Plan	432
Current Debt Position	435
Performance Measurement Program	440
APPENDIX	
Countywide Program Modification List.....	441
Mandatory/Discretionary List by Department	445
Mandatory/Discretionary List by Service and Level	493
County Organizational Chart	535
County Fund Definitions	537
Budgetary Fund Structure	539
Table of Funds – Financial Fund Order	541
Fund-Department Relationship	551
Glossary of Acronyms & Terms.....	555

ORGANIZATION OF THE RECOMMENDED BUDGET BOOK

This Fiscal Year 2015-16 Recommended Budget book is designed to be both informative and easy-to-use and is divided into the sections described below:

BUDGET MESSAGE

The opening pages of the FY 2015-16 Recommended Budget book is the official transmittal document for the Recommended Budget to the Board of Supervisors and citizens of Contra Costa County from the County Administrator, David Twa.

OVERVIEW

Information contained in this section includes a general profile of Contra Costa County, (size, population, employment and income, etc.); long-term financial planning and policies adopted to manage County operations; and the process used for developing and adopting the Recommended Budget.

DEPARTMENTAL BUDGET SUMMARIES BY FUNCTIONAL GROUP

In this section, County Departments are divided into three Functional Groups: General Government, Health & Human Services and Law & Justice. The *General Government* Functional Group includes those Departments or Funds that provide general governmental services to residents and/or support services to other County Departments and/or are not included in the other two Functional Groups. The *Health & Human Services* Functional Group includes those Departments that provide health and family, individual and child supportive services. The *Law & Justice* Functional Group includes those departments that provide public protection and/or provide services to the criminal justice system.

Each Departmental Summary provides a variety of information about each Department including: expenditure and revenue information; narrative explanation of Department's programs and its administrative and program goals; number of allocated positions; a summary of County Administrator's recommendations; and summary of recommended service modifications by program, if applicable. (See *Navigation Information for Department Budget Summary* below for further information.)

The Departmental Summaries include financial information for All County Funds; unless otherwise noted, the summaries do not include financial information of component units. Component units are legally separate organizations for which the elected officials of a primary government are financing accountable. Component units are blended (i.e. treated as if they are funds of the County) or discretely presented (i.e. reported in a separate column in the County's financial statements.) Blended component units include the Successor Agency to the County Redevelopment Agency, the County Public Financing Authority, the County Employees' Retirement Association, the In-Home Supportive Services Public Authority, Special Districts and Service Areas whose Board is the County Board of Supervisors. The only blended component units reported on in the Recommended Budget document are the Contra Costa County Fire Protection District, the Crockett-Carquinez Fire Protection District and the In-Home Supportive Services Public Authority.

FIRE DISTRICTS

Similar to the Departmental Budget Summaries, this section includes a variety of information about each of the two County Fire Districts, including: expenditure and revenue information; narrative explanation of Department's programs and its administrative and program goals; number of allocated positions; summary of County Administrator's recommendations; and summary of recommended service reductions by program, if applicable.

COUNTY SUMMARY INFORMATION

This section presents numerical data in a variety of forms on revenues, expenditures and fund balances for the all funds and the major funds.

APPENDIX

A variety of supplemental information is located in this section to assist in understanding the Recommended Budget, including: an organizational chart of the County; detailed compilation, by Department, of all Program Reductions for the current budget and detailed listings of Mandatory/Discretionary programs by Department and by Service and Level; definition of Funds used for budgeting; and a glossary of terms.

NAVIGATION INFORMATION FOR DEPARTMENTAL BUDGET SUMMARIES

The following is an abstract of the information provided within each Departmental Budget Summary, and a number indicating where it can be found on the sample summary which follows.

1

This area lists the department name, functional group in which the department is assigned, and the department head's name.

2

This area summarizes the budget by fund and major account, shows the number of full-time budgeted positions, the change from the current year's budget at the recommended level, and a comparison of key financial indicators. Requirements, as well as the means of financing them, are shown in this section. In the header row of each major function box, the term General Fund is used if the function is entirely funded by the General Fund. The term General Fund Only is used if the function is funded by more than one fund (the box, however, will depict only the General Fund portion).

3

This area provides summary compensation information.

4

This area summarizes the program descriptions, providing a narrative explanation of the department's programs.

5

This area provides details of service requirements and financing sources.

6

This area summarizes the County Administrator's recommended funding level, the reasons for the recommendation and the expected impact on services if the recommended level is approved.

7

This area summarizes FY 2015-16 Administrative and Program Goals.

8

This area summarizes recommended service additions and/or reductions by program.

Department Head Name

1

Department Name
Functional Group

2

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	4,070,479	4,672,618	4,837,084	4,837,084	0
Services and Supplies	734,294	613,628	658,083	658,083	0
Fixed Assets	37,353	0	0	0	0
Expenditure Transfers	409,657	375,100	455,804	455,804	0
TOTAL EXPENDITURES	5,251,783	5,661,346	5,950,971	5,950,971	0
REVENUE					
Other Local Revenue	897,610	1,168,484	1,036,535	1,036,535	0
State Assistance	2,597,179	2,492,862	2,664,436	2,664,436	0
GROSS REVENUE	3,494,789	3,661,346	3,700,971	3,700,971	0
NET COUNTY COST (NCC)	1,756,994	2,000,000	2,250,000	2,250,000	0
Allocated Positions (FTE)	48	48	46	46	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	84%	88%	88%	88%	
% Change in Total Exp		8%	5%	0%	
% Change in Total Rev		5%	1%	0%	
% Change in NCC		14%	12%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	2,274,042	2,811,545	2,887,171	2,887,171	0
Temporary Salaries	174,781	31,000	31,000	31,000	0
Permanent Overtime	22,149	0	0	0	0
Deferred Comp	16,680	22,080	23,880	23,880	0
Comp & SDI Recoveries	(26,088)	0	0	0	0
FICA/Medicare	182,804	212,572	222,767	222,767	0
Ret Exp-Pre 97 Retirees	7,906	9,350	9,350	9,350	0
Retirement Expense	711,171	856,007	778,173	778,173	0
Employee Group Insurance	266,519	267,655	449,076	449,076	0
Retiree Health Insurance	211,309	204,979	210,341	210,341	0
OPEB Pre-Pay	104,588	104,588	104,588	104,588	0
Unemployment Insurance	9,222	8,924	8,812	8,812	0
Workers Comp Insurance	115,395	143,918	111,926	111,926	0

3

Department Description

This table represents information in aggregate format summarizing expenditures, revenues and net County costs for five budget units administered by the Agriculture/Weights & Measures Department. Included are data for the following cost centers:

3300 – Agriculture/Weights & Measures Admin
3305 – Agriculture Division
3311 – Agriculture Division (Pest Management)
3315 – Weights and Measures
3320 – Cooperative Extension

Major Department Responsibilities

The Agriculture/Weights & Measures Department promotes and protects the County's agricultural interests while protecting the public health and environment; protects the public interest in the commercial exchange of goods where value is determined by weights and measures; provides education to the public and targeted clientele, including other County departments, in commercial agriculture, urban horticulture, youth development, nutrition, and a variety of natural resources topics including range and watershed management and safeguarding homes from wildfires; and directs service programs including 4-H Youth Development, Master Gardeners, and two federally-funded nutrition education programs.

4

Administration

Description: Provides direction and financial control, develop and implement policies and procedures in support of the operations of the department.

5

Administration Summary

Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$1,374,178
Financing:	0
Net County Cost:	1,374,178
Funding Sources:	
General Fund	100% 1,374,178
FTE:	4.0

Department Name
Functional Group

Sample Division

Description: Provides enforcement of pesticide use and worker safety regulations, enforcement of quarantine regulations; perform pest detection, pest management, and pest eradication activities. Provides quality assurance programs involving fruits, nuts, vegetables, eggs, nursery stock and seed, and assist the public with pest identification and control techniques using environmentally safe pest management practices.

Sample Division Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$3,234,093
Financing:		2,833,928
Net County Cost:		400,165
Funding Sources:		
State	81.7%	\$2,641,966
Fees	4.2%	134,383
Interfund Revenue	0.8%	27,046
Other	0.8%	26,683
Fort/Penalties	0.1%	3,850
General Fund	12.4%	400,165
FTE:	32.0	

CAO's Recommendation

The baseline net County cost reflects a \$10,495 decrease from the fiscal year 2014-15 budget. Revenues increased by \$139,233 and expenditures increased by \$128,738 when compared to the FY 2013-14 Adjusted Budget.

The recommended net County cost reflects an additional reduction of \$89,748 to the Department of Agriculture. The reductions are as follows:

Performance Measurement

- The Canine Program continues to successfully pass the United States Department of Agriculture certification requirements. The two teams continue to work regionally in 11 Greater Bay Area counties and alerted on a total of 50,294 parcels at USPS, FedEx, UPS, and California Overnight shipping facilities. There were a total of 1,981 unmarked packages of Agricultural commodities that were intercepted. Within these parcels 57 pests were discovered which were rated as serious exotic pests. The Canine program has successfully expanded to include a U.S. Post Office facility. The number of canine/handler teams has grown throughout the state due to an increase in funding from the Farm Bill. There are now a total of 13 county canine teams in California versus 6 during 2009.

Administrative and Program Goals

- Enforce regulations preventing the movement of the LBAM to new locations in the county and state.

2015-16 Program Modification List

Order	Reference to Mand/Disc List	Programs/ Budget Units	Services	FTE	Net County Cost Impact	Impact
			Total			



COUNTY PROFILE

Contra Costa County was incorporated in 1850 as one of the original 27 counties of California. A five-member Board of Supervisors, each elected to four-year terms, serves as the legislative body of the County, which has a general law form of government. Also elected are the County Assessor, Auditor-Controller (the 'County Auditor-Controller'), Clerk-Recorder, District Attorney-Public Administrator, Sheriff-Coroner and Treasurer-Tax Collector (the 'County Treasurer'). The County Administrator, David Twa, is appointed by the Board and is responsible for running the day-to-day business of the County. The County Administrator is also responsible for presenting the Board with a Recommended Budget for consideration of adoption as the Final (Adopted) Budget, which will serve as the foundation of the County's financial planning and control.

Contra Costa County Elected Officials

Name	Office	Expiration of Current Term
John M. Gioia	Supervisor, District 1	January 7, 2019
Candace Andersen	Supervisor, District 2	January 2, 2017
Mary N. Piepho	Supervisor, District 3	January 2, 2017
Karen Mitchoff	Supervisor, District 4	January 7, 2019
Federal D. Glover	Supervisor, District 5	January 2, 2017
Gus S. Kramer	Assessor	January 7, 2019
Robert R. Campbell	Auditor-Controller	January 7, 2019
Joseph E. Canciamilla	Clerk-Recorder	January 7, 2019
Mark A. Peterson	District Attorney-Public Administrator	January 7, 2019
David O. Livingston	Sheriff-Coroner	January 7, 2019
Russell V. Watts	Treasurer-Tax Collector	January 7, 2019

Overview

Contra Costa is one of nine counties in the San Francisco-Oakland Bay Area and the ninth most populous county in California with an estimated population of 1,087,008 as of January 1, 2014. The County covers about 733 square miles and extends from the northeastern shore of the San Francisco Bay easterly about 50 miles to San Joaquin County. The County is bordered on the south and west by Alameda County and on the north by the Suisun and San Pablo Bays. The western and northern shorelines are highly industrialized, while the interior sections are suburban/residential, commercial and light industrial. The County contains 19 cities, including Richmond in the west; Antioch in the northeast; and Concord in the center. Population growth in the County during the past several years has been strongest in unincorporated areas as well as in the cities of Antioch, Brentwood, Hercules, Oakley, Pittsburg and San Ramon.



Five-Year Population Distribution⁽¹⁾
(as of January 1 of each year)

	2010	2011	2012	2013 ⁽²⁾	2014
Antioch	102,330	103,055	103,950	105,272	106,455
Brentwood	52,492	52,030	52,635	53,356	54,741
Clayton	10,492	10,942	11,008	11,109	11,200
Concord	125,864	122,599	123,345	123,993	124,656
Danville	43,574	42,217	42,498	42,783	43,146
El Cerrito	23,666	23,649	23,801	23,945	24,087
Hercules	24,693	24,153	24,299	24,438	24,572
Lafayette	24,342	24,024	24,186	24,347	24,659
Martinez	36,663	36,055	36,264	36,629	36,842
Moraga	16,332	16,076	16,168	16,260	16,348
Oakley	35,846	35,998	36,573	37,308	38,075
Orinda	17,866	17,714	17,839	17,951	18,089
Pinole	19,555	18,461	18,581	18,692	18,794
Pittsburg	64,967	63,735	64,779	65,435	66,368
Pleasant Hill	33,844	33,280	33,477	33,682	33,872
Richmond	105,630	104,382	105,004	105,715	106,138
San Pablo	32,131	28,931	29,137	29,309	29,465
San Ramon	64,860	73,111	74,753	76,429	77,270
Walnut Creek	66,584	64,710	65,306	65,780	66,183
Subtotal	901,731	895,122	903,603	912,433	920,960
Unincorporated	171,054	161,184	162,999	163,996	166,048
Total	1,073,055	1,056,306	1,066,602	1,076,429	1,087,008

⁽¹⁾ Columns may not total due to independent rounding

⁽²⁾ Revised

Source: California Department of Finance

The median age of the population, according to the U.S. Census Bureau, was 38.0 years, down slightly from 38.6 years in 2009. The percent of population with Bachelor or Graduate Degree, according to the U.S. Census Bureau, was 38.4% up from 37.6% in 2009.

The County's employment economy is very diverse: major industries include health care, petroleum refining, telecommunications, financial and retail services, steel manufacturing, prefabricated metals, chemicals, electronic equipment, paper products and food processing. Most of the County's heavy manufacturing is located along the County's northern boundary fronting the Suisun Bay and San Pablo Bay leading to San Francisco Bay and the Pacific Ocean. The table below highlights the principal, non-government, employers in the County.

2014 Principal Employers ⁽¹⁾
(Excluding Government Employers)

Employer	Estimated Employees	Percentage of Total County Employment
Chevron Corporation	1,500	0.30%
Doctors Medical Center	1,500	0.30
John Muir Health	1,223	0.24
Texaco, Inc.	1,000	0.20
Cks Employee Benefit Systems., Inc.	984	0.19
Contra Costa Newspapers, Inc.	960	0.19
DMC Foundation	930	0.18
St. Mary's College of California (private)	917	0.18
Walmart Stores, Inc.	759	0.15
	9,773	1.93%
All Others	496,327	
	506,100 ⁽²⁾	

⁽¹⁾ East Bay – EDA

⁽²⁾ State of California Employment Development Department, 2014 annual, not adjusted

Employment by Industry
Annual Averages (in thousands)
Ranked by 2013 Employment

	2009	2010	2011	2012	2013
Wage & Salary Employment ⁽¹⁾					
Education & Health Services	47.7	48.4	49.2	50.5	58.7
Trade, Transportation & Utilities	57.3	55.9	56.3	57.1	58.1
Professional & Business Services	45.9	43.8	45.5	48.1	51.3
Government	51.3	49.2	47.8	48.0	48.1
Goods Producing	39.9	36.6	34.8	37.0	37.4
Leisure & Hospitality	31.2	31.3	32.2	33.7	35.7
Financial Activities	25.7	25.3	24.5	25.2	25.3
Other Services	11.7	11.8	12.5	12.4	12.1
Information	10.4	9.6	9.0	8.4	8.5
Farm	0.8	0.7	0.9	0.8	1.0
Total ⁽²⁾	321.8	312.6	312.7	321.4	336.2

(1) Based on place of work

(2) Columns may not total due to independent rounding

Source: State of California, Employment Development Department, Labor Market Information Division, March 2013 Benchmark, October 17, 2014

Overview

Between July 2013 and June 2014 the County's jobless rate decreased from 7.3% to 6.0%, significantly below the statewide averages of 8.8% and 7.3%, respectively (not seasonally adjusted). As reflected on the following table, the County has achieved a lower unemployment rate than that of the State in each of the prior five calendar years for which official information is published.

Employment and Unemployment of Labor Force by Annual Average (in thousands)

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
County Civilian Labor Force	524.5	523.3	524.1	535.7	538.9
Employment	471.5	465.1	469.6	487.8	499.0
Unemployment	53.4	58.2	54.5	48.0	39.8
Unemployment Rate					
County	10.2%	11.1%	10.4%	9.0%	7.4%
State of California	11.2%	12.4%	11.7%	10.4%	8.8%

Source: *State of California, Employment Development Department, Labor Market Information Division, March 2013 Benchmark, October 17, 2014*

Contra Costa County traditionally has higher per capita income levels than those of the State and the nation. The following information is the latest available total personal income and per capita personal income for the County, the State and the nation for calendar years 2009 through 2013.

Personal Income Calendar Years 2008 through 2013⁽¹⁾

Personal Income (thousands of dollars)	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013⁽¹⁾</u>
County	56,636	58,022	62,693	67,779	69,376
California	1,537,095	1,578,553	1,685,636	1,805,194	1,856,614
United States	12,087,500	12,429,300	13,202,000	13,887,700	14,166,900
Per Capita Income (dollars)					
County	54,568	55,118	58,816	62,860	63,403
California	41,587	42,282	44,749	47,505	48,434
United States	35,616	36,274	37,804	39,377	39,468

⁽¹⁾ Most recent year for which annual data is available

Source: *United States Department of Commerce, Bureau of Economic Analysis, Regional Information*

A primary source of revenue for the County is generated from property taxes. The following table contains information on the top ten principal taxpayers in the County.

Principal Property Taxpayers
Ranked by Assessed Value (in Thousands)
(Unaudited)
Fiscal Year Ended June 30, 2014

	Total Assessed Value Secured and Unitary	Percentage of Taxable Assessed Value
Chevron USA	\$3,217,924	2.25 %
Pacific Gas & Electric	1,881,914	1.32
Equilon Enterprises LLC	1,353,518	0.95
Tesoro Refining & Marketing	1,279,318	0.89
Tosco Corporation	694,544	0.49
Pacific Bell Telephone Co	544,800	0.38
SDC 7	425,073	0.30
Genon Marsh Landing, LLC	418,787	0.29
First Walnut Creek Mutual	360,313	0.25
Sierra Pacific Properties Inc.	326,900	0.23
	\$10,503,091	7.35 %

Source: Office of the Treasurer-Tax Collector - Contra Costa County, California

LONG-TERM FINANCIAL PLANNING & POLICIES

Contra Costa County has adopted the following Mission, Vision and Values to assist in its decision-making process to provide a full array of services to its residents:

Mission

*Contra Costa County is dedicated to providing public services which improve the **quality of life** of our residents and the economic vitality of our business*

Vision

*Contra Costa County is recognized as a **world-class** service **organization** where innovation and partnerships merge to enable our residents to enjoy a safe, healthy and prosperous life*

Values

*Contra Costa County **serves people**, businesses and communities. Our organization and each of our employees value:*

- Clients and Communities
- Accountability
- Partnerships
- Fiscal prudence
- Quality Service
- Organizational excellence

Overview

The County is committed to prudent fiscal management and engages in targeted long-term financial planning when possible and appropriate. Some examples of the County's current long-term financial planning include:

- In 2007 the Board of Supervisors set the following specific goals to address the County's Other Postemployment Benefits (OPEB) Long-term Liability:
 - to fully comply with GASB Statement 45;
 - to adopt and follow an OPEB financing plan, which balances the County's requirement to provide public services with its desire to provide competitive health care benefits to our employees; and
 - to minimize collateral detrimental impact to the provision of services to indigents, including indigent health care in the County; and
 - pursue and support Federal and State Legislation.

The OPEB financing plan includes an annual allocation of resources for pre-funding the OPEB liability. The County has included this allocation in each adopted annual budget since FY 2008-2009. Health plan changes, caps on County contributions and labor concessions, in addition to annual pre-funding contributions, have assisted in reducing the County's Unfunded Actuarial Accrued Liability (UAAL) by 69.1% since 2006: from \$2.57 billion to \$794.4 billion. Further, the annual required contribution has declined by 59.1% since 2006: from \$216.3 million to \$88.5 million.

- In 2007, the Board of Supervisors also established a Real Asset Management Program (RAMP). The objective of RAMP is to maximize the value of unused and vacant County-owned office space by avoiding and terminating leases. With the adoption of the FY 2012-13 Recommended Budget, the Board established a dedicated funding stream for the County's Capital Improvement Plan. Capital Improvement Plan information is on Page 432.
- In 2012, the State of California enacted the Public Employees' Pension Report Act of 2013 (PEPRA). PEPRA established new pension tiers of 2.5% at 67 for County General employees and 2.7% at 57 for Safety employees. PEPRA did not define the pension cost of living adjustment (COLA). By default the pension COLA for the majority of new County employees in the PEPRA tier was 3%. Negotiations to achieve a 2% pension COLA for this tier have been completed for 15 of the County's 18 labor groups, and are underway for the remaining groups. These new tiers are expected to achieve savings over time. (see Budget Message - Pension Benefits).

To further assist with long-term financial planning, the Board of Supervisors has adopted a comprehensive set of financial management policies to provide for: (1) the adoption and maintenance of an annual balanced budget; (2) the annual adoption of a policy for the prudent investment of County funds; (3) establishment and maintenance of a General Fund reserve; (4) establishment of parameters for issuing and managing debt; and (5) establishment of a Workers' Compensation confidence level.

Each of the financial management policies is described below and available by contacting the County Administrator's Office at (925) 335-1023 and on the County's website under Financial Information at: <http://ca-contracostacounty.civicplus.com>.

Budget Policy In November of 2006 the Board of Supervisors established a County Budget Policy. The objectives of the County Budget Policy are to establish best practices for the County's budget process. Requirements of the Budget Policy include:

- Adoption of structurally balanced budgets (A Balanced Budget is defined as a budget where Total Sources, including Fund Balances, equal Total Requirements, including Reserves and Contingencies, for each appropriated fund.) (see fund structure chart in Appendix);
- Preparation of multi-year (3-5 year) financial projections as part of the annual budget planning process;
- Mid-year updates on budget status by department, with corrective actions presented to the Board within 30 days for any cost centers over budget;
- Adoption of an annual budget early enough (and no later than May 31) to allow all impacts on programs and/or revenues to be in effect on the first day of the new fiscal year (July 1).

Investment Policy California Government Code statutes and the County Investment Policy govern the County's investment pool activity. Those statutes and the Investment Policy authorize the County Treasurer to invest in securities issued by the U.S. Government Treasury and its Agencies, certain corporate bonds and notes, bankers' acceptances, certificates of deposit, commercial paper, repurchase agreements, and the State of California Local Agency Investment Fund (LAIF) and securities lending transactions. The Board of Supervisors (Board) approved its first Investment Policy in 1994 and the most recent update to the Investment Policy was on December 9, 2014.

The County Investment Policy is reviewed and approved annually by the Board; all amendments to the Investment Policy must be approved by the Board. The Board has established a seven member Treasury Oversight Committee pursuant to State Law. Members of the Treasury Oversight Committee are: the County Superintendent of Schools; a representative selected by a majority of the presiding officers of the governing bodies of the school districts and community college districts in the County; a representative selected by a majority of the presiding officers of the legislative bodies of the special districts in the County that are required or authorized to deposit funds in the County Treasury; a representative appointed by the Board of Supervisors; and three members of the public nominated by the County Treasurer-Tax Collector. The Treasury Oversight Committee is responsible for conducting a quarterly review of the County investment portfolio, which is presented to the Board of Supervisors, and annually updating the Investment Policy.

The Contra Costa County Investment Pool was rated by Standard & Poor's (S & P) on September 30, 2014. The Investment Pool was assigned a fund credit quality rating of "AAAF" and a fund volatility rating of "S1+." The "AAAF" rating is S & P's highest fund credit quality rating with the "S1+" volatility rating reflecting low sensitivity to changing market conditions. The Investment Pool has maintained its AAAF and S1+ ratings since first rated in November 2007.

General Fund Reserve Policy In December 2005, the Board of Supervisors established a General Fund Reserve Policy directing the establishment and maintenance of a reserve fund to, among other things, "enhance the management of the County's finances and maintain the County's credit quality." The Reserve Policy requires the County to maintain a General Fund balance equal to a minimum of 10% of the General Fund revenues and an unreserved balance equal to a minimum of 5% of General fund revenues. Reserves exceeding the minimum are

applied only to one-time uses, such as additional reserves or capital projects, up to an amount equal to 1% of General Fund revenues. The Reserves can only be used in emergencies and if accompanied by a Board-approved plan to restore Reserves to the target levels. The Policy was revised in June 2011 to comply with implementation of GASB 54. The County's audited financial report for fiscal year 2013-2014 confirms compliance with the Reserves Policy.

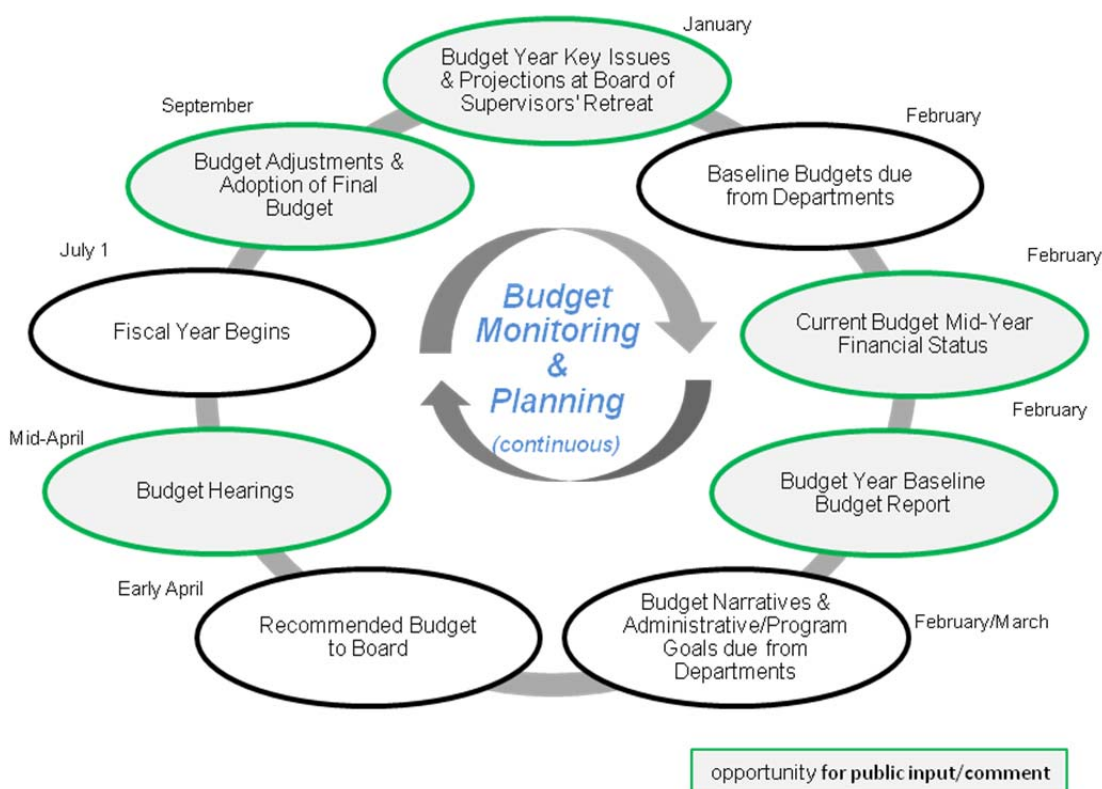
Debt Management Policy In December 2006, the Board of Supervisors established a Debt Management Policy, which was last updated March 31, 2015 to reflect updated post-issuance compliance requirements for private placement/direct loans. The County Debt Management Policy formalized the guidelines for the issuance and management of various types of debt instruments and other financial obligations and includes post-issuance tax compliance procedures for tax-exempt and Build America Bonds. Pursuant to the Debt Management Policy, the County may refinance outstanding long-term debt when such refinancing allows the County to realize significant debt service savings (2% minimum by maturity on its own and a minimum 4% savings overall or if combined with more than one refinancing) without lengthening the term of refinanced debt and without increasing debt service in any subsequent fiscal year. The County may also consider debt refinancing when a primary objective would be the elimination of restrictive covenants that limit County operations.

The Debt Management Policy provides that the County will undertake multi-year capital planning and sets forth guidelines for the term of debt issues, refunding savings targets, and other structural debt features. The Debt Management Policy established a Debt Affordability Advisory Committee (consisting of the County Auditor-Controller, County Treasurer-Tax Collector, Director/Conservation and Development Department and the County Finance Director) that establishes the viability of any proposed debt-financing, monitors and evaluates the County's performance against various debt ratio benchmarks, and annually prepares a comprehensive debt capacity report for the County Administrator. The Debt Affordability Advisory Committee monitors specific statistical measures and compares them to those of other counties, rating agency standards, and the County's historical ratios. The most recent Debt Report was issued by the Debt Affordability Advisory Committee on March 25, 2015. Current debt position information is located in on page 435 of the County Summary Information section.

Workers' Compensation Confidence Level Policy In September of 2007 the Board of Supervisors adopted a Workers' Compensation Internal Service Fund funding policy to establish a targeted minimum confidence level of 80% ('confidence level' is a measure of the probability that the Workers' Compensation Trust Fund will have enough money to cover all benefits and claims that have been incurred). The 80% confidence level objective was exceeded in fiscal year 2013-14 and was in excess of 86%. Presently, the County pays approximately \$17 million annually to the Workers' Compensation Internal Service Fund, down from a high of \$36 million in FY 2006-07. The decrease can be attributed to changes in State law, changes in employee contracts, and most particularly to the County's return-to-work program. The annual payments, along with a stable loss experience and relatively flat payments, has resulted in a high confidence level of the Workers' Compensation Internal Service Fund. The County Administrator will continue to recommend gradually reduced transfers to the fund, which will eventually result in reaching the targeted confidence level and freeing up these funds for other purposes.

BUDGET PROCESS

The County budget process is a continuous cycle of developing, monitoring and planning, with specific steps each year to achieve adoption of the Final Budget.



The County's fiscal year spans from July 1 to June 30; however, the budget development process begins as early as December with the Board of Supervisors setting a Preliminary Budget Schedule for preparation of the ensuing budget. The County Administrator presents the Board, Department Heads and the public with an analysis of key issues and budget projections in January; followed by budget instructions, which include direction for departments to work with their respective advisory committees and community-based organizations; departmental budget submissions; meetings with Departments in February and March; and presentation of the State Controller's Office required Recommended Budget Schedules for Board consideration in April. Absent the adoption of the County's Recommended Budget by June 30, the State Controller's Office Recommended Budget Schedules are passed into the new fiscal year as the spending authority until a Final Budget is adopted. Unlike the State Controller's Office Recommended and Final Budget schedules, which are solely publications of financial State Schedules required by State Statutes collectively referred to as the *County Budget Act*, the County Recommended Budget includes detailed information and narrative regarding the County, including its current and projected financial situation; the programs/services and administrative/program goals of individual Departments; and the County Administrator's budgetary recommendations for the upcoming budget year.

After public hearings and budget deliberations, the Board adopts the Recommended Budget no later May 31 (pursuant to the Budget Policy). After the State budget is passed (legally due by June 15) and County fiscal year-end closing activities are completed in August, a Final Budget

Overview

is prepared for Board consideration. (Pursuant to the County Budget Act, the deadline for adopting a Final Budget is October 2 each year. This allows incorporation of any needed adjustments resulting from the State budget.)

FY 2015-2016 Budget Development Calendar

2015 Dates	Key Budget Meetings/Activities/Deliverables
December 16, 2014	Board of Supervisors set Budget Schedule (Board Chambers*)
January 12	Budget preparation instructions to Departments
January 12 – February 13	Department staff discuss budgets with respective advisory committees and solicit written suggestions (as necessary/appropriate)
	Department fiscal staff meet with CAO analysts (as necessary/appropriate)
January 15	Personnel position count, salary and benefits cost projections due from Departments
January 21 - 23	Budget system training sessions for Departmental fiscal staff
January 27	Board of Supervisor's retreat (Board Chambers*): Budget & Key Issues analysis and budget projections for 2015-16 and beyond
January 30	Department Head meeting discussing 2015-16 budget preparation
February 13	Baseline Budgets due from Departments
February 25	Venture Capital Project Requests (optional) due from Departments
February 25	Program/Recommended Budget Narrative and Administrative and Program Goals due from Departments
March 10	Mid-Year Current Budget Status and Baseline Budget Report presentation (Board Chambers*)
April 7	Public Notice of Hearing Recommended Budget to Board of Supervisors and posted on County website
April 21	State Controller's Office Recommended Budget Adopted by Board of Supervisors (Board Chambers*)
April 21	Budget Hearings on County Recommended Budget (Board Chambers*)
May 7	Budget Adoption Board Order to Board of Supervisors
May 12	Budget Adoption Board Order presentation (Board Chambers*)
August	Fiscal year-end closing activities, including final adjustments to fund balance
September	Final Budget presentation based upon fiscal year-end closing activities, including final adjustments to fund balance, and passage of State budget (Board Chambers*) ¹

* All activities noted as (Board Chambers*) are open to the public and opportunities for public comment.

¹ If significant changes to programs or revenues are required based upon the State budget and/or closing activities, Budget Hearings may be scheduled prior to the Board adopting the Final Budget.

The County Administrator monitors actual expenditures and revenue receipts each month and mid-year adjustments may be made so that the County's Budget remains in balance throughout the fiscal year. On an annual basis, the County Administrator's staff prepares and presents a report to the Board of Supervisors that details the activity within each budget category and

provides summary information on the status of the County's Budget. The County Administrator also recommends any actions that are necessary to ensure a healthy budget status at the end of the fiscal year.

Supplemental appropriations, which are normally financed by unanticipated revenues during the year, and any amendments or transfers of appropriations between summary accounts or departments, require approval by the Board of Supervisors. Pursuant to a Board of Supervisor's Resolution, the County Administrator is authorized to approve transfers of appropriations among summary accounts within a department as deemed necessary and appropriate. Accordingly, the legal level of budgetary control by the Board of Supervisors is at the department level.

BUDGETARY BASIS FOR ACCOUNTING

The County uses an encumbrance system as an extension of normal budgetary accounting for the general, special revenue, and certain debt service and capital project funds to assist in controlling expenditures. Under this system, purchase orders, contracts, and commitments for the expenditure of monies are recorded in order to reserve that portion of applicable appropriations. Encumbrances outstanding at year-end are recorded as reservations of fund balance since they do not constitute expenditures or liabilities, and are re-established, along with their encumbered appropriations as part of the following year's budget. Any appropriations remaining in the departments at the end of the fiscal year automatically lapse and are transferred to fund balance. The year-end fund balance, along with projected revenues, becomes available for appropriation the following year.

The Final Budget adopted by the Board of Supervisors for the General Fund includes budgeted expenditures and reimbursements for amounts disbursed to or received from other County funds. Revenues received from other County funds for reimbursement of services are generally budgeted in Interfund Revenues, such as facilities maintenance. Transfers to and from other County funds to provide reimbursements of costs are generally budgeted in Charges for Services, Miscellaneous Revenue and Expenditure Transfers.

The budget for governmental funds, such as the General Fund, may include a sub-object level known as 'intrafund transfers' in the charges to appropriations. This sub-object level is an accounting mechanism used by the County to show reimbursements between operations within the same fund. An example of an intrafund transfer would be a General Fund department, such as the Sheriff's Office, reimbursing another General Fund department, such as the Facilities Maintenance Section of Public Works – this would represent a transfer between General Fund budget units for services performed.

Budgets are adopted on the modified accrual basis. Accounting policies used in preparation of the County's audited financial statements conform to generally accepted accounting principles applicable to counties. The County's governmental funds use the modified accrual basis of accounting. This system recognizes revenues when they become available and measurable. Expenditures, with the exception of unmatured interest on general long term debt, are recognized when the fund liability is incurred. Proprietary funds use the accrual basis of accounting, whereby revenues are recognized when they are earned and become measurable, while expenses are recognized when they are incurred.

The background of the entire page is a photograph of a body of water, likely a bay or estuary, with a grassy shoreline and hills in the distance under a blue sky with white clouds. Overlaid on this background is a large, semi-transparent circular seal. The seal features a central illustration of a ship, a building, and a landscape. The words "SEAL OF" are at the top, "CALIFORNIA" is on the right, and "CONTRA COSTA COUNTY" is at the bottom.

County of Contra Costa General Government

Page intentionally left blank

Functional Group Summary

General Government

Table Description

This table presents information in aggregate format summarizing specifically General Fund expenditures, revenues, and Net County Cost for the **General Government Functional Group**. Included is data for the following departments: Agriculture, Assessor, Auditor-Controller, Board of Supervisors, Capital Improvement, Central Support Services, Clerk-Recorder, Conservation and Development, Contingency Reserve, County

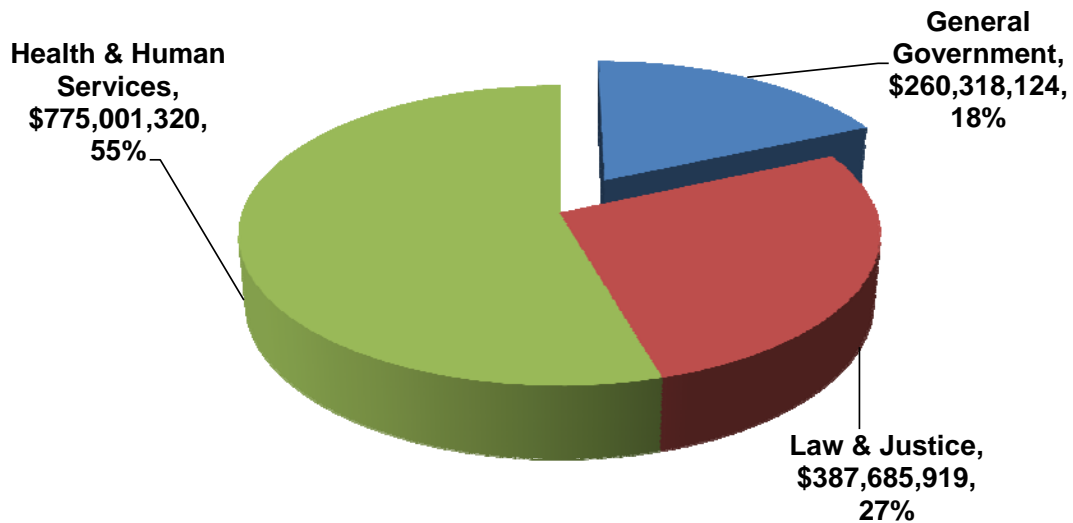
Administrator, County Counsel, Crockett/Rodeo Revenues, Debt Service, Department of Information Technology, Employee/Retiree Benefits, Human Resources, Public Works, and Treasurer-Tax Collector. (Some of departments may have non-General Fund activity as well.) The Recommended Net County Cost figure includes \$384.9 million in General Purpose Revenue.

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	114,653,575	136,428,264	137,680,581	137,945,781	265,200
Services and Supplies	116,385,112	152,081,832	145,526,981	145,520,731	(6,250)
Other Charges	52,526,747	43,234,625	39,697,255	39,697,255	0
Fixed Assets	2,248,607	18,839,893	10,298,707	15,298,707	5,000,000
Expenditure Transfers	(77,127,192)	(82,027,849)	(85,651,105)	(85,816,305)	(165,200)
TOTAL EXPENDITURES	208,686,849	272,612,418	255,224,374	260,318,124	5,093,750
REVENUE					
Other Local Revenue	493,679,674	499,681,953	527,590,996	527,690,996	100,000
Federal Assistance	8,605,395	11,664,692	12,860,198	12,860,198	0
State Assistance	4,888,050	4,421,110	4,478,684	4,478,684	0
GROSS REVENUE	507,173,119	515,767,755	544,929,878	545,029,878	100,000
NET COUNTY COST (NCC)	(298,486,270)	(243,155,337)	(289,705,504)	(284,711,754)	4,993,750
Allocated Positions (FTE)	1,046	1,066	1,062	1,066	4
FINANCIAL INDICATORS					
Salaries as % of Total Exp	40%	38%	40%	40%	
% Change in Total Exp		31%	(6%)	2%	
% Change in Total Rev		2%	6%	0%	
% Change in NCC		(19%)	19%	(2%)	
COMPENSATION INFORMATION					
Permanent Salaries	60,349,284	73,262,347	76,844,836	76,994,176	149,340
Temporary Salaries	3,319,765	2,119,035	1,903,844	1,903,844	0
Permanent Overtime	1,239,846	731,177	853,106	853,106	0
Deferred Comp	536,695	881,364	969,384	970,384	1,000
Comp & SDI Recoveries	(352,967)	(242,724)	(287,823)	(287,823)	0
FICA/Medicare	4,674,549	5,480,547	5,743,524	5,761,367	17,843
Ret Exp-Pre 97 Retirees	259,708	272,448	307,446	300,642	(6,804)
Retirement Expense	22,958,339	29,093,564	25,902,363	25,965,350	62,987
Excess Retirement	17,852	0	0	0	0
Employee Group Insurance	9,274,324	11,622,532	11,565,261	11,599,176	33,915
Retiree Health Insurance	6,916,182	7,235,145	6,859,294	6,859,294	0
OPEB Pre-Pay	3,248,244	3,248,245	3,880,529	3,880,529	0
Unemployment Insurance	238,696	219,545	231,193	231,586	393
Workers Comp Insurance	2,122,174	2,505,039	2,907,623	2,914,149	6,526
Labor Received/Provided	(149,115)	0	1	1	0

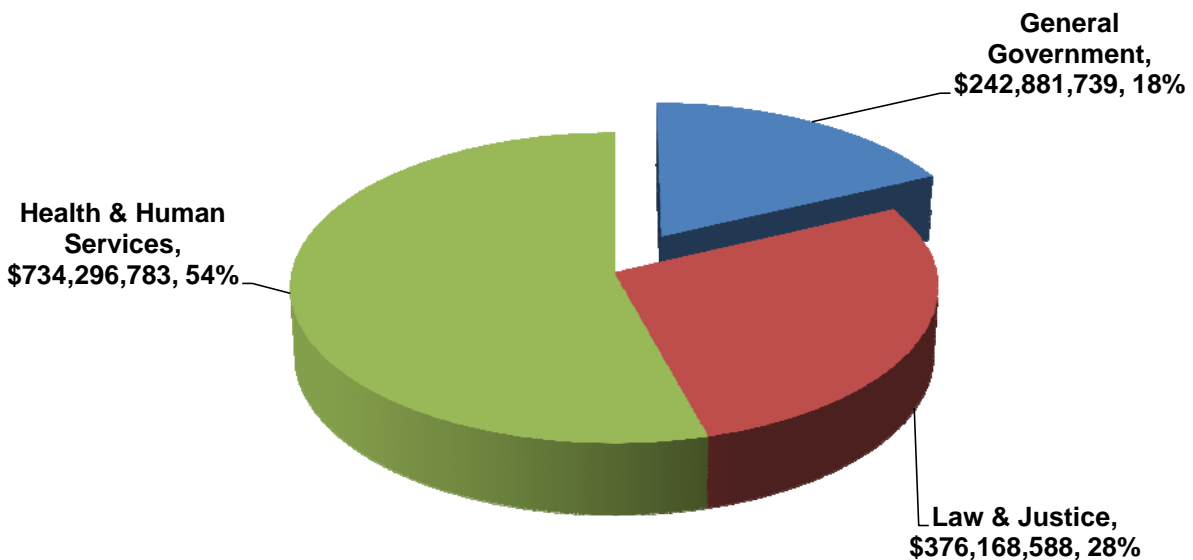
Functional Group Summary

General Government

FY 2015-16
Recommended General Fund Expenditures



FY 2014-15
Recommended General Fund Expenditures



General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	4,070,479	4,672,618	4,837,084	4,837,084	0
Services and Supplies	734,294	613,628	658,083	658,083	0
Fixed Assets	37,353	0	0	0	0
Expenditure Transfers	409,657	375,100	455,804	455,804	0
TOTAL EXPENDITURES	5,251,783	5,661,346	5,950,971	5,950,971	0
REVENUE					
Other Local Revenue	897,610	1,168,484	1,036,535	1,036,535	0
State Assistance	2,597,179	2,492,862	2,664,436	2,664,436	0
GROSS REVENUE	3,494,789	3,661,346	3,700,971	3,700,971	0
NET COUNTY COST (NCC)	1,756,994	2,000,000	2,250,000	2,250,000	0
Allocated Positions (FTE)	48	48	46	46	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	84%	88%	88%	88%	
% Change in Total Exp		8%	5%	0%	
% Change in Total Rev		5%	1%	0%	
% Change in NCC		14%	12%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	2,274,042	2,811,545	2,887,171	2,887,171	0
Temporary Salaries	174,781	31,000	31,000	31,000	0
Permanent Overtime	22,149	0	0	0	0
Deferred Comp	16,680	22,080	23,880	23,880	0
Comp & SDI Recoveries	(26,088)	0	0	0	0
FICA/Medicare	182,804	212,572	222,767	222,767	0
Ret Exp-Pre 97 Retirees	7,906	9,350	9,350	9,350	0
Retirement Expense	711,171	856,007	778,173	778,173	0
Employee Group Insurance	266,519	267,655	449,076	449,076	0
Retiree Health Insurance	211,309	204,979	210,341	210,341	0
OPEB Pre-Pay	104,588	104,588	104,588	104,588	0
Unemployment Insurance	9,222	8,924	8,812	8,812	0
Workers Comp Insurance	115,395	143,918	111,926	111,926	0

Department Description

The preceding table represents information in aggregate format summarizing expenditures, revenues and net County costs for five organizational units administered by the Agriculture/Weights and Measures Department. Included are data for the following cost centers:

3300 – Agriculture/Weights & Measures Admin
3305 – Agriculture Division
3311 – Agriculture Division (Pest Management)
3315 – Weights & Measures
3320 – Cooperative Extension

Agriculture

General Government

Major Department Responsibilities

The Agriculture/Weights and Measures Department promotes and protects the County's agricultural interests while protecting the public health and environment; protects the public interest in the commercial exchange of goods where value is determined by weights and measures; provides education to the public and targeted clientele, including other County departments, in commercial agriculture, urban horticulture, youth development, nutrition, and a variety of natural resources topics including rangeland and watershed management and safeguarding homes from wildfires; and directs service programs including 4-H Youth Development, Master Gardeners, and two federally-funded nutrition education programs.

Administration

Description: Provides direction and financial control, develop and implement policies and procedures in support of the operations of the department.

Administration Summary			
Service:			Mandatory
Level of Service:			Discretionary
Expenditures:			\$1,374,178
Financing:			0
Net County Cost:			1,374,178
Funding Sources:			
General Fund	100.0%		1,374,178
FTE: 4.0			

Agricultural Division

Description: Provides enforcement of pesticide use and worker safety regulations; enforcement of quarantine regulations; Certified Farmer's Market and organic program regulatory oversight; and performs pest detection, pest management, and pest eradication activities. Provides quality assurance programs involving fruits, nuts, vegetables, eggs, nursery stock and seed; and assists the public with pest

identification and control techniques using environmentally safe integrated pest management practices.

Agricultural Division Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$3,234,093	
Financing:	2,833,928	
Net County Cost:	400,165	
Funding Sources:		
State	81.7%	\$2,641,966
Fees	4.2%	134,383
Interfund Revenue	0.8%	27,046
Other	0.8%	26,683
Forfeitures/Penalties	0.1%	3,850
General Fund	12.4%	400,165
FTE:	32.0	

Weights and Measures

Description: Provides assurance of fair business practices by performing routine inspection of all weighing and measuring devices used in commercial transactions. Provides regulatory services to ensure commercial sales are made in compliance with state laws. This unit enforces laws designed to prevent deceptive packaging and ensuring accurate units of measure and accurate charging on electronic transactions.

Weights and Measures Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$1,148,421	
Financing:	867,043	
Net County Cost:	281,378	
Funding Sources:		
State	2.0%	\$22,470
Fees	68.1%	782,626
Forfeitures/Penalties	5.4%	61,947
General Fund	24.5%	281,378
FTE:	9.0	

Agriculture

General Government

Cooperative Extension

Description: Cooperative Extension is a public outreach arm of the University of California (UC) that extends research-based information and resources to professionals working in agricultural and natural resource industries as well as to county residents via a wide variety of extension methods. Through UC funding, extramural grants/gifts and volunteer hours, the match for every \$1 contributed by Contra Costa County has increased to an estimated \$14:\$1 ratio.

The program works with County farmers to assure a sustainable food system that is safe, productive, environmentally friendly and economically viable; educates landscape managers, pest control operators, and other urban pest management professionals about the principals of integrated pest management (IPM), reducing negative impacts to the environment and community; works with 4-H volunteers to create opportunities where youth and their families build citizenship, leadership, and life skill competencies necessary for successful adolescent and adult life; and provides research and education on critical nutrition issues including food security, childhood obesity and chronic disease prevention.

Cooperative Extension Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$194,279	
Financing:	0	
Net County Cost:	194,279	
Funding Sources:		
General Fund	100.0%	194,279
FTE: 1.0		

CAO's Recommendation

The Department of Agriculture has a number of Standard Agreements and other revenue distributions from the California Department of Food & Agriculture (CDFA) and the Department of Pesticide Regulation (DPR) as well as pass –

through money from the United States Department of Agriculture (USDA). The revenue from these sources varies from year to year. As a precaution, and in order to prevent layoffs, the Department of Agriculture has held 1.5 positions vacant, resulting in \$85,484 potential savings in salaries and benefits. The Department will continue this practice until the revenue streams stabilize.

The FY 2015-16 Recommended Budget for the Department of Agriculture is balanced while maintaining current service levels. Any additional reductions may limit the department's application for unclaimed gas tax revenue in jeopardy. California Food and Agricultural Code (FAC) Section 224 (g) states that counties must maintain a certain level of County General Fund support or risk the loss of unclaimed gas tax revenue.

Performance Measurement

- The Canine Program continues to be a success. The two teams continue to work regionally in 12 Greater Bay Area counties and alerted on a total of 3,503 parcels at USPS, FedEx, and UPS. A total of 197 unmarked packages of Agricultural commodities were intercepted. Within these parcels, 23 pests were discovered to contain serious exotic pests. The Canine Program continues to work in two U.S. Post Office facilities where they have successfully intercepted packages that would have severe economic impact to California agriculture. Of the 2 most notable, one package had an insect plus a bacterium that could wipe out California's Citrus industry, while another had numerous insects that could severely impair California's nut crop industry.
- No new infestation sites of the A-rated pest, Japanese Dodder, were found in 2013. All 49 historically infested sites were monitored and found clean of this pest. Total county-wide eradication of this serious pest is near.
- The Glassy-Winged Sharpshooter / Pierce's Disease Control Program continues to be a very successful program in Contra Costa County. With the eradication of the

Agriculture

General Government

sharpshooter in 2003 and the prevention of any new infestations to date, we have greatly benefited the agriculture and horticultural communities. Though there was some reduction in this state contract increased efficiencies in our program have resulted in retaining the effectiveness of the program.

- The pest management program surveyed and/or treated 895 historically invasive noxious weed infested sites for the 18 target species of the program.
- The countywide pest detection program found 3 male Guava Fruit Flies which have a large list of fruits that it will infest. Due to rapid response by county and State officials, no new flies have been found and we are months away from being declared eradicated. Our department places and services 16 different types of exotic insect traps with a total of 5,437 individual traps. Several neighboring Bay Area counties had infestations that resulted in eradication projects; our lack of infestations is attributable to the efforts of our diligent inspectors and canine teams.
- The pest detection program continues to trap for the Asian Citrus Psyllid (ACP) and European Grape Vine Moth (EGVM). Currently, ACP is infesting much of Southern California and has recently been found in two neighboring counties. EGVM has been successfully eradicated from several counties. Only a core infestation remains in Napa County. There have been no EGVM or ACP found in Contra Costa County.
- Although Contra Costa county is generally infested with the plant pathogen responsible for Sudden Oak Death (*Phytophthora ramorum*), our program, after intensive sampling, found all shipping nurseries in compliance and completely free of this pathogen. Our inspections allow these nurseries to ship to un-infested areas within California and other States and Countries.
- Our pesticide use enforcement program involves inspections of operations by growers, pest control operators, agencies and others that use and store pesticides. The program involved 505 inspections and 15 investigations of alleged misuse or exposure. Education is a basic component of our enforcement program. Besides one-on-one interaction with many growers, operators and agencies, we reached 913 individuals through 39 training sessions, some of which were given in Spanish.
- The Weights & Measures Division filed 32 administrative actions in the past year. These actions serve to protect consumers in the county. We also had two cases with our district attorney which settled for \$2.66 Million and a joint case with San Francisco for \$4.1 Million. Additionally, we received \$28,051 in investigative cost recovery for work performed by our department. These actions underscore the importance of our Weights and Measures Program.
- Under the leadership of Janet Caprile, Cooperative Extension Farm Advisor, Cooperative Extension (CE) spearheaded an aggressive Cherry Buckskin Disease eradication effort, surveyed over 600 acres and found only two infected trees and no new sites this year. CE also developed a comprehensive management program for controlling another new cherry pest, the Spotted Wing Drosophila, and successfully educated local farmers on implementation, preventing millions of dollars in loss to our Contra Costa cherry industry. The Farm Advisor continues to serve as a local resource to help farmers adapt to changing conditions and pests using sound science, through direct consultations, field demonstrations, research, meetings, newsletters, websites, emails, publications and other methods. Cherries are a \$2.6 million crop in Contra Costa.
- Under the Nutrition Program, 3,618 low-income students received an average of 6 hours of nutrition education. In addition, 1,601 CalFresh eligible adults learned how to stretch their food dollars to purchase healthy foods and 312 low-income families with children graduated from an eight-week nutrition series. Evaluations showed that 80% of graduates improved one or more nutrition practices. A national study reported

Agriculture

General Government

that for every dollar spent on this program, \$3 - \$17 dollars is saved in healthcare costs attributable to good nutrition and physical activity practices.

- Trained/managed 230 Master Gardener volunteers who contributed 17,300 hours (valued by the Independent Sector at \$428,200) educating local residents on a wide range of topics that promote healthy and sustainable homes and communities: proper plant problem diagnosis; safe pest management techniques that minimize pesticide use; water conservation and drought tolerant landscaping; composting and green waste reduction; and home food production that promotes food security and healthy eating.
- Trained and managed 162 4-H volunteers who contributed an estimated 12,150 hours (valued by the Independent Sector at \$230,031) helping to deliver the 4-H program. Engaged/enrolled 460 youth in the yearlong 4-H program. Participating 4-H youth were 1.6 times more likely to report better grades (B or better), 1.8 times more likely to go to college, 3 times more likely to contribute to their communities and 4-H girls were 2 times more likely to have plans to pursue science careers vs. non 4-H girls; Engaged/educated future farmers and consumers on the importance of agriculture and where food comes from. For example, at the annual Contra Costa County fair, various 4-H educational presentations and exhibits reached an estimated 19,571 individuals.
- Under the new urban Integrated Pest Management (IPM) program, led by UC Cooperative Extension Urban IPM Advisor Andrew Sutherland, trained approximately 2,239 structural pest control operators, landscape managers, pest control advisers, urban agriculture practitioners, municipal staff, UC Master Gardeners and the general public with regards to specific IPM strategies and tactics, invasive pest species awareness and preparation and urban surface water concerns related to pest management. In some cases, pre-post testing revealed significant specific changes in knowledge.

Administrative and Program Goals

- Enforce regulations preventing the movement of the Light Brown Apple Moth (LBAM) to new locations in the county and state.
- Ensure that exotic insect trapping procedures are followed as defined in contract agreements with California Department of Food and Agriculture (CDFA.)
- Develop staff in the areas of Heavy Capacity and Industrial Scales Inspection and in the area of Administrative Enforcement Actions in light of recent retirements of senior staff.
- Continue emphasis on price verification.
- Improve farming efficiencies by educating farmers on how to reduce costs and improve operations.
- Keep property values high by helping residents sustain landscaping during drought while minimizing landscape water use.
- Eliminate fines that municipalities, including the County, pay due to home garden pesticide run-off.
- Increase the number of youth prepared to enter science careers by gaining leadership skills.
- Improve the dietary habits, nutritional understanding and food security of low-income residents.
- Help residents better manage financial resources.

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	12,139,803	14,358,415	15,323,276	15,323,276	0
Services and Supplies	3,200,745	2,159,557	2,192,589	2,192,589	0
Other Charges	0	4,900	4,900	4,900	0
Fixed Assets	0	10,000	10,000	10,000	0
Expenditure Transfers	(187,766)	(250,822)	(248,581)	(248,581)	0
TOTAL EXPENDITURES	15,152,783	16,282,050	17,282,184	17,282,184	0
REVENUE					
Other Local Revenue	1,226,029	1,532,050	1,532,184	1,532,184	0
GROSS REVENUE	1,226,029	1,532,050	1,532,184	1,532,184	0
NET COUNTY COST (NCC)	13,926,754	14,750,000	15,750,000	15,750,000	0
Allocated Positions (FTE)	122	122	122	122	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	79%	87%	87%	87%	
% Change in Total Exp		7%	6%	0%	
% Change in Total Rev		25%	0%	0%	
% Change in NCC		6%	7%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	6,012,892	7,551,360	8,579,527	8,579,527	0
Temporary Salaries	626,017	142,259	142,259	142,259	0
Permanent Overtime	697	15,000	15,000	15,000	0
Deferred Comp	26,275	85,020	75,000	75,000	0
Comp & SDI Recoveries	(15,523)	(9,120)	(9,120)	(9,120)	0
FICA/Medicare	478,993	568,596	643,954	643,954	0
Ret Exp-Pre 97 Retirees	26,378	41,027	41,027	41,027	0
Retirement Expense	2,366,395	3,028,073	2,911,793	2,911,793	0
Employee Group Insurance	966,532	1,252,416	1,401,876	1,401,876	0
Retiree Health Insurance	962,848	955,328	942,610	942,610	0
OPEB Pre-Pay	436,063	436,063	436,063	436,063	0
Unemployment Insurance	24,234	22,567	25,696	25,696	0
Workers Comp Insurance	228,003	269,826	117,591	117,591	0

Department Description

This table represents information in aggregate format summarizing expenditures, revenues and net County costs for four budget units.

Included is data for the following budgets: Appraisal, Business, Support Services, and Administrative Services.

Assessor

General Government

Major Department Responsibilities

The Assessor's Office is responsible for discovering and assessing all property within the County; producing and delivering an assessment roll by July 1 of each year; valuing all real property; auditing all entities doing business in the County and valuing all taxable personal property; establishing and maintaining a set of 11,000 maps for assessment purposes, delineating every parcel of land in the County; and providing public information to assist taxpayers with questions about property ownership and assessment.

Appraisal

Description: Ensure that all secured real and personal property within the county has been accurately valued and entered on the regular and supplemental assessment rolls.

Appraisal Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$7,250,845	
Financing:	730,113	
Net County Cost:	6,520,732	
Funding Sources:		
Transfers	1.4%	\$101,918
Fees	4.5%	328,895
Prop. Tax Admin.	4.1%	299,300
General Fund	90.0%	6,520,732
FTE:	47.0	

Business

Description: Ensure that all business personal property within the county has been accurately reported and valued and entered on the regular and supplemental assessment rolls.

Business Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$2,030,654	
Financing:	213,692	
Net County Cost:	1,816,962	
Funding Sources:		
Transfers	1.5%	\$29,830
Fees	4.7%	96,262
Prop. Tax Admin.	4.3%	87,600
General Fund	89.5%	1,816,962
FTE:	12.0	

Support Services

Description: Enroll all valid exemptions on the annual and supplemental local assessment rolls; provide data entry and drafting services to the department; review policies and procedures, and make changes where necessary; and provide public service to agencies, private organizations and to the public.

Support Services Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$6,810,337	
Financing:	694,499	
Net County Cost:	6,115,838	
Funding Sources:		
Transfers	1.4%	\$96,947
Fees	4.6%	312,852
Prop. Tax Admin.	4.2%	284,700
General Fund	89.8%	6,115,838
FTE:	56.0	

Administrative Services

Description: Establish and administer policies relative to department operations and provide administrative guidelines for carrying out these policies.

Administrative Summary			
Service:	Mandatory		
Level of Service:	Discretionary		
Expenditures:	\$1,438,929		
Financing:	142,461		
Net County Cost:	1,296,468		
Funding Sources:			
Transfers	1.4%	\$19,886	
Fees	4.5%	64,175	
Prop. Tax Admin.	4.1%	58,400	
General Fund	90.0%	1,296,468	
FTE:	7.0		

Property Tax Administration Program (Fund 115100)

Description: Provides funding from the State-County Property Tax Administration Program to be used to improve operations and enhance computer applications and systems.

Property Tax Administration Program			
Service:	Mandatory		
Level of Service:	Discretionary		
Expenditures:	\$3,052,351		
Financing:	0		
Net Fund Cost:	3,052,351		
Funding Sources:			
Fund Balance	100.0%	\$3,052,351	
Fund:	115100		

CAO's Recommendation

The baseline net County cost reflects a \$1,000,000 increase from the fiscal year 2014-15 budget. This increase is due in large part to estimated salary and benefit costs.

The Assessor's Office has experienced a high level of turnover in the past few years resulting from resignations and retirements. The Department currently has 25 vacant positions out of 122 authorized positions, which represents a 21% reduction in workforce. Reduced staffing levels make it extremely difficult for the Department to close the regular and supplemental assessment rolls in a timely manner, and make it difficult to meet the statutory program obligations of the office.

The Assessor's Office will continue to work with the Human Resources Department to recruit aggressively in order to maximize staffing within authorized levels.

Performance Measurement

- The Department recruited aggressively and filled appraisal and clerical vacant positions in order to maintain sufficient staffing levels to perform all of the mandated functions of the Assessor's Office.
- Trained Standards Division appraisal staff on policies and procedures regarding changes in ownership and the proper application of property tax exemptions and exclusions. Staff was also trained on the preparation of internal reports and State Board of Equalization mandated reports.
- In 2014, despite extremely low staffing levels, the Assessor's Office managed to meet the statutory program obligations and delivered a timely assessment roll.
- Reduced the backlog of Proposition 58 (Reassessment exclusion for Parent-Child Ownership Transfers) claims under review.
- Created an interface program bridging the statewide business property statement filing system with the Assessor's Office

Assessor

General Government

unsecured database. This program increased the accuracy of assessments, cut processing time from hours to minutes, decreased the number of temporary staff during the busy filing season, saved printing time and keystrokes, and generated work paper packages that combined data used for annual assessment and future audits of businesses.

Administrative and Program Goals

- Implement the Enrollment Form function of the online AES valuation program, including redefining business workflows and training appraisal and support staff on new procedures. The online valuation program will eliminate manual data entry and the potential for typographical errors, and create an electronic record of events.
- Eliminate mailing of 90% of the hard copy Form 571-L Statements and instead send out a one page letter to taxpayers with instructions to use the e-filing system.
- Implement a new program to review businesses that have not filed business property statements for three years or more. Auditor-Appraisers will analyze businesses and recommend audits if necessary.
- Provide training to auditor-appraisers to maximize work efficiency and accuracy in accordance with rules and procedures.
- Create and add more State Board of Equalization assessed parcels into the Land Information System (LIS) and Geographic Information System (GIS)

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	6,230,491	7,414,082	7,350,680	7,350,680	0
Services and Supplies	1,526,682	1,988,321	1,875,775	1,875,775	0
Other Charges	130,019	0	0	0	0
Expenditure Transfers	(834,101)	(446,289)	(443,716)	(443,716)	0
TOTAL EXPENDITURES	7,053,091	8,956,114	8,782,739	8,782,739	0
REVENUE					
Other Local Revenue	5,739,954	5,373,614	5,282,739	5,282,739	0
GROSS REVENUE	5,739,954	5,373,614	5,282,739	5,282,739	0
NET COUNTY COST (NCC)	1,313,137	3,582,500	3,500,000	3,500,000	0
Allocated Positions (FTE)	56	56	56	56	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	79%	79%	80%	80%	
% Change in Total Exp		27%	(2%)	0%	
% Change in Total Rev		(6%)	(2%)	0%	
% Change in NCC		173%	(2%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	3,347,431	3,972,476	4,170,613	4,170,613	0
Temporary Salaries	77,293	125,000	125,000	125,000	0
Permanent Overtime	57,855	0	0	0	0
Deferred Comp	45,705	61,440	70,680	70,680	0
Comp & SDI Recoveries	(5,543)	(5,000)	(5,000)	(5,000)	0
FICA/Medicare	254,791	299,819	311,685	311,685	0
Ret Exp-Pre 97 Retirees	14,496	19,616	19,616	19,616	0
Retirement Expense	1,302,409	1,601,381	1,437,441	1,437,441	0
Employee Group Insurance	494,335	694,861	617,727	617,727	0
Retiree Health Insurance	362,732	357,521	326,092	326,092	0
OPEB Pre-Pay	232,184	232,184	232,184	232,184	0
Unemployment Insurance	12,576	11,917	12,501	12,501	0
Workers Comp Insurance	34,225	42,867	32,141	32,141	0

Department Description

This table represents information in aggregate format summarizing expenditures, revenues, and net county costs for ten budget units.

Included is data for the following budgets: Property Tax, Special Accounting, Budgets, Disbursements, General Accounting, Accounts Payable, Internal Audit, Administration, Systems, and Automated Systems.

Auditor-Controller

General Government

Major Department Responsibilities

The Auditor-Controller is the Chief Accounting Officer for the county. The mandate is to ensure the required Auditor-Controller functions specified in the California Constitution, under various California codes, and by the Board of Supervisors are performed. The duties are performed under the legal authority primarily set forth in the Government Code beginning with Sections 26880 and 26900. The Office of the Auditor-Controller's primary mission is to ensure the fiscal integrity of the county's financial records and to provide service, assistance and information to the public, Board of Supervisors, County Administrator's Office, county departments and employees, special districts, and some regional non-county agencies.

Property Tax / Special Accounting

Description: To build the countywide tax roll and allocate and account for property tax apportionments and assessments for all jurisdictions in the county. To assist in the issuance and administration of the Tax and Revenue Anticipation Notes and other bond programs.

To assist in preparing the budget documents for the county and special districts, including monitoring expenditures for budget compliance. To prepare the countywide Cost Allocation Plan. To prepare the State Controller and other governmental fiscal reports.

Property Tax/Special Accounting Summary			
Level of Discretion:	Mandatory		
Level of Service:	Discretionary		
Expenditures:	\$1,916,524		
Financing:	1,908,928		
Net County Cost:	7,596		
Funding Sources:			
Fees	98.6%	\$1,890,511	
Transfers	1.0%	18,417	
General Fund	0.4%	7,596	
FTE:	11.5		

Disbursements

Description: To process payroll for all county departments, most fire districts, some special districts, and some non-county regional agencies. To process demands, purchase orders, and contracts.

Disbursements Summary			
Level of Discretion:	Mandatory		
Level of Service:	Discretionary		
Expenditures:	\$2,917,006		
Financing:	1,804,986		
Net County Cost:	1,112,020		
Funding Sources:			
Fees	49.5%	\$1,443,280	
Transfers	12.4%	361,706	
General Fund	38.1%	1,112,020	
FTE:	23.0		

General Accounting

Description: To manage the countywide Financial System and process various types of fiscal information for county departments, special districts, and other non-county agencies. To maintain the general ledger. To enforce accounting policies, procedures, and processes. To ensure financial reporting in accordance with county policies and state and federal guidelines. To reconcile fixed asset activity to county inventory.

Auditor-Controller General Government

General Accounting Summary

Level of Discretion:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$1,193,552	
Financing:	881,351	
Net County Cost:	312,201	
Funding Sources:		
Fees	70.3%	\$839,163
Transfers	3.5%	42,188
General Fund	26.2%	312,201
FTE:	7.0	

Internal Audit

Description: To develop and execute audit programs for the examination, verification, and analysis of financial records, procedures, and internal controls of the county departments. To produce the Comprehensive Annual Financial Report.

Internal Audit Summary

Level of Discretion:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$813,887	
Financing:	485,467	
Net County Cost:	328,420	
Funding Sources:		
Fees	57.2%	\$465,498
Transfers	2.4%	19,969
General Fund	40.4%	328,420
FTE:	6.0	

Administration / Systems

Description: To provide general management of the financial information and accounts of all departments, districts, and other agencies governed by the Board of Supervisors. To provide employee development, personnel, payroll, and fiscal administration. To provide

systems development and support. To provide secretarial support.

Administration & Systems Summary

Level of Discretion:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$2,385,486	
Financing:	645,723	
Net County Cost:	1,739,763	
Funding Sources:		
Fees	26.2%	\$624,287
Other Funds	0.8%	20,000
Transfers	0.1%	1,436
General Fund	72.9%	1,739,763
FTE:	8.5	

Automated Systems Development (Non-General Fund)

The following budget units are included:

0009 – Automated Systems Dev. Revenue
0011 – Automated Systems Development

Description: To accumulate interest earnings from the Teeter Plan borrowing program and other funding sources to finance maintenance and enhancement for countywide financial systems. (Non-General Fund)

Automated Systems Development

Level of Discretion:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$200,000	
Financing:	15,000	
Net Fund Cost:	185,000	
Funding Sources:		
Interest Earnings	7.5%	\$15,000
Fund Balance	92.5%	185,000
FTE:	0.0	

Auditor-Controller

General Government

CAO's Recommendation

Baseline Budget

The baseline net County cost reflects a \$82,500 decrease from the fiscal year 2014-15 Adjusted Budget.

Salary and benefit cost estimates have decreased by \$63,402 due to reduced employee group insurance and retirement expenses. Baseline costs for services and supplies reflect a reduction of \$112,546, which will offset the anticipated \$90,875 decrease in revenues and \$2,573 decrease in expenditure transfers.

Recommended Budget

The County Administrator is recommending no reduction to the Auditor-Controller's baseline budget. The recommended net County cost will provide the funding necessary to maintain mandated services and maintain present staffing levels in fiscal year 2015-16.

Performance Measurement

Complete the implementation of the ADP Electronic Timekeeping System countywide.

The implementation of ADP was not completed and it may be necessary to conduct a fit/gap analysis and upgrade of the County's Payroll/Human Resources System to complete. Complexity of County's pay rules, federal standards, multiple bargaining units, variety of schedules, and System limitations have delayed implementation.

Review independent districts for compliance with legal and county requirements and develop internal procedures that provide guidance for ensuring that all requirements are met.

The Auditor-Controller's Office developed an accounting procedure that will be used to properly report CCCERA as a new independent district for the FY 2014-15 CAFR.

In addition, the department worked closely with the Treasurer's Office to document the "Reclamation District" registered warrants that resulted in a written control procedure to ensure

that the redemption of the district warrants does not create cash deficits.

And finally, the department added a cash monitoring procedure to check for sufficient funds and to strengthen disbursement control procedures for independent districts that hold cash in the County Treasury.

Coordinate the relocation of staff to another county building during Finance building repairs.

The relocation of department staff to another county building was unnecessary due to the scope change of the Finance Building repairs.

Continue to work on completing the Disaster Recovery Plan for the Office of the Auditor-Controller.

The Auditor-Controller's Office installed one new server that will provide for faster recovery and minimize downtime in the event of a disaster.

Implement new accounting standards, legal, and county mandates timely and accurately.

The department provided departments with information regarding SB 90 program information, parameters, and guidelines regarding claims available for filing with the State Controller's Office.

The department also developed an accounting procedure to implement Section III (4), General Fund Loans of Administrative Bulletin # 526-Real estate Asset Management Plan (RAMP) policy. This unique procedure was vetted internally by all divisions within the Auditor-Controller's Office and confirmed to be an administratively viable means of budgeting and accounting for repayments to the General Fund Reserve for money advanced to departments under the RAMP program.

Administrative and Program Goals

Conduct a Fit/Gap Analysis of the Human Resources/ Payroll System to prepare for System upgrades.

Eliminate keypunching to reduce errors, increase efficiency, and reduce cost. Provider is costly and is a sole source vendor since keypunch services no longer exist.

Automate manual review and edits done for each payroll processing to increase efficiency and better utilize staff resources.

Redesign the department's webpage on the County's website to be more user friendly and provide more value to our external customers.

Develop written materials and provide training on a variety of accounting and auditing issues such as the year-end process, single audit, and procurement card usage.

Board of Supervisors General Government

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	3,888,382	4,106,977	3,984,480	3,984,480	0
Services and Supplies	1,693,441	4,034,887	2,252,149	2,252,149	0
Other Charges	42,000	200	200	200	0
Fixed Assets	10,260	0	0	0	0
Expenditure Transfers	257,659	69,750	69,750	69,750	0
TOTAL EXPENDITURES	5,891,741	8,211,814	6,306,579	6,306,579	0
REVENUE					
Other Local Revenue	378,508	363,579	363,579	363,579	0
GROSS REVENUE	378,508	363,579	363,579	363,579	0
NET COUNTY COST (NCC)	5,513,233	7,848,235	5,943,000	5,943,000	0
Allocated Positions (FTE)	31	31	31	31	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	69%	50%	64%	64%	
% Change in Total Exp		39%	(23%)	0%	
% Change in Total Rev		(4%)	0%	0%	
% Change in NCC		42%	(24%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	2,234,558	2,270,862	2,291,313	2,291,313	0
Temporary Salaries	35,608	67,000	97,000	97,000	0
Deferred Comp	92,678	100,980	103,560	103,560	0
FICA/Medicare	169,388	175,850	180,561	180,561	0
Ret Exp-Pre 97 Retirees	9,691	12,867	12,867	12,867	0
Retirement Expense	857,164	936,807	806,511	806,511	0
Employee Group Insurance	323,485	360,919	293,620	293,620	0
Retiree Health Insurance	89,762	90,477	84,489	84,489	0
OPEB Pre-Pay	56,268	56,268	56,268	56,268	0
Unemployment Insurance	6,460	6,854	7,167	7,167	0
Workers Comp Insurance	13,319	28,092	51,123	51,123	0

Department Description

The preceding table represents information in aggregate format summarizing expenditures, revenues, and net County costs for ten budget units. Included is data for the following budgets: Board Administration, District I Operations,

District II Operations, District III Operations, District IV Operations, District V Operations, twelve Municipal Advisory Councils, Unfunded Mandates, the Transfer Station Mitigation Fee and the North Richmond Waste & Recovery Mitigation Program.

Board of Supervisors

General Government

Major Department Responsibilities

As defined by general law, the duties of the Board of Supervisors include: appointing most County department heads, except elected officials, and providing for the appointment of all other County employees; providing for the compensation of all County officials and employees; creating offices, boards and commissions as needed, appointing members and fixing the terms of office; awarding all contracts for Public Works and all other contracts exceeding \$100,000; adopting an annual budget; sponsoring an annual audit of all County accounts, books, and records; supervising the operations of departments and exercising executive and administrative authority through the County government and County Administrator; serving as the appellate body for Planning and Zoning issues; and serving as the County Board of Equalization (the Board has created an Assessment Appeals Board to perform this function).

Legislative and Policy Direction

Description: Enforce statutes and enact legislation to serve and protect County residents, establish general operating policies and plans, adopt annual budgets and levy taxes, determine land use, and appoint County officials.

This budget unit includes administrative, staffing and operational expenses of the Board of Supervisors District Offices. Salary and benefit costs for each district office include five full-time equivalent staff positions and one board member position, with the exception of the District V Office, which has six full-time equivalent staff positions.

Legislative and Policy Direction Summary

Level of Discretion:	Mandatory	
Level of Service:	Discretionary	
Expenditures:		\$6,120,579
Financing:		213,579
Net County Cost:		5,907,000
Funding Sources:		
Property Tax Admin	1.8%	\$108,579
Transfers	1.7%	105,000
General Fund	96.5%	5,907,000
FTE:	31.0	

Municipal Advisory Councils

Description: Advise the Board on matters that relate to their respective unincorporated areas, as designated by the Board, concerning services which are or may be provided to the area by the County or other local government agencies, including but not limited to advise on matters of public health, safety, welfare, public works, and planning.

Each of the twelve Municipal Advisory Councils (MAC) will be appropriated \$3,000 for FY 2015-16. In addition to County funds, MACs may seek and apply for funding from other non-County sources to supplement their budget. District Offices administer MAC budgets within their district boundaries.

Municipal Advisory Councils Summary

Level of Discretion:	Mandatory	
Level of Service:	Discretionary	
Expenditures:		\$36,000
Financing:		0
Net County Cost:		36,000
Funding Sources:		
General Fund	100.0%	\$36,000
FTE:	0.0	

Board of Supervisors

General Government

Board Mitigation Programs

Description: Provide funding from solid waste transfer facility host community mitigation fees from the West Contra Costa Sanitary Landfill Inc. for the benefit of the incorporated and unincorporated North Richmond area. Funding is currently used to support a resident deputy in North Richmond.

Board Mitigation Programs Summary		
Level of Discretion:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$150,000	
Financing:	150,000	
Net County Cost:	0	
Funding Sources:		
Transfer Station Mitg	100.0%	\$150,000

Board Mitigation Program (Non-General Fund)

Description: Provide funding for programs through the North Richmond Waste & Recovery Mitigation Program, which has been established to mitigate the impacts of illegally dumped waste and associated impacts in North Richmond and adjacent areas.

North Richmond Waste & Recovery Mitigation Fund		
Level of Discretion:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$550,000	
Financing:	550,000	
Net County Cost:	0	
Funding Sources:		
No. Richmond Waste & Recovery Mitigation	100.0%	\$550,000

CAO's Recommendation

This Budget covers the administrative requirements of the Board's operations. Services and Supplies include the costs of memberships in the California State Association of Counties (CSAC), Association of Bay Area Governments (ABAG), Urban County Caucus (UCC) and National Association of Counties (NACO). Services and Supplies also include electronic support of the County Code as well as funding for the Countywide Single Audit.

The County Administrator is recommending full funding of the Board of Supervisor's baseline budget. The difference in appropriations between prior year and current year is due to fund balance in Board Mitigation Programs. These funds will be added to FY 2015-16 at the end of the current fiscal year when amounts are known.

Salary and benefit costs include the additional \$50,900 estimated for the Board of Supervisors salary adjustment proposed to take effect June 1, 2015. However, overall salary and benefit projections are \$122,497 lower than the FY 2014-15 Adjusted Budget.

As has been budgeted in prior years, an expenditure transfer of CC Futures monies will offset costs of \$67,500 in the District IV Office. These funds are from deposits of Transient Occupancy Tax received from the Renaissance Club Sport and Embassy Suites properties that were directed to the CC Futures budget unit. When these CC Futures monies are depleted, general purpose revenue will supplant these funds to maintain staffing parity amongst district offices.

The projected salary and benefit costs assume that the District V Office will continue to receive \$100,000 of Keller Canyon Mitigation Funding to support staffing needs.

Annual allocations of \$36,000 will continue to support the operations of the twelve Municipal Advisory Councils, which the Board of Supervisors' district offices oversee.

Capital Improvements General Government

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Services and Supplies	802,741	2,538,215	3,538,215	3,538,215	0
Fixed Assets	1,512,948	16,650,387	8,711,785	13,711,785	5,000,000
Expenditure Transfers	(742,158)	(660,452)	(660,452)	(660,452)	0
TOTAL EXPENDITURES	1,573,531	18,528,150	11,589,548	16,589,548	5,000,000
REVENUE					
Other Local Revenue	10,247,832	89,548	89,548	89,548	0
GROSS REVENUE	10,247,832	89,548	89,548	89,548	0
NET COUNTY COST (NCC)	(8,674,302)	18,438,602	11,500,000	16,500,000	5,000,000
FINANCIAL INDICATORS					
% Change in Total Exp		1,077%	(37%)	43%	
% Change in Total Rev		(99%)	0%	0%	
% Change in NCC		(313%)	(38%)	43%	

Department Description

The preceding table represents information in aggregate format summarizing expenditures, revenues, and net County costs for the following three budget units within the County general fund:

0080 – Minor non-Capital Improvement
0085 – Facilities Lifecycle Investment Program
0111 – Capital Projects

Minor non-Capital Improvement

Description: Conduct various minor repairs and improvements to County facilities using in-house staff, consultants, and contractors.

Minor non-Capital Improvement Summary			
Service:	Discretionary		
Level of Service:	Discretionary		
Expenditures:	\$1,500,000		
Financing:	0		
Net County Cost:	1,500,000		
Funding Sources:			
General Fund	100.0%	\$1,500,000	

Facilities Lifecycle Improvement

Description: To address deferred facilities maintenance and capital renewal in accordance with the County's comprehensive management program for real estate assets relative to acquisition, use, disposition, and maintenance.

Facilities Lifecycle Improvement Summary			
Service:	Discretionary		
Level of Service:	Discretionary		
Expenditures:	\$10,750,000		
Financing:	750,000		
Net County Cost:	10,000,000		
Funding Sources:			
Interdept Charges	7.0%	\$750,000	
General Fund	93.0%	\$10,000,000	

Capital Improvements

General Government

Plant Acquisition

Description: Plan, design and construct various repair, improvement, and construction projects for County facilities using in-house staff, consultants, and contractors.

Plant Acquisition Summary			
Service:	Discretionary		
Level of Service:	Discretionary		
Expenditures:	\$5,000,000		
Financing:	0		
Net County Cost:	5,000,000		
Funding Sources:			
General Fund	100.0%	\$5,000,000	

CAO's Recommendation

The fiscal year 2015-16 baseline net County cost decreased by \$6,938,602 due to the elimination of restricted prior year fund balance of \$2,800,299 for Facilities Lifecycle Improvement (FLIP) and \$5,138,303 for Plant Acquisition. The recommended budget is \$5 million higher than baseline.

The baseline and recommended budgets include transfers and revenue totaling \$750,000 for FLIP projects on a cost-per-foot basis for future projects.

The recommended budget for Minor Capital Improvements is a net County cost of \$1,500,000, which is available on an emergency basis for minor improvements when there is no other funding available. The recommended budget for Facilities Lifecycle Improvements is a net County cost of \$10,000,000, which reflects the amount allocated to deferred facilities maintenance and capital renewal from the County's Tax Losses Reserve.

The recommended budget also includes funding for the Plant Acquisition cost center. This allocation of general purpose revenue, in the amount of \$5,000,000, is intended as an on-going resource for construction and repair of County facilities. The monies can be used for capital projects and/or debt service for a future infrastructure borrowing program.

FY 2015-16 **Program Modification List**

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	3	Plant Acquisition	Fixed Assets	0.0	\$5,000,000	Construction and repair of County facilities
			Total	0.0	\$5,000,000	

Central Support Services General Government

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	4,007,679	4,911,503	4,751,596	4,851,596	100,000
Services and Supplies	1,804,788	3,442,353	2,385,617	2,385,617	0
Other Charges	3,992,072	4,392,834	4,926,384	4,926,384	0
Fixed Assets	26,677	85,000	160,000	160,000	0
Expenditure Transfers	(245,197)	(125,000)	(125,000)	(125,000)	0
TOTAL EXPENDITURES	9,586,020	12,706,690	12,098,597	12,198,597	100,000
REVENUE					
Other Local Revenue	4,659,157	5,806,265	5,697,097	5,797,097	100,000
State Assistance	10,227	14,248	14,248	14,248	0
GROSS REVENUE	4,669,384	5,820,513	5,711,345	5,811,345	100,000
NET COUNTY COST (NCC)	4,916,636	6,886,177	6,387,252	6,387,252	0
Allocated Positions (FTE)	42	42	42	43	1
FINANCIAL INDICATORS					
Salaries as % of Total Exp	41%	38%	39%	39%	
% Change in Total Exp		33%	(5%)	1%	
% Change in Total Rev		25%	(2%)	2%	
% Change in NCC		40%	(7%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	2,190,886	2,646,128	2,685,364	2,744,364	59,000
Temporary Salaries	65,199	85,882	71,714	71,714	0
Deferred Comp	28,405	43,860	48,240	49,240	1,000
Comp & SDI Recoveries	(71,567)	0	0	0	0
FICA/Medicare	159,315	202,472	205,209	208,509	3,300
Ret Exp-Pre 97 Retirees	9,499	10,557	10,557	10,557	0
Retirement Expense	858,255	1,057,346	898,570	919,570	21,000
Employee Group Insurance	392,238	495,990	454,626	469,626	15,000
Retiree Health Insurance	235,574	234,375	231,409	231,409	0
OPEB Pre-Pay	101,306	101,306	101,306	101,306	0
Unemployment Insurance	8,275	7,936	8,057	8,157	100
Workers Comp Insurance	30,294	25,651	36,544	37,144	600

Department Description

The preceding table represents information in aggregate format summarizing expenditures,

revenues, and net County costs for six budget units, including for the following:

Central Support Services

General Government

0002 – Clerk of the Board
 0356 – Local Agency Formation Commission (LAFCO)
 0036 – Merit Board
 0025 – Management Information Systems
 0150 – Insurance/Risk Management
 0135 – Economic Promotion

Clerk of the Board of Supervisors

Description: To provide staff support to the Board of Supervisors by recording and compiling the actions of the Board taken in open session; maintaining the official records; preparing the weekly agenda and summary; and maintaining a roster of various Boards and Committees.

Adjustment: The baseline net County cost represents a \$6,500 decrease over the fiscal year 2014-15 Adjusted Budget. This decrease is the result of salary and benefit cost (\$24,481) reductions, and increased operating costs (\$17,981) needed to maintain information technology services that support the department's automation efforts. The reduction in salary and benefit costs will require the Clerk of the Board's Office to limit the use of temporary help.

Impact: The recommended net County cost will provide a minimum level of general fund resources needed to maintain mandated services in fiscal year 2015-16.

Clerk of the Board Summary			
Service:	Mandatory		
Level of Service:	Discretionary		
Expenditures:	\$1,069,500		
Financing:	99,500		
Net County Cost:	970,000		
Funding Sources:			
Charges for Svcs	2.2%		23,300
Property Tax Adm	2.0%		22,000
Intergovernmental	5.1%		54,200
General Fund	90.7%		970,000
FTE:	8.0		

Local Agency Formation Commission

Description: Encourage orderly formation and development of local government agencies and approve, amend, or disapprove applications to create new cities or special districts, and modify boundaries of existing agencies.

Adjustment: No adjustments were made. The level of appropriations reflects the anticipated County's share of LAFCO activity for fiscal year 2015-16. These activities include: Municipal Service Reviews; Sphere of Influence applications; and Annexation applications.

Impact: The general fund contributes an amount equal to one-third of the total estimated operating costs for LAFCO (less fee revenues) for FY 2015-16. The Cortese-Knox-Hertzberg LAFCO Reorganization Act of 2000 requires that LAFCO's operating costs be shared equally among the cities, County and special districts. The LAFCO operating budget is not reflected in a County fund, instead it is treated as an outside agency with only the County's one-third contribution in the County General Fund.

LAFCO Summary			
Service:	Mandatory		
Level of Service:	Mandatory		
Expenditures:	\$195,000		
Financing:	0		
Net County Cost:	195,000		
Funding Sources:			
General Fund	100.0%		\$195,000

Central Support Services

General Government

Merit Board

Description: To hear and make determinations on appeals of employees and oversee the merit system to ensure that merit principles are upheld.

Adjustment: Baseline expenditures decreased by \$15.

Impact: The budget was decreased to account for salary and benefit costs estimated for fiscal year 2015-16.

Management Information System Summary

Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:		\$772,000
Financing:		350,000
Net County Cost:		422,000
Funding Sources:		
Charges	45.3%	\$350,000
General Fund	54.7%	422,000

Merit Board Summary

Service:	Mandatory		
Level of Service:	Discretionary		
Expenditures:			\$87,959
Financing:			30,959
Net County Cost:			57,000
Funding Sources:			
Charges	35.2%		\$30,959
General Fund	64.8%		57,000
FTE:	0.5		

Risk Management

Description: To provide for the administration of workers' compensation claims, liability and medical malpractice claims, insurance and self-insurance programs, and loss prevention services; to fund the County general liability program.

Adjustment: Baseline expenditures increased by \$824,382 and revenue decreased by \$109,168. The baseline net County cost increased by \$933,550. The Department has also requested an additional \$100,000 in fiscal year 2015-16.

Impact: The baseline adjustments reflect the General Fund subsidy of the County Self-Insurance Funds for fiscal year 2015-16. The supplemental request of \$100,000 will fund one Information Systems Specialist I position to support the Risk Management Training Program.

Management Information System

Description: Provides funding for the most critical and cost beneficial automation projects which have no other funding source, including the Geographic Information System Program (GIS) and the Countywide Budget System.

Adjustment: Baseline expenditures were reduced by \$1,026,058.

Impact: The reduction of baseline expenditures reflects the elimination of one-time rebudgets of fund balance to GIS, agenda automation and the venture capital fund from fiscal year 2014-15.

Central Support Services

General Government

Risk Management Summary			
Service:	Mandatory		
Level of Service:	Discretionary		
Expenditures:	\$9,794,792		
Financing:	5,466,638		
Net County Cost:	4,328,154		
Funding Sources:			
Liability & Benefit			
Fees	55.8%	\$5,466,638	
General Fund	44.2%	4,328,154	
FTE:	34		

obligations under the Reorganization and Tax Revenue Allocation Agreement and JPA with the City of Antioch to implement the annexation of areas located near Northeast Antioch.

Economic Promotion Summary			
Service:	Discretionary		
Level of Service:	Discretionary		
Expenditures:	\$429,346		
Financing:	14,248		
Net County Cost:	415,098		
Funding Sources:			
Grants	3.3%	\$14,248	
General Fund	96.7%	415,098	

Economic Promotion

Description: To promote the arts throughout the County via support of the Arts Commission and to support the Northeast Antioch Joint powers Agreement (JPA).

Adjustment: Increased appropriations of \$98 for the Arts Commission for estimated interdepartmental charges and reduced appropriations of \$400,000 to eliminate prior year fund balance for the Northeast Antioch JPA.

Impact: The budget will fund the Arts Commission and also meet the County's

CAO's Recommendation

The recommended budget for Central Support Services reflects a net County cost of \$6,387,252. This amount will fund the aforementioned departments, enabling them to provide the current level of services into fiscal year 2015-16. Additionally, appropriations were added to fund an additional information technology position in the Risk Management Department to support the Countywide Training Program.

FY 2015-16 Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	6	Risk Management	Add one Information Systems Specialist I position	1.0	\$100,000	To reflect the addition of a position to support the Countywide Training Program.
1	6	Risk Management	Charges to Internal Service Fund - Revenue		(\$100,000)	Recovery of cost of additional position through charges to Internal Service Fund
			Total	1.0	0	

Clerk-Recorder-Elections Budget Summary

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	6,249,360	7,927,121	7,101,060	7,101,060	0
Services and Supplies	3,649,674	5,686,214	5,132,566	5,132,566	0
Other Charges	600	1,200	1,200	1,200	0
Fixed Assets	213,887	886,797	295,000	295,000	0
Expenditure Transfers	(3,408)	(3,208)	1,900	1,900	0
TOTAL EXPENDITURES	10,110,113	14,498,124	12,531,726	12,531,726	0
REVENUE					
Other Local Revenue	5,736,199	8,703,827	7,531,726	7,531,726	0
GROSS REVENUE	5,736,199	8,703,827	7,531,726	7,531,726	0
NET COUNTY COST (NCC)	4,373,915	5,794,297	5,000,000	5,000,000	0
Allocated Positions (FTE)	70	72	71	71	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	62%	55%	57%	57%	
% Change in Total Exp		43%	(14%)	0%	
% Change in Total Rev		52%	(13%)	0%	
% Change in NCC		32%	(14%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	3,314,344	4,136,857	3,795,227	3,795,227	0
Temporary Salaries	184,399	300,287	250,287	250,287	0
Permanent Overtime	34,607	90,000	40,000	40,000	0
Deferred Comp	32,725	49,560	65,520	65,520	0
Comp & SDI Recoveries	(13,208)	(23,500)	(23,500)	(23,500)	0
FICA/Medicare	258,145	313,981	291,787	291,787	0
Ret Exp-Pre 97 Retirees	14,237	13,486	13,486	13,486	0
Retirement Expense	1,286,679	1,642,553	1,270,995	1,270,995	0
Employee Group Insurance	553,430	771,297	657,134	657,134	0
Retiree Health Insurance	262,489	250,379	229,551	229,551	0
OPEB Pre-Pay	130,068	130,068	130,068	130,068	0
Unemployment Insurance	12,664	11,920	11,382	11,382	0
Workers Comp Insurance	178,780	240,233	369,123	369,123	0

Department Description

The table above represents information in an aggregate format, summarizing expenditures and revenues for the following General Fund

budget units administered by the Clerk-Recorder-Elections Department:

Clerk-Recorder-Elections

General Government

0043 – Elections
0355 – Recorder

The non-General Fund budget unit 0353, Recorder Modernization, includes restricted funds and is included in a separate table. Programs within the Recorder Modernization Fund are:

2450 – Micrographics
2451 – Recorder Modernization
2452 – Vital Records Improvement Program
2453 – Recorder Redaction Program
2454 – Recorder Electronic Recording Program

Major Department Responsibilities

The primary responsibilities of the Clerk-Recorder-Elections Department are to:

- Conduct elections in a fair, accurate and timely manner.
- Conduct outreach to maintain a high level of voter registration and to ensure that all eligible citizens of Contra Costa County are able to exercise their right to vote, according to federal and state requirements.
- Receive, process, and verify state and local initiative, referendum, and recall petitions.
- Accurately maintain, protect and preserve all official records and indices relating to real property and vital records in Contra Costa County; provide capability and equipment to digitize these documents, which must be preserved in perpetuity.
- Explore innovative ways to provide documents to the public while preserving confidential/restricted components of such documents.

Clerk-Recorder-Elections

General Government

Elections

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	3,399,224	4,074,923	3,989,580	3,989,580	0
Services and Supplies	3,165,912	5,140,303	4,583,858	4,583,858	0
Other Charges	600	0	0	0	0
Fixed Assets	213,887	886,797	295,000	295,000	0
Expenditure Transfers	5,793	5,289	10,397	10,397	0
TOTAL EXPENDITURES	6,785,416	10,107,312	8,878,835	8,878,835	0
REVENUE					
Other Local Revenue	521,400	2,456,076	2,066,076	2,066,076	0
GROSS REVENUE	521,400	2,456,076	2,066,076	2,066,076	0
NET COUNTY COST (NCC)	6,264,016	7,651,236	6,812,759	6,812,759	0
Allocated Positions (FTE)	31	33	33	33	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	50%	40%	45%	45%	
% Change in Total Exp		49%	(12%)	0%	
% Change in Total Rev		371%	(16%)	0%	
% Change in NCC		22%	(11%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	1,810,960	2,109,333	2,141,196	2,141,196	0
Temporary Salaries	112,186	200,287	150,287	150,287	0
Permanent Overtime	34,607	86,000	36,000	36,000	0
Deferred Comp	26,365	28,380	36,360	36,360	0
Comp & SDI Recoveries	(10,938)	(15,000)	(15,000)	(15,000)	0
FICA/Medicare	145,610	158,889	159,189	159,189	0
Ret Exp-Pre 97 Retirees	7,788	5,782	5,782	5,782	0
Retirement Expense	705,360	845,197	725,024	725,024	0
Employee Group Insurance	236,369	307,432	332,149	332,149	0
Retiree Health Insurance	145,444	140,895	124,715	124,715	0
OPEB Pre-Pay	79,496	79,496	79,496	79,496	0
Unemployment Insurance	6,764	5,871	6,429	6,429	0
Workers Comp Insurance	99,213	122,361	207,953	207,953	0

Description: The primary responsibilities of the Elections Division are to:

- Conduct federal, state, local and district elections in an accurate and timely manner and according to State and federal law.

Clerk-Recorder-Elections

General Government

- Maintain a high level of voter registration and accurate voter rolls through timely and continual voter file maintenance.
- Maintain voter registration records, conduct voter outreach programs with civic organizations, political parties, the school system and others.
- Process and verify initiative, referendum, and recall petitions.
- Issue and process returned vote-by-mail and provisional ballots, including signature verification.
- Prepare and mail sample ballot material for each election; prepare and provide vote-by-mail ballots when requested.
- Recruit and train election officers to staff polling places; locate and inspect polling places.
- Maintain precinct and district/city file databases.

Elections Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$8,878,835
Financing:		2,066,076
Net County Cost:		6,812,759
Funding Sources:		
General Fund	76.7%	\$6,812,759
Candidate Fees	0.6%	50,000
Election Svc	15.8%	1,400,000
Misc. Svc	0.3%	30,000
Document Sales	0.2%	15,000
Interfund Rev	6.4%	571,076
FTE:	32.5	

Clerk-Recorder-Elections

General Government

Recorder

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	2,850,136	3,852,198	3,111,480	3,111,480	0
Services and Supplies	483,762	545,911	548,708	548,708	0
Other Charges	0	1,200	1,200	1,200	0
Expenditure Transfers	(9,201)	(8,497)	(8,497)	(8,497)	0
TOTAL EXPENDITURES	3,324,697	4,390,812	3,652,891	3,652,891	0
REVENUE					
Other Local Revenue	5,214,799	6,247,751	5,465,650	5,465,650	0
GROSS REVENUE	5,214,799	6,247,751	5,465,650	5,465,650	0
NET COUNTY COST (NCC)	(1,890,101)	(1,856,939)	(1,812,759)	(1,812,759)	0
Allocated Positions (FTE)	39	39	38	38	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	85%	88%	85%	85%	
% Change in Total Exp		32%	(17%)	0%	
% Change in Total Rev		20%	(13%)	0%	
% Change in NCC		(2%)	(2%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	1,503,384	2,027,524	1,654,031	1,654,031	0
Temporary Salaries	72,213	100,000	100,000	100,000	0
Permanent Overtime	0	4,000	4,000	4,000	0
Deferred Comp	6,360	21,180	29,160	29,160	0
Comp & SDI Recoveries	(2,269)	(8,500)	(8,500)	(8,500)	0
FICA/Medicare	112,535	155,092	132,598	132,598	0
Ret Exp-Pre 97 Retirees	6,449	7,704	7,704	7,704	0
Retirement Expense	581,319	797,356	545,971	545,971	0
Employee Group Insurance	317,061	463,865	324,985	324,985	0
Retiree Health Insurance	117,045	109,484	104,836	104,836	0
OPEB Pre-Pay	50,572	50,572	50,572	50,572	0
Unemployment Insurance	5,900	6,049	4,953	4,953	0
Workers Comp Insurance	79,567	117,872	161,170	161,170	0

Clerk-Recorder-Elections

General Government

Description: The primary responsibilities of the Clerk-Recorder Division are to:

- Maintain and preserve all official records relating to real property, subdivision maps, assessment districts, and records of surveys offered for recording; and records of all births, deaths and marriages occurring within Contra Costa County.
- Produce and maintain indices of all records held by the County Clerk-Recorder.

Clerk-Recorder Summary			
Service:		Mandatory	
Level of Service:		Mandatory	
Expenditures:		\$3,652,891	
Financing:		5,465,650	
Net County Cost:		(1,812,759)	
Funding Sources:			
Fees	100.0%	5,465,650	
FTE: 38.0			

Clerk-Recorder-Elections General Government

Recorder Modernization, Vital Records Improvement Program (VRIP), Social Security Truncation Program (Redaction), Electronic Recording Delivery System (ERDS)

Modernization Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	856,352	1,162,104	1,290,844	1,290,844	0
Services and Supplies	1,238,447	9,187,144	8,980,088	8,980,088	0
Other Charges	398,115	506,355	519,649	519,649	0
Fixed Assets	0	250,000	250,000	250,000	0
TOTAL EXPENDITURES	2,492,914	11,105,603	11,040,581	11,040,581	0
REVENUE					
Other Local Revenue	1,665,325	2,293,247	1,645,000	1,645,000	0
GROSS REVENUE	1,665,325	2,293,247	1,645,000	1,645,000	0
NET FUND COST (NFC)	827,589	8,812,356	9,395,581	9,395,581	0
Allocated Positions (FTE)	11	11	12	12	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	34%	10%	12%	12%	
% Change in Total Exp		345%	(1%)	0%	
% Change in Total Rev		38%	(28%)	0%	
% Change in NFC		965%	7%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	466,743	582,581	669,737	669,737	0
Temporary Salaries	73	77,000	77,000	77,000	0
Permanent Overtime	0	1,000	1,000	1,000	0
Deferred Comp	2,820	6,420	6,420	6,420	0
Comp & SDI Recoveries	(11,176.28)	0	0	0	0
FICA/Medicare	34,380	44,576	51,073	51,073	0
Ret Exp-Pre 97 Retirees	1,938	2,000	2,000	2,000	0
Retirement Expense	177,791	228,132	227,084	227,084	0
Employee Group Insurance	96,947	123,129	128,004	128,004	0
Retiree Health Insurance	47,225	47,225	47,225	47,225	0
OPEB Pre-Pay	14,438	14,438	14,438	14,438	0
Unemployment Insurance	1,709	1,750	2,048	2,048	0
Workers Comp Insurance	23,466	33,853	64,815	64,815	0

Description: The primary responsibilities of the Clerk-Recorder dedicated funds are to:

- Provide support, improvement and full operation of a modernized recording system

including infrastructure, technology, equipment and staff to efficiently process, organize, and maintain official documents and records in the Clerk-Recorder Division

Clerk-Recorder-Elections

General Government

for easy location and retrieval by the public and other County users.

- Improve vital records.
- Redact Social Security numbers from public documents.
- Establish and maintain an electronic recording program.

Fund balance is appropriated each year, resulting in budgeted expenditures that appear higher than actual annual expenditures will be. Fund balance is restricted to future Recorder modernization projects.

Recorder Micrographics / Modernization / VRIP / Redaction / Electronic Recording Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$11,040,581	
Financing:	1,645,000	
Net Fund Cost:	9,395,581	
Funding Sources:		
Fees	14.9%	\$1,645,000
Fund Balance	85.1%	9,395,581
FTE: 12.0		
Fund 110000		

CAO's Recommendation

The FY 2015-16 Baseline and Recommended net County cost is reduced by \$794,297 from the FY 2014-15 adjusted budget because the only major election scheduled and budgeted for in the new fiscal year is the June 2016 Presidential Primary Election. Should Governor Brown, however, call any mid-year special elections during FY 2015-16 as he did in the current fiscal year, the Department will require an augmentation from County Reserves.

Streamlined election processes have reduced both expenditures and outside agency reimbursements for election services. The provision for Salaries and Benefits has also been reduced from current year budgeted levels to reflect the current level of staff vacancies. The Recommended Budget includes a vacancy factor of \$819,209, which will prohibit the department from filling all of its authorized positions in order to operate within the budget. The Recommended Budget will be sufficient to maintain operations at the current service level.

The Department's General Fund revenue is projected to decrease from the current year budgeted level by \$1,172,101, which is primarily attributable to recording fees revenue decreases. The department continues to absorb SB90 and other uncompensated State-mandated expenses due to the State's suspension of certain local reimbursements.

The Recorder Division's negative net County cost (budgetary surplus) continues to offset a portion of the Election Division's net County cost, but to a lesser degree than in prior years as recording volume continues to recover at a slow pace due to delayed recovery in the housing market and trends in how mortgages are being handled in the industry.

Performance Measurements

The Department successfully transitioned to new leadership with the appointment and then election of Joe Canciamilla as Clerk-Recorder and Registrar and the subsequent recruitment of a new Assistant Recorder and Assistant Registrar. Along with the Deputy Clerk-Recorder, the leadership team is reviewing policies and procedures, implementing efficiencies, and exploring opportunities to improve services to the public.

- The Clerk-Recorder opened for four hours on two Saturdays in FY 2014/15 (12-13-14 and Valentine's Day), performing 32 wedding ceremonies each day – equating to two ceremonies every 15 minutes.

Clerk-Recorder-Elections

General Government

- The Elections Division successfully prepared for and conducted the June 2014 Gubernatorial Primary Election, the November 2014 Gubernatorial Election, the 7th Senatorial District Special Vacancy Elections, as well as several small district special elections.
- The Department has worked with new printing vendors for several elections. Besides substantial savings, which is passed on to our districts, our vote-by-mail ballots are mailed directly from the printer on a daily basis, reducing the time to get ballots to the Post Office and ultimately to the voters.
- The Elections Division secured polling places to be available for all major elections through the next census in 2020. This provides continuity from election to election and avoids sending voters to unfamiliar locations. This also resulted in the retention of more than 99% of our polling places between the June Primary and November General Election, which reduced the time staff spent identifying/securing polling places, conducting ADA (Americans With Disabilities Act) surveys, and making accommodations to assure the sites were accessible.
- The Elections Division recruited for poll workers that can assist with multiple elections. This has resulted in a more competent group of poll workers, reduces training needs, and reduces the time our staff and temporary support spend recruiting for each election. We retained more than 90% of our volunteers between the June Primary and November General Election.

The Department completed its signage program for the Clerk-Recorder-Elections facility.

- The Department's signage program for the Clerk-Recorder-Elections facility is complete.

The Clerk-Recorder Division continues to participate (with the District Attorney and

Assessor) in the Real Estate Fraud Notification Program.

- The Department continues to collaborate with the District Attorney and the Assessor to decrease real estate fraud.

The Department continues to implement the Clerk-Recorder Division personnel reorganization and department training program. This program has been met with enthusiasm by staff. The Department is working to bring the same training components to the Elections Division in the future. In addition, The Department is looking at opportunities to share staff across the Division lines. The management and supervisory team are excited about this prospect.

- The Department continues to implement the personnel reorganization and department training program. The Department is looking at opportunities to share staff across the Division lines.

The Department continues to pursue reimbursement for services provided, such as mandated election costs, having had to face the hard reality of performing some mandates (permanent vote-by-mail) without State reimbursement. While this is counter to County policy, the Department made a business and economic decision to continue the service without State reimbursement, as the alternative is more costly in the long run.

- The state has now suspended virtually all reimbursements for mandated election costs. (For Contra Costa, this can be more than \$500,000 per large election). SB 90 legislated that for any mandate the State placed on the County, the State would reimburse the County for the cost of performing the mandate and if the State isn't going to pay, the County doesn't have to perform the mandate. Our County Board has a policy that it will not backfill funding for mandates that are not reimbursed. After performing a fiscal risk assessment, we concluded that for us to drop the permanent vote-by-mail option (53% of our total voter

Clerk-Recorder-Elections

General Government

roll) we may save some money in Primary Elections, but it would cost us more and place an untenable burden on our operations at General Elections. We have chosen to go forward with performing some mandates without reimbursement from the State, because it is better financially and operationally to do so.

The Department continues to work at the State and federal level on legislation and policies to benefit California and Contra Costa County.

- The Department continues to pursue legislation and policies to benefit California and Contra Costa County.

The Department continues to seek new sources of revenue and areas of potential savings in the operations of both divisions.

- The Clerk-Recorder Division implemented electronic recording on October 1, 2012 and, effective January 1, 2015, extended the hours of electronic recording to coincide with the workday. Currently, 50% of recorded documents are presented electronically. Two positions, previously supported by the General Fund, are budgeted and funded in the Electronic Recording dedicated fund budget.
- The Clerk-Recorder Division increased marriage ceremony opportunities by 100% beginning January 1, 2015 - from 16 to 32 appointment slots per day. Couples can now opt to be married by a deputy commissioner from 8:30 a.m. to 4:00 p.m. each weekday, including during the lunch hour.
- The Elections Division restructured volunteer stipends to more accurately reflect the amount of time and knowledge our volunteers provided. This increased the stipend for some and reduced it for others. The net result is a cost savings.
- The Elections Division printers now mail out our daily absentee ballots, a task that historically had been done in-house with

overtime and temporary workers, as necessary. We now hold a single-day (or two-day) extraction event, when staff and volunteers come in to complete the extraction process.

Administrative and Program Goals

- Continue to review policies and procedures, implement efficiencies and identify opportunities to further improve services to the public.
- Continue to develop and implement the Voter Education and Engagement Program, which strives to reach out to constituents of Contra Costa, to find ways to engage and involve citizens in order to increase active participation in their government, including voting and running for office, etc. We plan to add focus to areas that are underrepresented; such as young citizens, minorities, and/or localities that have historically been less likely to participate.
- Continue to collaborate with the District Attorney and the Assessor to decrease real estate fraud through our Real Estate Fraud Notification Program in the Clerk-Recorder Division.
- Continue the Clerk-Recorder Division personnel reorganization and cross-training program. Staff remain enthusiastic about the program and have welcomed the opportunity to expand their contributions to the department and enhance public service. Similar training components for the Elections Division are in the development stage for future implementation. Ultimately, our vision is to potentially share staff across the Division lines. Our management and supervisory team are excited about this prospect.
- Continue to participate in State and federal legislative efforts to establish and update laws pertaining to Elections and Clerk-Recorder operations and policies that benefit California and Contra Costa County.

Clerk-Recorder-Elections

General Government

- Continue to pursue reimbursement for mandated election services. State suspension or deferral of payment for services we have provided has placed an undue burden on the Elections Division.
- Continue to seek new sources of revenue and areas of potential savings in the operations of both divisions and department wide.
- Continue to identify business needs and technical requirements for the Department's electronic and social media presence and soliciting information from qualified providers. The goal is for a more robust website on and before Election Day.

Clerk-Recorder-Elections
General Government

Land Development Summary

Land Development	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	17,791,295	20,464,355	20,778,203	20,778,203	0
Services and Supplies	6,658,401	9,699,553	9,035,634	9,035,634	0
Other Charges	2,045,382	1,659,841	1,839,013	1,839,013	0
Fixed Assets	509,886	405,000	410,000	410,000	0
Expenditure Transfers	(4,095,868)	(4,983,008)	(4,985,529)	(4,985,529)	0
TOTAL EXPENDITURES	22,909,096	27,245,741	27,077,321	27,077,321	0
REVENUE					
Other Local Revenue	22,706,018	26,551,540	27,077,321	27,077,321	0
Federal Assistance	0	50,000	0	0	0
GROSS REVENUE	22,706,018	26,601,540	27,077,321	27,077,321	0
NET FUND COST (NFC)	203,078	644,201	0	0	0
Allocated Positions (FTE)	156	158	158	158	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	66%	63%	65%	65%	
% Change in Total Exp		19%	(1%)	0%	
% Change in Total Rev		17%	2%	0%	
% Change in NCC		217%	(100%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	9,749,787	11,537,403	12,286,172	12,286,172	0
Temporary Salaries	247,425	0	50,000	50,000	0
Permanent Overtime	5,402	0	0	0	0
Deferred Comp	57,710	92,604	133,764	133,764	0
Perm Phys Addnl Duty Pay	(1,977)	0	0	0	0
Comp & SDI Recoveries	(20,142)	0	0	0	0
FICA/Medicare	724,287	876,514	928,432	928,432	0
Ret Exp-Pre 97 Retirees	43,115	45,695	45,066	45,066	0
Retirement Expense	3,867,367	4,673,038	4,187,174	4,187,174	0
Employee Group Insurance	1,386,432	1,660,309	1,585,125	1,585,125	0
Retiree Health Insurance	879,810	867,856	798,202	798,202	0
OPEB Pre-Pay	376,120	376,120	376,120	376,120	0
Unemployment Insurance	37,519	34,637	36,728	36,728	0
Workers Comp Insurance	438,441	300,179	351,420	351,420	0

Conservation and Development

General Government

Department Description

The preceding table represents information in aggregate format summarizing expenditures, revenues, and net fund costs for the operating budget of the Department of Conservation and Development (DCD) – budget unit 0280 - Land Development Operations, within the Land Development Fund (112000).

Immediately below is a description of the programs included in Land Development Operations. Tables on the following pages present budget information for DCD's two other budget units: General Fund Grant Programs and Other Special Revenue Programs.

Major Department Responsibilities

The department's mission is to serve the public through the formulation and implementation of the County General Plan for land use, the administration of the Building Code and coordination of planning, building, special housing, economic development, infrastructure, solid waste and habitat conservation programs. In FY 2014-15, the Department will provide support to the Contra Costa Redevelopment Successor Agency as it continues to implement the Dissolution Act, which eliminated redevelopment agencies in California.

Land Development Fund

Most expenditure related to DCD's operations is budgeted in the Land Development Fund. This fund also receives specific revenues generated through departmental activities, including fees for residential and industrial building and construction inspection services; building permit and application fees, solid waste franchise fees, etc.

The following programs are included:

- 2600 – Administration
- 2605 – Current Planning
- 2610 – Advance Planning
- 2615 – Water Planning
- 2620 – Conservation & Solid Waste
- 2631 – Transportation Planning
- 2636 – Community Development Block Grant/Housing and Economic Development
- 2650 – Business Admin/Information Services
- 2660 – Building Inspection Services
- 2670 – Code Enforcement
- 2675 – Weatherization
- 2680 – Permit Center
- 2685 – Clean Water
- 2690 – Residential Rental Inspection Program
- 2695 – Vehicle Abatement Program
- 2700 – Service Contracts/Remote Locations
- 2725 – Multi-Year Special Projects
- 0285 – Energy Upgrade CA
- 0114 – Plant Acquisition

Conservation and Development General Government

Administration

Description: Provide policy and procedures guidance to all divisions and manage all department operations. The budget includes debt service, occupancy costs and department-wide retiree benefit costs.

Administration Summary			
Service:	Mandatory		
Level of Service:	Discretionary		
Expenditures:	\$1,579,984		
Financing:	1,579,984		
Net Fund Cost:	\$0		
Funding Sources:			
Expenditure Transfers	97.76%	\$1,542,984	
Misc. Revenue	2.3%	37,000	
FTE:	2.0		

Current Planning

Description: Facilitate the regulation of land use and development to preserve and enhance community identity in keeping with the County General Plan and other adopted goals and policies. Administer performance standards for establishments that sell alcohol, and review sites that are the focus of local nuisance complaints. Manage the monitoring programs for projects under construction and development.

Current Planning Summary			
Service:	Mandatory		
Level of Service:	Discretionary		
Expenditures:	\$7,436,481		
Financing:	7,436,481		
Net Fund Cost:	0		
Funding Sources:			
Planning Services	100.0%	\$7,436,481	
FTE:	26.0		

Advance Planning

Description: Develop and maintain long-range policy planning process through the County General Plan to anticipate and respond to changes in legal mandates and local priorities.

Advance Planning Summary			
Service:	Mandatory		
Level of Service:	Discretionary		
Expenditures:	\$243,342		
Financing:	243,342		
Net Fund Cost:	\$0		
Funding Sources:			
Licenses/Permits	79.5%	\$193,342	
Misc. Revenue	20.4%	50,000	
FTE:	1.0		

Conservation and Development

General Government

Water Planning/Habitat Conservancy

Description: Develop County's water policy and administer the County Water Agency, which includes administration of the Coastal Impact Assistance Program and the East Contra Costa County Habitat Conservancy. The Water Agency is a County special district whose operating budget is included within the budget for County special districts.

Water Planning Summary			
Service:	Discretionary		
Level of Service:	Discretionary		
Expenditures:	\$1,009,413		
Financing:	1,009,413		
Net Fund Cost:	0		
Funding Sources:			
Charges for Services	81.9%	\$681,500	
Misc. Revenue	18.1%	327,913	
FTE:	7.0		

Conservation/Solid Waste

Description: Administer curbside collection franchises and implement waste reduction and recycling programs in unincorporated areas of the county. Manage rate reviews for curbside collection in the unincorporated areas of the county and develop the curbside collection rate review methodology and related manuals.

Conservation/Solid Waste Summary			
Service:	Mandatory		
Level of Service:	Discretionary		
Expenditures:	\$1,434,899		
Financing:	1,434,899		
Net Fund Cost:	0		
Funding Sources:			
Licenses/Permits	71.9%	\$1,025,000	
Charges for Services	24.7%	351,576	
Misc. Revenue	3.4%	48,913	
FTE:	5.0		

Transportation Planning

Description: Develop an effective transportation network throughout the county by planning for roads and other types of transportation systems on countywide corridors and within local and neighborhood areas. Administer programs related to growth management, congestion management, and trip reduction.

Transportation Planning Summary			
Service:	Mandatory		
Level of Service:	Discretionary		
Expenditures:	\$1,683,704		
Financing:	1,683,704		
Net Fund Cost:	0		
Funding Sources:			
Charges for Services	38.5%	\$648,704	
Misc. Revenue	61.5%	1,035,000	
FTE:	6.0		

Conservation and Development General Government

Federal Programs, CDBG, Housing, Successor Agency

Description: Responsible for administration of the County's \$5M in Community Development Block Grant and various federal/housing programs that promote safe and affordable housing, a suitable living environment and expanded economic opportunities, principally for persons of very low- and low-income. Oversee activities related to the dissolution of the former Redevelopment Agency, provide staffing to the Oversight Board, and implement the activities of the Housing Successor. The budget presented below represents operational costs to manage the programs.

Federal Programs, CDBG, Successor Agency Summary

Service:	Discretionary
Level of Service:	Discretionary
Expenditures:	\$1,258,746
Financing:	1,258,746
Net Fund Cost:	0
Funding Sources:	
Misc. Revenue	82.5% \$1,038,746
Charges for Services	17.5% 220,000
FTE: 8.0	

Business and Information Services

Description: Manage the department's cost recovery efforts to ensure program revenues cover operating costs, and other fiscal and budget services. Provide purchasing and personnel services for the department. Provide Geographic Information System support and development, including mapping services. Manage countywide demographic and census data. Manage land use application and permit tracking, electronic data and department computer services. Provide administrative policy and procedure guidance for the department. Respond to requests for public documents and demographic data.

Business and Information Services Summary

Service:	Discretionary
Level of Service:	Discretionary
Expenditures:	\$4,103,142
Financing:	4,103,142
Net Fund Cost:	0
Funding Sources:	
Expenditure Transfers	90.2% \$3,702,392
Charges for Services	3.9% 160,750
Misc. Revenue	5.9% 240,000
FTE: 23.0	

Building Inspection Services

Description: Review plans, issue building permits, and inspect the construction of buildings to ensure construction of structurally sound buildings.

Building Inspection Services

Service:	Mandatory
Level of Service:	Mandatory
Expenditures:	\$6,810,713
Financing:	6,810,713
Net Fund Cost:	0
Funding Sources:	
Expenditure Transfers	40.4% \$2,749,372
Licenses/Permits	56.3% 3,833,344
Charges for Services	1.5% 100,000
Misc. Revenue	1.8% 127,997
FTE: 29.0	

Conservation and Development

General Government

Code Enforcement

Description: Respond to building and zoning complaints, perform on-site investigations of potential violations, abate hazardous structures, and inspect private property.

Code Enforcement Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$1,466,573	
Financing:	1,466,573	
Net Fund Cost:	0	
Funding Sources:		
Expenditure Transfers	3.1%	\$44,950
Licenses/Permits	65.6%	962,623
Charges for Services	20.4%	299,000
Misc. Revenue	10.9%	160,000
FTE:	11.0	

Weatherization

Description: Provide free home weatherization services to low-income homeowners or tenants of single-family homes, apartments and mobile homes.

Weatherization Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$859,437	
Financing:	859,437	
Net Fund Cost:	0	
Funding Sources:		
Misc. Revenue	100.0%	\$859,437
FTE:	9.0	

Application and Permit Center

Description: Manage, review and process permits for land development /construction applications. Provide plan check and engineering services.

Application and Permit Center Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$3,438,703	
Financing:	3,438,703	
Net Fund Cost:	0	
Funding Sources:		
Licenses/Permits	100.0%	\$3,438,703
FTE:	27.0	

Clean Water

Description: Provide plan review and inspection services for development projects requiring compliance with clean water regulations.

Clean Water Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$25,000	
Financing:	25,000	
Net Fund Cost:	0	
Funding Sources:		
Licenses/Permits	100.0%	\$25,000

Conservation and Development General Government

Residential Rental Inspection Program

Description: Provide inspection services for all rental units in the unincorporated portions of the county.

Residential Rental Inspection Program Summary			
Service:			Discretionary
Level of Service:			Discretionary
Expenditures:			\$11,455
Financing:			11,455
Net Fund Cost:			0
Funding Sources:			
Expenditure Transfers	65.1%		\$7,455
Licenses/Permits	34.9%		4,000

Service Contracts/Satellite Locations

Description: Provide inspection services to various contract cities and remote locations within the unincorporated county.

Service Contract/Satellite Locations Program Summary			
Service:			Discretionary
Level of Service:			Discretionary
Expenditures:			\$3,564,500
Financing:			3,564,500
Net Fund Cost:			0
Funding Sources:			
Charges for Services	94.7%		\$3,375,500
Misc. Revenue	5.3%		189,000
FTE:		4.0	

Vehicle Abatement Program

Description: Provide inspection services and arrange for removal of abandoned vehicles that pose a hazard or public nuisance.

Vehicle Abatement Program Summary			
Service:			Discretionary
Level of Service:			Discretionary
Expenditures:			\$76,909
Financing:			76,909
Net Fund Cost:			0
Funding Sources:			
State DMV Fees	100.0%		\$76,909

Multi-Year Special Projects

Description: Provide ongoing support and technical assistance through agreements with other government entities in Contra Costa County.

Multi-Year Special Projects			
Service:			Mandatory
Level of Service:			Discretionary
Expenditures:			\$0
Financing:			0
Net Fund Cost:			0

Conservation and Development

General Government

Plant Acquisition

Description: Provide for the acquisition, rehabilitation, and repair of capital assets in the Land Development Fund. In FY 2013-14, the balance in this account was used to finance improvements to the County-owned building at 40 Muir Road to accommodate DCD operations. No additional appropriation is requested for fiscal year 2015-16.

Plant Acquisition Summary	
Service:	Discretionary
Level of Service:	Mandatory
Expenditures:	\$0
Financing:	0
Net Fund Cost:	0

Energy Upgrade CA

Description: Provide residential retrofit programs to eligible local governments for cost-effective energy efficiency projects with funding from the Bay Area Regional Network State Energy Program Grant, with the Association of Bay Area Governments as the fiscal agent.

ABAG/SEP Grant Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$130,883	
Financing:	130,883	
Net Fund Cost:	0	
Funding Sources:		
Charges for Services	100.0%	\$130,883

Conservation and Development General Government

General Fund Summary – Federal and Other Specific Grant Programs

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	305,495	362,956	570,828	570,828	0
Services and Supplies	7,563,749	10,610,107	10,123,947	10,123,947	0
Other Charges	261,340	264,000	258,885	258,885	0
Expenditure Transfers	1,155,994	1,213,401	1,098,535	1,098,535	0
TOTAL EXPENDITURES	9,286,578	12,450,464	12,052,195	12,052,195	0
REVENUE					
Other Local Revenue	1,545,272	1,573,957	1,640,559	1,640,559	0
Federal Assistance	7,803,650	10,243,808	10,211,636	10,211,636	0
GROSS REVENUE	9,348,922	11,817,765	11,852,195	11,852,195	0
NET COUNTY COST (NCC)	(62,344)	632,699	200,000	200,000	0
Allocated Positions (FTE)	2	2	2	2	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	4%	3%	5%	5%	
% Change in Total Exp		34%	(3%)	0%	
% Change in Total Rev		26%	0%	0%	
% Change in NCC		(1115%)	(68%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	189,646	225,895	364,332	364,332	0
Deferred Comp	0	0	2,784	2,784	0
Comp & SDI Recoveries	(12,645)	0	0	0	0
FICA/Medicare	13,492	17,326	25,033	25,033	0
Ret Exp-Pre 97 Retirees	647	0	0	0	0
Retirement Expense	74,846	85,442	117,350	117,350	0
Employee Group Insurance	32,106	28,766	50,942	50,942	0
Unemployment Insurance	712	745	1,177	1,177	0
Workers Comp Insurance	6,691	4,782	9,210	9,210	0

General Fund Grant Programs

The preceding table presents information in aggregate format summarizing costs for a variety of grant programs that DCD administers through the County General Fund. DCD's General Fund budget includes the following budget units:

Non-Federal Grant Programs:

0580 – Keller Canyon Mitigation
0591 – Housing Rehabilitation

Conservation and Development

General Government

Federal Grant Programs:

0590 – HOPWA Grant
 0592 – HUD Block Grant
 0593 – HUD Emergency Shelter Grant
 0594 – HUD HOME Grant

CDBG-R Community Development Block Grant
 EECBG Energy Efficiency & Conservation Block Grant
 HOME Home Investment Partnership
 HOPWA Housing Opportunities for People with AIDS
 HPRP Homelessness Prevention and Rapid Re-Housing
 HUD U.S. Dept. of Housing & Urban Development

Funding for the Housing Rehabilitation Program comes from dedicated grant funding for new housing, preservation of existing housing, economic development, infrastructure improvements, and neighborhood facilities and programs.

The remaining DCD programs budgeted in the General Fund are community benefit programs funded by land use agreements, and grant programs that rely extensively on federal sources of revenue. The level of federal funding for these programs is based on a federal allocation formula.

1. Keller Canyon Mitigation Fee

Description: Provide funding for community benefit programs within the East County community.

Keller Canyon Mitigation Fee Summary			
Service:		Discretionary	
Level of Service:		Discretionary	
Expenditures:		\$1,300,000	
Financing:		1,300,000	
Net County Cost:		0	
Funding Sources:			
Misc. Revenue	100.0%	\$1,300,000	

2. Housing Rehabilitation & Sustainability

Description: Provide financial assistance to low- and moderate-income families who are performing housing rehabilitation in order to ensure building code compliance of existing structures. In FY 2015-16, DCD will receive a General Fund subsidy to develop organizational capacity in Sustainability Programs, including establishing and filling the function of a county sustainability coordinator.

Housing Rehabilitation & Sustainability Summary			
Service:		Discretionary	
Level of Service:		Discretionary	
Expenditures:		\$540,559	
Financing:		340,559	
Net County Cost:		200,000	
Funding Sources:			
Permit Fees	4.0%	\$21,602	
Misc. Revenue	59.0%	318,957	
General Fund	37.0%	200,000	
FTE:	2.0		

3. HOPWA Grant

Description: Provide housing opportunities for people with HIV/AIDS.

HOPWA Grant Summary			
Service:		Discretionary	
Level of Service:		Discretionary	
Expenditures:		\$1,709,663	
Financing:		1,709,663	
Net County Cost:		0	
Funding Sources:			
Federal	100.0%	\$1,709,663	

Conservation and Development General Government

4. HUD Block Grant

Description: Provide annual direct grants that can be used to revitalize neighborhoods, expand affordable housing and economic opportunities, and/or improve community facilities and services, principally to benefit low- and moderate-income persons.

HUD Block Grant Summary			
Service:	Discretionary		
Level of Service:	Mandatory		
Expenditures:	\$4,342,168		
Financing:	4,342,168		
Net County Cost:	0		
Funding Sources:			
Federal	100.0%	\$4,342,168	

5. HUD Emergency Shelter Grant

Description: Provide homeless persons with basic shelter and essential supportive services.

HUD Emergency Shelter Grant Summary			
Service:	Discretionary		
Level of Service:	Discretionary		
Expenditures:	\$236,892		
Financing:	236,892		
Net County Cost:	0		
Funding Sources:			
Federal	100.0%	\$236,892	

6. HUD HOME Block Grant

Description: Provide grants for acquisition, rehabilitation or new construction of housing for rent or ownership, tenant-based rental assistance, and assistance to homebuyers. Funds may also be used for other necessary and reasonable costs related to the development of non-luxury housing,

such as site acquisition, site improvements, demolition, and relocation.

HUD Home Block Grant Summary			
Service:	Discretionary		
Level of Service:	Discretionary		
Expenditures:	\$3,922,913		
Financing:	3,922,913		
Net County Cost:	0		
Funding Sources:			
Federal	100.0%	\$3,922,913	

Other Special Revenue Programs

The budget units included are:

AVA Service Authority (trust 814000)	
0351 –	Used Oil Recycling Grant
0367 –	Fish and Game Protection
0370 –	Livable Communities
0380 –	HUD Neighborhood Stabilization Program
0595 –	Private Activity Bond
0596 –	Affordable Housing
0663 –	Transportation Improvement- Measure J
0664 –	PH BART Greenspace Maintenance
AVA	Abandoned Vehicle Abatement
CDBG	Community Development Block Grant
EECBG	Energy Efficiency & Conservation Block Grant
HOME	Home Investment Partnerships
HOPWA	Housing Opportunities for People with AIDS
HPRP	Homelessness Prevention and Rapid Re-Housing
HUD	U.S. Dept. of Housing & Urban Development
PH BART	Pleasant Hill - Bay Area Rapid Transit

Conservation and Development

General Government

1. Abandoned Vehicle Abatement Service Authority (AVA)

Description: Provide for the collection and disbursement of State funds to the cities and County for reimbursement of costs related to the abatement of abandoned vehicles in Contra Costa County. Funds are provided by the State Department of Motor Vehicle fee of \$1 per vehicle registered in Contra Costa County. The AVA Special Revenue Fund was reclassified by the Auditor's Office to a Trust Fund. As such, funds are no longer appropriated in the County Budget.

2. Used Oil Recycling Grant

Description: Provide assistance to local government to establish or enhance permanent, sustainable used oil recycling programs through funding provided by the Department of Resources Recycling and Recovery (CalRecycle) Used Oil Recycling Block Grants.

Used Oil Recycling Grant Summary			
Service:	Discretionary		
Level of Service:	Mandatory		
Expenditures:	\$160,000		
Financing:	160,000		
Net Fund Cost:	0		
Funding Sources:			
Intergovernmental Rev	100.0%	\$160,000	
Fund 111900			

3. Fish and Game Protection

Description: Provide programs promoting the propagation and conservation of fish and game in the county with funding from fines levied for violation of the California Fish and Game Code.

Fish and Game Protection Summary			
Service:	Mandatory		
Level of Service:	Discretionary		
Expenditures:	\$136,150		
Financing:	136,150		
Net Fund Cost:	0		
Funding Sources:			
Fines	100.0%	\$136,150	
Fund 110200			

4. Livable Communities

Description: Aid in the implementation of the Smart Growth Action Plan as directed by the Board of Supervisors through funding from Developer Fees in the Camino Tassajara Combined General Plan Area.

Livable Communities Summary			
Service:	Discretionary		
Level of Service:	Discretionary		
Expenditures:	\$800,000		
Financing:	800,000		
Net Fund Cost:	0		
Funding Sources:			
Developer Fees	100.0%	\$800,000	
Fund 133700			

Conservation and Development General Government

5. HUD Neighborhood Stabilization Program

Description: Provide assistance to the County to acquire and redevelop foreclosed properties that might otherwise become sources of abandonment and blight within the community.

HUD Neighborhood Stabilization Program Summary			
Service:			Discretionary
Level of Service:			Discretionary
Expenditures:			\$1,657,447
Financing:			1,657,447
Net Fund Cost:			0
Funding Sources:			
Federal	100.0%		\$1,657,447
Fund 111800			

6. Private Activity Bond

Description: Provide funding for program staff costs and to finance property acquisition related to affordable housing and economic development projects with bond revenue received from single and multiple-family housing program.

Private Activity Bond Summary			
Service:			Discretionary
Level of Service:			Mandatory
Expenditures:			\$1,521,051
Financing:			1,521,051
Net Fund Cost:			0
Funding Sources:			
Other Revenue	100.0%		\$1,521,051
Fund 111100			

7. Affordable Housing

Description: Provide financial assistance for additional affordable housing and economic development through reimbursement to the affordable housing program of mortgage payments on loans made from federal affordable housing program funds. These projects include the North Richmond Senior Housing Project and commercial center and land acquisition in the Pleasant Hill BART Redevelopment Area.

Affordable Housing Summary			
Service:			Discretionary
Level of Service:			Mandatory
Expenditures:			\$130,000
Financing:			130,000
Net Fund Cost:			0
Funding Sources:			
Use of Money	100.0%		\$130,000
Fund 111300			

8. HUD Neighborhood Preservation

Description: Provide funding for the Building Inspection Division's Housing Rehabilitation and Neighborhood Preservation Program loans and program administration with grants from HUD's Community Development Block Grant program.

HUD Neighborhood Preservation Summary			
Service:			Discretionary
Level of Service:			Mandatory
Expenditures:			\$1,076,000
Financing:			1,076,000
Net Fund Cost:			0
Funding Sources:			
Federal	100.0%		\$1,076,000
Fund 134900			

Conservation and Development

General Government

9. Transportation Improvement-Measure J

Description: Provide funding for specific transportation projects with Measure J monies, which are allocated based upon a 7-year Capital Improvement Program approved by the Board of Supervisors and other agencies.

Transportation Improvement-Measure J Summary			
Service:			Discretionary
Level of Service:			Discretionary
Expenditures:			\$2,270,000
Financing:			2,270,000
Net Fund Cost:			0
Funding Sources:			
Measure J	100.0%		\$2,270,000
Fund 110900			

10. PH BART Greenspace Maintenance

Description: Provide for construction/development of a greenspace/respite on the Iron Horse Corridor between Coggins and Treat Blvd., including the south portion of former Del Hombre Lane.

PH BART Greenspace Maint Summary			
Service:			Discretionary
Level of Service:			Discretionary
Expenditures:			\$400,000
Financing:			400,000
Net Fund Cost:			0
Funding Sources:			
Misc. Revenue	100.0%		\$400,000
Fund 113200			

CAO's Recommendation

Land Development Fund

DCD's operations are funded primarily through the Land Development Fund (programs funded in the General Fund are discussed separately below.)

DCD's Baseline and Recommended Budgets of \$27,077,321 reflect a modest reduction by \$168,420 over the current year budget. Salaries and benefits total \$20,778,203, an increase of \$313,848 over the current year. The increase can be primarily attributed to the two additional positions that were added in the current year. During FY 2014/15, DCD increased its Land Development Fund staffing from the 2013/14 level of 156 by a net of two FTE positions (elimination of 3 Weatherization Program positions plus addition of 4 Planners and 1 Principal Building Inspector positions), bringing the Baseline FTE up to 158 positions. Services and Supplies expense has been reduced from the current year amount by \$663,919 due to DCD's decision to scale down its use of contracted services. Other Charges and Fixed Assets were increased modestly to account for anticipated increases in liability insurance and data server expenses. Land development revenues are expected to align with expenses. There are no significant changes anticipated in FY 2015-16.

The Weatherization Program continues to operate on a smaller scale with the loss of ARRA and EECBG funding. This loss of funding is mitigated by receipt of the Bay Area Regional Network grant, which supports operation of the Energy Upgrade Program.

DCD relies entirely on outside revenue sources (such as construction permits, land development fees, inspection fees, franchise fees and intergovernmental revenue) to fund its Land Development operations. DCD revenues are closely tied to economic factors affecting development activities by private parties. While reasonable assumptions and trends were considered in projecting DCD revenues for FY 2015-16, actual revenues will depend on several economic variables. The uptick in construction development is promising but DCD is cautiously

Conservation and Development

General Government

optimistic and will continue to closely monitor its revenue trends.

General Fund Programs

DCD administers numerous programs that are budgeted in the General Fund, including Keller Canyon Landfill Mitigation and Housing Rehabilitation, which are local discretionary programs, and a variety of federal grant programs.

DCD's Baseline and Recommended General Fund budgets are \$12,052,195, a reduction of \$398,269 from the current year budget. This reduction is primarily attributed to the anticipated federal program reductions (HOME and HOPWA). It is important to note, however, that while the overall budget has been reduced, Salaries and Benefits have been increased by \$207,872, and a General Fund subsidy of \$200,000 is provided for additional support needed for a county sustainability program. The other line items (Services and Supplies, Other Charges and Expenditure Transfers) reflect budget adjustments to align with anticipated reductions in federal programs.

Other Special Revenue Programs

DCD administers funds for the Abandoned Vehicle Abatement Service Authority collection and disbursement of State funds to the cities and County for reimbursement of costs related to the abatement of abandoned vehicles. In FY 2012-13 the Auditor redesignated this County Special Fund as a New Agency Fund. As such, funds are no longer appropriated in the County Budget; however, DCD will continue to administer the collection and disbursement of State funds to the cities and County in FY 2015-16.

Performance Measurements

The following is a progress report of the goals identified in FY 2014-15:

Continue to expand the range of building permit services available to the public over the internet.

DCD continues to expand the number of building permits received over the internet, and the number of building permit types that can be obtained on-line. The Department is currently working to enable applicants for residential rooftop solar panel installations to obtain building permits on line.

Provide building code plan check and inspection services for the Oakley Generating Station power plant project.

The owner of the Oakley Generating Station has experienced project setbacks that have delayed construction of the plant. DCD has agreements in place to provide building inspection services for this facility, and is prepared to provide such services when the owner proceeds with construction.

Continue to improve the efficiency of the building permitting process so as to maintain reasonable permitting times as workload increases with economic recovery.

As the local economy has steadily improved, DCD has experienced a substantial increase in the number of building permits issued in each of the past three fiscal years. DCD has maintained generally consistent permitting times, despite the substantial increase in workload and minimal increase in staffing levels. This has been achieved through more efficient work processes, including greater use of technology to streamline permitting.

Implement energy efficiency programs and services that assist property owners to improve the energy efficiency of their properties. Seek additional funding to expand and extend such services.

DCD continues to represent the County in the Bay Area Regional Energy Network and the East Bay Energy Watch, which are both regional energy efficiency partnerships with Contra Costa cities and neighboring counties to provide energy efficiency services to local property owners. Both programs continue to be successful in providing property owners with

Conservation and Development

General Government

financial rebates and other incentives to make their properties more energy efficient. Both programs have obtained funding approvals from the California Public Utilities Commission through calendar year 2015. DCD also continues to operate the County Weatherization Program, which provides energy efficiency improvements to qualifying low income residents. The Weatherization Program anticipates additional funding from the State Cap-and-Trade program, which has been allocated in the State budget but yet to be disbursed to local programs.

Complete transportation planning studies now underway (e.g., Olympic Corridor Trail Connector, Bailey Road/State Route 4 Interchange, I680/Treat Blvd. Bicycle and Pedestrian Improvement Plan) and pursue implementation through fund-raising, design and construction.

- Olympic Corridor: The Final Plan and Recommendations have been drafted and are now moving to jurisdictions for approval and implementation. Implementation plans and funding options are now being developed.
- Bailey Road/State Route 4 Interchange: Planning is completed and project design/construction is being initiated.
- I-680/Treat Blvd Bike/Pedestrian Improvement Plan: The planning phase nearing completion.

Work with the Delta counties to prevent damage to the County's water quality, ecosystem and economy from State plans to build new Delta water conveyance systems for southern California and the Central Valley.

In spring of 2014, the Board of Supervisors adopted a comprehensive update to the Delta Water Platform providing the guiding policies for water planning in the county and surrounding Delta. In August of 2014, the Water Agency submitted comments on behalf of the County specifying significant concerns with the State and federal government's proposed Bay Delta Conservation Plan and the associated Environmental Impact Statement/Report that

proposes to construct twin tunnels under the Delta that exports Sacramento River water to southern California interests.

Secure outside funding and lead or co-lead local participation in the San Francisco-to-Stockton Ship Channel Deepening Project, to provide the Army Corps of Engineers with the necessary local contribution as they move forward with deepening the ship channel.

DCD provided assistance in securing federal funding for the following projects in the County's Federal Platform: \$930,000 Delta LTMS-Pinole Shoal Management; \$2.026 million Suisun Bay Channel/New York Slough Maintenance Dredging; \$780,000 for San Pablo, Mare Island Strait/Pinole Shoal Channel Maintenance Dredging; and \$800,000 for the San Francisco to Stockton Ship Channel Deepening Project.

Prepare and submit for Board consideration an amendment to the Housing Element of the County General Plan, as required by State law.

The County's Housing Element of the General Plan was adopted by the Board of Supervisors on December 2, 2014, and submitted to the State's Housing and Community Development Department (HCD) on December 12, 2014. It is expected that HCD will certify the County's Housing Element by March 2015.

Refine and implement new programs to reduce solid waste and promote reuse and recycling as required by AB 939. A key example is to implement mandatory commercial recycling and to track the results of this implementation.

DCD continues to implement programs and services to maximize the amount of material diverted from landfills by increasing waste reduction, reuse and recycling. The County is responsible for diverting waste from landfills pursuant to State law and demonstrating actual performance annually using the measurement and reporting system administered by the State (CalRecycle). The State approved disposal target used for measuring/reporting diversion program implementation and compliance for the Unincorporated County area is 3.9 "Pounds per

Conservation and Development

General Government

Person per Day" (PPD). The PPD disposal target is a maximum, so the County is expected to maintain annual disposal level that equates to that amount or less. Due to the reporting timeline, the Annual Reports submitted to the State at the beginning of each Fiscal Year actually demonstrate diversion level for the prior Calendar Year. The County's Annual Report for 2013 was submitted in August of 2014 indicating that the County's actual PPD remained well under the target. Our 2013 PPD would be 2.6 using the State's default measurement calculation, however the County submitted an Annual Report with an alternative measurement of even less (2.2 PPD). The State only considers approval of County submitted Annual Reports and associated PPD amounts once every four years, so official decision about the County's 2013 PPD is not expected until 2016.

Continue to lead implementation of the East Contra Costa County Habitat Conservation Plan / Natural Community Conservation Plan (HCP/NCCP) and, in the process, conserve and acquire 1000 acres of land, construct one or more large wetland restoration projects, streamline permitting for public infrastructure and other projects and secure the participation of the California State Water Resources Control Board in the streamlined permitting approach offered by the HCP/NCCP.

DCD continues to provide staffing for the East Contra Costa County Habitat Conservancy, the entity that is responsible for the implementation of the East Contra Costa County Habitat Conservation Plan/Natural Community Conservation Plan. In doing so, the Conservancy, in partnership with the East Bay Regional Park District, secured funding for and acquired 2,700 acres of important habitat. The Conservancy constructed one large wetland and creek restoration project and also completed a number of smaller management activities on existing preserved lands. Staff has worked with the California State Water Resources Control Board and has initiated development of a streamlined permitting approach similar to what is provided by the HCP/NCCP with U.S. Army Corps of Engineers.

Continue winding down the affairs of the former County Redevelopment Agency consistent with the Redevelopment Dissolution Act.

DCD continues to provide staff support to the Successor Agency, the former County Redevelopment Agency, and continues to wind down the affairs of the former Redevelopment Agency. The Successor Agency is currently working to obtain required State approval of a Long Range Property Management Plan that would allow for the disposition of properties owned by the former Redevelopment Agency and to comply with other required steps in the dissolution process.

Explore all possible options to maximize reimbursement of costs incurred for processing land use applications including revising fee schedule and increasing collection efforts.

DCD continues to explore all possible options to maximize reimbursement of costs incurred for processing land use applications including revising the fee schedule, increasing collection efforts, and exploring other policies that may include ceasing processing of an application with an outstanding balance, placing a lien on subject property with an outstanding balance, etc. These options are necessary because the cost of processing applications is borne by the applicant and not subsidized through the General Fund or other sources.

Explore and implement service improvements that will result in a more expeditious processing of simple land use applications such as home occupations and small lot applications.

Home occupation permits are now processed at the Application and Permit Center. The processing time has been shortened from 3-4 months to one-half hour or less due to changes to the home occupation ordinance. Some simple applications such as tree permits and sign reviews are also expedited and the review time is shortened from 2-3 months to 3-4 weeks.

Conservation and Development

General Government

Complete prompt review of the Sufism Reoriented Project conditions of approval to assure compliance is fulfilled.

The conditions of approval compliance review for the Sufism Reoriented Sanctuary is still ongoing. The applicants have satisfied the majority of conditions from the permit, which has allowed them to pull building permits and initiate construction. Completion of the sanctuary is anticipated in the summer of 2015. There are still conditions related to roadway improvements and landscaping that remain outstanding and are being continually monitored by DCD and the Public Works Department.

Complete the Countywide Wireless Facility Ordinance.

DCD is finalizing the draft of the Wireless Telecommunications Ordinance to include responses to comments received during the environmental phase of this project. The purpose of this ordinance is to replace the 1998 Telecommunications Policy and to update the regulations regarding the processing of wireless telecommunications facilities within the unincorporated county area. DCD anticipates the Wireless Telecommunications Ordinance to be available for the public and be presented before the County Planning Commission in early spring 2015.

Complete, and obtain Board approval on, text amendments to several ordinances including Emergency Homeless Shelter, Farm Worker Housing and Single-Room Occupancy.

The Emergency Shelter/Single Room Occupancy Ordinance was adopted by the Board on November 4, 2014 and is currently in effect. DCD is awaiting County Counsel's review of the Draft revision of the Farmworker Housing Ordinance, and minor modifications to the Transitional and Supportive Housing Ordinance. DCD anticipates securing Board approval for these two ordinances by August 2015.

Continue implementing activities related to the Northern Waterfront Economic Development Initiative. These activities include: continuing collaborative work group activities with the cities of Hercules, Martinez, Concord, Pittsburg, Antioch, and Pittsburg; securing grant funding to further continue in-depth analysis of goods movement; apply to become a federally designated advanced manufacturing community; develop and organize public/private collaborative action teams to analyze the recommendations outlined in the Craft Consulting Report released at the January 2014 Forum; develop a Northern Waterfront Region brand identity and website, and; develop a Northern Waterfront Region action plan and implementation program.

The Work Group and subcommittees met regularly throughout the year and now include the City of Oakley; a \$30,000 grant from MTC was received for capacity building; application was made to become a federally-funded advanced manufacturing community but, due to the competitive process (77 applicants for 12 awards), only one award was given to California (SoCal county). Eight Action Teams have been developed and are in the process of analyzing the recommendations outlined in the Craft Consulting Report. Collaborative work will continue in FY 2015/16 to develop the Action Plan and Implementation Program.

Other Accomplishments in FY 2014-15

These accomplishments are in addition to meeting the performance goals identified above:

- DCD obtained certification of a Recirculated Environmental Impact Report and completed the processing for the Phillips 66 Company "Propane Recovery Project" application at the Rodeo Refinery. The "Propane Recovery Project" is estimated to be an \$85 million project.
- Significant improvements in technology were accomplished including the launch of the Accela Citizens ACCESS System, the Accela mobile office, and the online

Conservation and Development

General Government

inspection schedule on the DCD website. These improvements support customer service and efficiency for field staff.

- Significant progress has been made towards preparing the Urban Farm Animal Ordinance for adoption by the Board. DCD has completed basic research on urban farm animals and compiled existing regulations adopted by cities in the county and by other jurisdictions in California and other states, and is currently compiling input from county citizen advisory bodies on how urban farm animals would be regulated. DCD expects to present the ordinance to the Board for approval before the end of 2015.
- The East Contra Costa County Habitat Conservancy (Conservancy), a partnership between the County and four East County cities, was named “the model for the nation in habitat conservation” by U.S. Interior Secretary Sally Jewell during her second visit to the region last May. Secretary Jewell toured the Conservancy’s Preserve System and East Bay Regional Park District’s Diamond Mines Regional Preserve to see for herself the outstanding habitat conservation, preservation of wetlands, and restoration work that is being done on behalf of endangered species. In 2014, the Conservancy partnered with the East Bay Regional Park District to acquire approximately 3000 acres of land, including the \$14 million, 1800-acre Roddy Ranch, which will become the centerpiece of a future Deer Valley Regional Park. These acquisitions bring the total land conserved in the last seven years to over 12,000 acres.
- As a member agency of the Bay Area Regional Energy Network (BayREN), Contra Costa County has effectively implemented various countywide energy efficiency programs that include rebates for energy efficiency retrofits to Single-Family and Multi-Family Buildings, and assist local agencies and building permit applicants to comply with energy efficiency requirements in the California Building Code. The County currently leads the Bay Area with over 140 Single-Family energy efficiency home

upgrades, representing over \$300,000 in rebates issued to homeowners. The county also led the Bay Area with the most Building Inspection Departments participating in a guided energy code assessment training exercise, which included the cities of Antioch, Brentwood, Oakley, San Pablo, and the County. The County expects to continue its momentum countywide with BayREN into the 2015 calendar year.

Administrative and Program Goals

DCD has identified the following administrative and program goals for fiscal year 2015-16:

- Increase the number of building permits issued over the internet, and expand the ability of the public to obtain building permits on line. Enable the public to submit building plans associated with building permits in electronic format over the internet.
- Adopt an ordinance to establish a streamlined process for obtaining building permits for residential rooftop solar panel installations. The ordinance will place emphasis on using technology to the greatest extent possible to increase the convenience and efficiency of the permitting process for the public.
- Maintain high levels of customer service and expeditious permit processing under conditions of increasing workload resulting from the accelerating economic recovery. Use technology to the greatest extent possible to maximize operational efficiency.
- Meet the growing service needs of cities within the county that contract with DCD for building inspection services.
- Promote staff development and training to ensure compliance with ever-increasing State building code requirements and for purposes of succession planning.

Conservation and Development

General Government

- As directed by the Board of Supervisors, develop organizational capacity in Sustainability Programs, including establishing and filling the function with sustainability staff.
- Continue implementing the dissolution of the former County Redevelopment Agency with the goal of winding down the affairs of the former RDA and increasing the distribution of property taxes to other taxing entities, including the County, special districts and school districts.
- Finalize implementation plans and move the following projects in to construction; Olympic Corridor Trail Connector, Bailey Road/State Route 4 Interchange, I680/Treat Blvd. Bicycle and Pedestrian Improvement Plan.
- Pursue/maximize Cap & Trade grant funds for County projects.
- Actively pursue Board of Supervisors goals at the State level relative to legislative and administrative actions having to do with school siting and safety.
- Secure outside funding and lead or co-lead local participation in the San Francisco-to-Stockton Ship Channel Deepening Project, to provide the Army Corps of Engineers with the necessary local contribution as they move forward with deepening the ship channel.
- Work with the Delta counties to prevent damage to the county's water quality, ecosystem and economy from state plans to build new Delta water conveyance systems for southern California and the Central Valley.
- Participate in the creation of the Groundwater Sustainability Agency and determine if continued participation is warranted or desired for the implementation of the Water Agency.
- Prepare and submit for Board consideration a General Plan Amendment to establish new land use policies for the Byron Airport, and a Zoning Text Amendment to update the existing Byron Airport P-1, Planned Unit District in support of the adopted Byron Airport Master Plan.
- Prepare and submit for Board consideration an amendment to the General Plan Safety Element related to mapping of potential flood and fire hazards and update of relevant policies. This effort is in response to new General Plan mandates enacted under recent legislation, AB 162/SB 5 (200 Yr. Event Flood Mapping) and SB 1241 (Fire Hazards Map).
- Prepare and submit for Board consideration an amendment to the General Plan Conservation Element to update the County's renewable energy policies and corresponding text amendments to certain zoning districts for the purpose of allowing commercial solar energy facilities and other renewable energy facilities.
- Prepare and submit for final Board adoption a Climate Action Plan (draft Climate Action Plan released December 2012) to improve energy efficiency and to reduce greenhouse gas emissions (GHG) within the unincorporated area of the county 15% below baseline levels by year 2020.
- Facilitate implementation of programs and services to reduce solid waste disposal and promote reuse and recycling as required by AB 939, including dedicating resources to assist with enhancing the recycling of materials generated at County facilities and enforcing mandatory commercial recycling requirements.
- Implement Bay Area Regional Energy Network Programs (BayRen) to increase energy efficiency to existing housing stock in the county as directed by the California Public Utility Commission.

Conservation and Development

General Government

- Continue to lead implementation of the East Contra Costa County Habitat Conservation Plan / Natural Community Conservation Plan (HCP/NCCP) and, in the process, conserve and acquire 1,000 acres of land; design one or more large wetland restoration projects; construct one small restoration project; streamline permitting for public infrastructure and other projects; and collaborate with California State Water Resources Control Board to develop a streamlined permitting process similar to the approach offered by the HCP/NCCP.
- Develop a DCD Intranet site where all relevant information can be readily accessed by staff.
- Complete work on the Urban Farm Animal Ordinance for the Board's adoption.
- Consider eliminating the minimum acreage requirement for P-1 developments to permit flexibility for small sites and infill development.
- Consider improvements to the existing tree protection and preservation ordinance
- Continue implementing activities related to the Northern Waterfront Economic Development Initiative: continuing the collaborative work group activities with the cities of Hercules, Martinez, Concord, Pittsburg, Antioch, and Oakley; vetting information obtained from community engagement, outreach, and action teams with a public/private consortium and work group; capacity building and outreach to priority development areas (PDAs) and Targeted Employment Areas (TEAs) in the Northern Waterfront; securing funding for in-depth analysis regarding "Fiscalization of Land-Use" and "Feasibility of Short-Line Railroad" to service Northern Waterfront; developing and adopting a strategic action plan and implementation program.

Contingency Reserve General Government

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Approved	Change
EXPENDITURES					
Provisions for Contingencies	0	4,055,653	7,671,955	7,671,955	0
TOTAL EXPENDITURES	0	4,055,653	7,671,955	7,671,955	0
REVENUE	0	0	0	0	0
	0	0	0	0	0
NET COUNTY COST (NCC)	0	4,055,653	7,671,955	7,671,955	0
FINANCIAL INDICATORS					
% Change in Total Exp		0%	89%	0%	
% Change in NCC		0%	89%	0%	

Contingency Reserve

Description: To provide funding for unforeseen emergencies or unanticipated new expenditures occurring during the fiscal year which have no other funding sources.

budget reduction in that year. The anticipated impact of that recommendation was that appropriations would no longer be inflated and annually generated scarce resources would not be required to balance them.

Contingency Reserve Summary			
Service:	Discretionary		
Level of Discretion:	Discretionary		
Expenditures:	\$ 7,671,955		
Financing:	0		
Net County Cost:	7,671,955		
Funding Sources:			
General Fund	100.0%	\$ 7,671,955	

The County Administrator reinstated the contingency reserve in FY 2012-13. General Fund contingencies include funding necessary to provide continued County operations despite economic uncertainties. As a general rule, a contingency fund should be maintained at a level sufficient to finance all issues/items which may occur during the fiscal year, but were unforeseen during the budget process. Failure to appropriate a reasonable level of funding for contingencies is not prudent and could likely result in a "midyear budget crisis". The County Administrator recommends that the Contingency for General Fund be budgeted at \$7.7 million for FY 2015-16. Although this amount is lower than the targeted \$10 million, it does allow funding for: 1) any unforeseen emergency that the Board may need to fund during the fiscal year; 2) appropriations without a dedicated earmark to help to rebuild and grow the County's fund balance; and 3) appropriations for technology projects to increase efficiencies and economies.

CAO's Recommendation

The \$10 million contingency reserve was eliminated in FY 2006-07 after remaining basically unchanged for 16 years. The County Administrator's Office recommended that the practice of appropriating \$10 million for contingency be discontinued and that the funds be designated for Contingency on the General Ledger. The recommendation was implemented to offset a portion of the County's \$45 million

Contingency Reserve
General Government

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	3,613,594	4,919,819	5,053,655	5,053,655	0
Services and Supplies	4,780,810	11,119,069	7,195,590	7,195,590	0
Other Charges	472	0	0	0	0
Fixed Assets	33,702	301,000	46,000	46,000	0
Expenditure Transfers	(350,262)	(328,688)	(350,566)	(350,566)	0
TOTAL EXPENDITURES	8,078,316	16,011,200	11,944,679	11,944,679	0
REVENUE					
Other Local Revenue	5,039,306	6,614,365	6,819,679	6,819,679	0
GROSS REVENUE	5,039,306	6,614,365	6,819,679	6,819,679	0
NET COUNTY COST (NCC)	3,039,010	9,396,835	5,125,000	5,125,000	0
Allocated Positions (FTE)	24	32	32	32	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	43%	30%	41%	41%	
% Change in Total Exp		98%	(25%)	0%	
% Change in Total Rev		31%	3%	0%	
% Change in NCC		209%	(45%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	2,166,661	2,829,417	3,002,644	3,002,644	0
Temporary Salaries	15,794	21,000	21,000	21,000	0
Deferred Comp	29,592	53,964	49,560	49,560	0
FICA/Medicare	143,847	200,138	210,683	210,683	0
Ret Exp-Pre 97 Retirees	9,137	7,500	7,500	7,500	0
Retirement Expense	839,737	1,110,607	1,027,697	1,027,697	0
Employee Group Insurance	234,159	368,918	390,700	390,700	0
Retiree Health Insurance	195,988	195,761	206,497	206,497	0
OPEB Pre-Pay	103,872	103,872	103,872	103,872	0
Unemployment Insurance	8,167	8,528	9,080	9,080	0
Workers Comp Insurance	15,754	20,114	24,421	24,421	0
Labor Received/Provided	(149,115)	0	1	1	0

County Administrator

Description: Acts as the principal staff advisor to the Board of Supervisors and administers County operations. The duties of the County Administrator and staff include furnishing reports

to the Board, providing information and advice, implementing policy directives and orders adopted by the Board, coordinating the work performed by County departments and County

County Administrator

General Government

special districts, and with the assistance of the County Auditor-Controller, preparing and monitoring the annual County budget. Provides funding, supported by franchise fee payments from cable companies, for the operation of Contra Costa Television and the enforcement of Cable TV franchise agreements.

County Administrator Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:		\$5,808,023
Financing:		1,681,163
Net County Cost:		4,126,860
Funding Sources:		
Charges -	7.0%	\$408,662
Divisions & Depts		
Landfill Franchise	0.2%	15,000
Cable TV Frnchs	14.8%	858,798
Property Tax Adm	3.8%	219,225
Miscellaneous	3.1%	179,478
General Fund	71.1%	4,126,860
FTE: 24.0		

Labor Relations

Description: Administers the County's labor management relations programs including managing the collective bargaining process, grievance investigation, providing training and counseling to managers and employees, as well as problem resolution.

Labor Relations Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:		\$1,520,222
Financing:		522,082
Net County Cost:		998,140
Funding Sources:		
Charges -	20.2%	\$307,212
Divisions & Depts		
Landfill Franchise	13.8%	210,420
Miscellaneous	0.3%	4,450
General Fund	65.7%	998,140
FTE: 7.0		

AB-109 - Administration

Description: The AB-109 Public Safety Realignment allocation from the State provides for local custody for non-violent, non-serious, non-sex offenders, local post-release supervision and local planning by a Community Corrections Partnership. The County Administrator's Office provides program evaluation and administrative support including one full-time staff to facilitate the Countywide program. Appropriations shown here include only those allocated to Administration and Community Programs provided throughout the County through various contracts; additional allocations are distributed among other County Departments, including: District Attorney, Health Services, Probation, Public Defender, and Sheriff.

County Administrator General Government

AB-109 Administration			
Service:			Mandatory
Level of Service:			Discretionary
Expenditures:			\$4,967,000
Financing:			4,967,000
Net County Cost:			0
Funding Sources:			
State Realignment			
(AB-109)	100.0%		\$4,967,000
FTE:	1.0		

CAO's Recommendation

The fiscal year 2015-16 baseline net County cost decreased by \$4,271,835 from fiscal year 2014-15. The reduction reflects the elimination of restricted prior year fund balance of \$4,506,819 primarily from CATV franchise fees. Operating costs increased by \$234,984 for salary and benefits, interdepartmental charges and non-county professional services.

The recommended net County cost of \$5,125,000 will provide the funding necessary to maintain services in fiscal year 2015-16.

Performance Measurements

County Administrator accomplishments during fiscal year 2014-15 include:

- Implemented an automated platform for talent management to facilitate employee performance monitoring and the performance review process.
- Received the Government Finance Officers Association *Distinguished Budget Presentation Award* for the fourth year in a row.
- Installed a public information kiosk at the County Administration building to provide 24/7 access to County Department information including

agendas, directory, and other information.

Administrative and Program Goals

Increase effectiveness of organizational sector budget oversight and promote service delivery improvements and interdepartmental coordination:

- Annual budget and program goal development/reviews and recommendations
- Quarterly financial reviews
- Monthly service delivery monitoring
- As-needed support and consultation
- Conduct departmental site visits

Provide Board of Supervisors with high quality support:

- Staff Ad Hoc and standing Board of Supervisor Committees
- Manage Board of Supervisors agenda development process, including automation of agenda process
- Provide research, information and recommendations on issues as requested by Board members
- Keep all Board members uniformly informed of new policies/practices
- Manage Advisory committee tasks, in compliance with Maddy Act requirements and Board of Supervisors' policies.
- Provide county-wide record keeping and document management through Clerk of the Board's Office.

Provide leadership for Contra Costa County to progress on the primary focus areas of: Fiscal Health, Service Delivery Efficiency/ Effectiveness, Public Education, Teamwork/ Organizational Development:

- Continue to work with the Board of Supervisors, unions, and Departments to address Pension Liability.
- Regularly promote and set expectations for focus area accomplishment
- Evaluate Countywide progress

County Administrator

General Government

- Share information on progress with County staff and general public
- Continue to refine and implement the County's other Post Employment Benefit Strategic Plan.
- Continue to protect and advance the County's interests through the federal and state legislative program.
- Develop and provide county-wide public information through use of all forms of media, including print, CCTV and WEB content.

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	7,934,850	9,123,379	9,465,815	9,465,815	0
Services and Supplies	653,852	917,958	926,086	919,836	(6,250)
Other Charges	88	0	0	0	0
Fixed Assets	18,109	18,109	18,109	18,109	0
Expenditure Transfers	(4,118,954)	(4,024,447)	(4,012,745)	(4,012,745)	0
TOTAL EXPENDITURES	4,487,944	6,035,000	6,397,266	6,391,016	(6,250)
REVENUE					
Other Local Revenue	3,474,586	3,615,000	3,741,016	3,741,016	0
GROSS REVENUE	3,474,586	3,615,000	3,741,016	3,741,016	0
NET COUNTY COST (NCC)	1,013,358	2,420,000	2,656,250	2,650,000	(6,250)
Allocated Positions (FTE)	49	49	49	49	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	92%	91%	91%	91%	
% Change in Total Exp		34%	6%	0%	
% Change in Total Rev		4%	3%	0%	
% Change in NCC		139%	10%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	4,710,717	5,456,535	5,792,538	5,792,538	0
Temporary Salaries	70,729	58,795	215,795	215,795	0
Permanent Overtime	21	0	0	0	0
Deferred Comp	30,980	39,660	41,700	41,700	0
Comp & SDI Recoveries	(175)	0	0	0	0
FICA/Medicare	322,802	366,793	379,447	379,447	0
Ret Exp-Pre 97 Retirees	20,760	24,616	24,616	24,616	0
Retirement Expense	1,860,385	2,230,181	2,025,728	2,025,728	0
Employee Group Insurance	514,421	548,608	581,477	581,477	0
Retiree Health Insurance	220,301	226,250	194,794	194,794	0
OPEB Pre-Pay	76,360	76,360	76,360	76,360	0
Unemployment Insurance	18,001	16,408	17,433	17,433	0
Workers Comp Insurance	89,548	79,173	115,927	115,927	0

Department Description

Legal advisor for County officers, departments, boards and commissions, school and other districts in the County. County Counsel's duties include litigating civil cases and providing a wide range of legal services to the Board of

Supervisors, County departments, special districts, and Board-governed authorities and agencies.

County Counsel

General Government

General Law

Description: Provides legal services necessary for the continued operation of the County departments and special districts. Additionally, provides legal services to outside clients and independent special districts upon request.

General Law Summary			
Service:	Mandatory		
Level of Service:	Discretionary		
Expenditures:	\$5,802,877		
Financing:	3,152,877		
Net County Cost:	2,650,000		
Funding Sources:			
Charges for Svc	48.3%	\$2,802,877	
Property Tax Admin	6.0%	350,000	
General Fund	45.7%	2,650,000	
FTE:	23.0		

Child Protective Services and Probate

Description: Provides mandatory legal services for Employment & Human Services Department activities (adoptions, dependent children, etc.) and Health Services Department activities (conservatorships, etc.)

Child Protective Services-Probate Summary			
Service:	Mandatory		
Level of Service:	Mandatory		
Expenditures:	\$2,854,167		
Financing:	2,854,167		
Net County Cost:	0		
Funding Sources:			
Charges for Svc	100.0%	\$2,854,167	
FTE:	16.0		

Risk Management /Civil Litigation

Description: Defends the County in tort, employment and civil rights actions in State and Federal court and monitors outside litigation counsel.

Risk Management /Civil Litigation Unit Summary			
Service:	Mandatory		
Level of Service:	Discretionary		
Expenditures:	\$1,746,716		
Financing:	1,746,716		
Net County Cost:	0		
Funding Sources:			
Liability Trust Fund	100.0%	\$1,746,716	
FTE:	10.0		

CAO's Recommendation

The baseline net County cost reflects a \$236,250 increase over the FY 2014-15 Adjusted Budget.

Salary and benefit costs increased by \$342,436 and are mainly due to increases in permanent and temporary salaries. Included in this increase are estimated costs of \$157,000, which the County Counsel Office will charge to the Health Services Department for legal counsel and support services provided to implement Laura's Law.

In addition to Laura's Law, additional legal counsel and support services are anticipated, which result in an estimated increase of \$137,718 in revenues and expenditure transfers combined.

The County Administrator is recommending a net County cost for FY 2015-16 of \$2,650,000, which will require a reduction of \$6,250. This reduction will have minimal impact on the County Counsel's Office operations and will be absorbed by operational efficiencies and careful monitoring of office supplies expenses.

Performance Measurement

In 2013, at the direction of the Board of Supervisors, the County Counsel's Office formally requested the Northern District Federal Court to vacate a Consent Decree that had governed the County's employment practice for nearly four decades. The Court granted the County's motion on January 22, 2014. (*Burt v County of Contra Costa*, Case No. 73 CV00906-JCS (USDC., Northern District)). Beginning in 2014, the County Counsel's Office will work with the County Administrator's Office, the Affirmative Action/Equal Opportunity Officer and the Hiring Outreach Oversight Committee of the Board of Supervisors to update the County's equal employment opportunity programs.

Since the beginning of 2014, the County Counsel's Office has been working closely with the County Administrator's Office, the Affirmative Action/Equal Opportunity Officer, and the Human Resources Department to update the County's equal employment opportunity policies and procedures. The office anticipates this process will continue through FY 2015/16.

In addition to assisting with legal issues related to the County's equal employment programs, the office expects to devote increased legal services to other human resources issues in the post-PEPRA era, including labor relations, employee benefits and retirement matters.

The County Counsel's Office continues to assist County departments with employee retirement and benefit issues arising out of the California Public Employees' Pension Reform Act (PEPRA) and the Affordable Care Act.

The dissolution of California's redevelopment agencies and the impacts of the recent economic recession will continue to generate a need for increased legal assistance related to property tax collection and distribution. The County Counsel's Office expects that increased resources will continue to be needed to provide legal services to the Treasurer-Tax Collector, Assessor, and Auditor-Controller in the coming year.

The County Counsel's Office continues to assist the County Successor Agency in winding down the former County Redevelopment Agency, and represent the Auditor-Controller in lawsuits challenging the administration and distribution of property tax revenues resulting from the dissolution of redevelopment agencies in Contra Costa County.

Upgrade information technology equipment, software, and email systems to enhance workflow. These upgrades will allow staff to communicate more effectively with client departments.

In 2014, the County Counsel's Office upgraded IT hardware and software. This has allowed for greater system uniformity to facilitate administration and troubleshooting, in particular with regard to the transfer of documents and email communications.

Administrative and Program Goals

Continue to devote significant legal services to human resources issues impacting the County.

The County Counsel's Office will need to devote significant legal services to human resources issues in the post-PEPRA era, including labor relations, employee benefits, health care, and retirement issues.

On February 3, 2015, the Board of Supervisors decided to implement Laura's Law. The County Counsel's Office will need to devote new resources to assist the Health Services Department with issues involved in the implementation of this law.

In order to provide support to the implementation of Laura's Law, the County Counsel's Office has estimated that they will need one 0.5 FTE Senior Deputy County Counsel and one 0.5 FTE Senior Clerk in FY 2015-16. These positions would fulfill tasks such as the determination of whether Assisted Outpatient Treatment criteria are met, and the preparation, filing and serving of the petition.

County Counsel

General Government

Provide increased supervision and monitoring of County liability cases, including those assigned to outside counsel.

In the coming fiscal year the County Counsel's Office will need to work closely with the Risk Management Division of the County Administrator's Office to fulfill this goal.

Support the Contra Costa County Housing Authority with legal issues.

The County Counsel's Office will need to work closely with the Contra Costa County Housing Authority to address legal issues arising out of the Housing Authority's obligation to provide traditional public housing and Section 8 housing in this era of federal funding shortfalls.

FY 2015-16 Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	1	County Counsel Risk Mgmt / Tort Unit	Services and Supplies	0.0	(6,250)	Reduction in miscellaneous service and supply expenses will require operational efficiencies. Reductions have minimal impact
			Total	0.0	(6,250)	

Crockett/Rodeo Revenues

General Government

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Services and Supplies	219,177	342,000	276,000	276,000	0
Other Charges	290,537	294,000	284,000	284,000	0
TOTAL EXPENDITURES	509,714	636,000	560,000	560,000	0
NET COUNTY COST (NCC)	509,714	636,000	560,000	560,000	0
FINANCIAL INDICATORS					
% Change in Total Exp		25%	(12%)	0%	
% Change in NCC		25%	(12%)	0%	

Crockett/Rodeo Revenues

Description: To budget appropriations attributable to the property tax increment from the co-generation facility in Crockett and the UNOCAL Reformulated Gasoline Project at the Rodeo facility, for both capital and program uses.

CAO's Recommendation

The Baseline budget reflects a decrease of \$76,000 from FY 2014-15. Prior year fund balance in the amount of \$60,000 was eliminated from the baseline budget for FY 2015-16 and a further \$16,000 was reduced to match estimated expenditures. The budget is estimated based on prior year trends of assessed valuations. The actual return-to-source shares are determined each year in the Fall.

Crockett/Rodeo Revenues
General Government

Debt Service General Government

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Other Charges	11,000,000	0	0	0	0
TOTAL EXPENDITURES	11,000,000	0	0	0	0
REVENUE					
Other Local Revenue	3,282,769	3,000,000	0	0	0
State Assistance	34,371	0	0	0	0
GROSS REVENUE	3,317,140	3,000,000	0	0	0
NET COUNTY COST (NCC)	7,682,860	(3,000,000)	0	0	0
FINANCIAL INDICATORS					
% Change in Total Exp		(100%)	0%	0%	
% Change in Total Rev		(10%)	(100%)	0%	
% Change in NCC		(139%)	(100%)	0%	

Debt Service/General Fund

County/State West Contra Costa Healthcare District (WCCHCD)

Description: To account for the West Contra Costa Healthcare District's reallocation of property tax revenue. This "repayment" of reserves is not an on-going source of revenue. It will appear as a negative net County cost in our schedules.

County/State WCCHCD IGT Summary			
Service:	Discretionary		
Level of Service:	Mandatory		
Expenditures:		\$0	
Financing:		0	
Net Fund Cost:		0	
Funding Sources:			
Property Taxes	100.0%	\$0	

Notes and Warrants Interest

Description: The California Government Code contains a legal provision, which allows a local agency to issue notes, permitting it to borrow money in order to meet short-term cash flow deficiencies, pending receipt of taxes and revenues. The borrowed funds may be expended for things such as current expenses, capital expenditures, and debts and obligations. This is a General Fund unit.

Notes and Warrants Interest			
Service:	Discretionary		
Level of Service:	Mandatory		
Expenditures:		\$0	
Financing:		0	
Net County Cost:		0	
Funding Sources:			N/A

Debt Service

General Government

Debt Service/Special Revenue Retirement UAAL Bond Fund

Description: To accumulate and payout the principal and interest costs for the Pension Obligation bond for employee retirement liabilities, covering the general County group of funds including the General, Library and Land Development Funds. The bond obligation rate is adjusted each year to take into account the prior year's variances in operational costs and recovery.

Retirement UAAL Bond Summary			
Service:	Discretionary		
Level of Service:	Mandatory		
Expenditures:	\$36,917,526		
Financing:	36,917,526		
Net Fund Cost:	0		
Funding Sources:			
Use of Money	2.2%	\$800,000	
Transfers	97.8%	36,117,526	

Notes and Warrants Interest

Description: To budget for the interest and administrative costs associated with Teeter Plan borrowing program and other funding sources in the Automated Systems Development Fund.

Notes and Warrants Interest Summary			
Service:	Discretionary		
Level of Service:	Mandatory		
Expenditures:	\$0		
Financing:	0		
Net Fund Cost:	0		
Funding Sources:	N/A		

Retirement Litigation Settlement Debt Service

Description: To provide funding for the Retirement Litigation Settlement Debt Services

repayment schedule that resulted from a court case requiring the County to pay \$28.1 million over a period of approximately 20 years. The period ends in February, 2024.

Retirement Litigation Settlement Expense Summary			
Service:	Discretionary		
Level of Service:	Mandatory		
Expenditures:	\$2,759,911		
Financing:	2,759,911		
Net Fund Cost:	0		
Funding Sources:			
Transfers	100.0%	\$2,759,911	

CAO's Recommendation

The FY 2015-16 budget does not include ad valorem property tax revenues to the County from the West Contra Costa Healthcare District. Although the latest agreement, adopted December 2, 2014, did not yet positively eliminate the FY 2015-16 transfer, it did set in motion the potential of a three year permanent waiver of property tax allocations beginning in FY 2015-16. The tax transfer has been approximately \$3 million each year (dependent upon tax generation) and was due to continue until approximately FY 2019-20. Each year's transfer will appear as a negative net County cost in our schedules.

Transfers for the Retirement UAAL Bond and Retirement Litigation Settlement Debt service expenses are budgeted in each department as a compensation expense. The increase for the Retirement UAAL Bond in FY 2015-16 is due to a 11.7% growth in principal payment netted against a 7.5% reduction in interest. The total payment will increase by a net of approximately 4.2% each year until it is retired in 2024.

We do not anticipate issuing Tax Revenue Anticipation Notes (TRANS) in FY 2015-16.

Department of Information Technology
Ed Woo, Chief Information Officer
General Government

Department of Information Technology Summary

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	9,649,231	11,700,974	11,554,250	11,554,250	0
Services and Supplies	8,773,683	10,188,399	12,083,195	12,083,195	0
Other Charges	1,138,423	1,929,896	2,081,942	2,081,942	0
Fixed Assets	231,594	248,100	22,100	22,100	0
Expenditure Transfers	(12,965,935)	(15,904,392)	(16,908,306)	(16,908,306)	0
TOTAL EXPENDITURES	6,826,996	8,162,977	8,833,181	8,833,181	0
REVENUE					
Other Local Revenue	6,856,787	8,067,977	8,738,181	8,738,181	0
GROSS REVENUE	6,856,787	8,067,977	8,738,181	8,738,181	0
NET COUNTY COST (NCC)	(29,791)	95,000	95,000	95,000	0
Allocated Positions (FTE)					
	75	76	76	76	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	49%	49%	45%	45%	
% Change in Total Exp		20%	8%	0%	
% Change in Total Rev		18%	8%	0%	
% Change in NCC		(419%)	0%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	4,983,438	6,345,277	6,581,308	6,581,308	0
Temporary Salaries	355,548	162,077	115,000	115,000	0
Permanent Overtime	159,996	114,000	112,000	112,000	0
Deferred Comp	46,665	73,560	76,140	76,140	0
FICA/Medicare	402,879	479,495	495,880	495,880	0
Ret Exp-Pre 97 Retirees	21,722	28,108	28,108	28,108	0
Retirement Expense	1,952,844	2,542,030	2,234,913	2,234,913	0
Excess Retirement	14,462	0	0	0	0
Employee Group Insurance	731,074	927,066	885,899	885,899	0
Retiree Health Insurance	582,551	619,708	629,222	629,222	0
OPEB Pre-Pay	313,440	313,440	313,440	313,440	0
Unemployment Insurance	20,786	18,980	19,782	19,782	0
Workers Comp Insurance	63,827	77,233	62,558	62,558	0

Department of Information Technology

General Government

Department Description

This table represents information in aggregate format summarizing expenditures, revenues, and net County costs for two budget units administered by the Department of Information Technology. Included are data for the following budget units:

0147 – Information Technology
0060 – Telecommunications

Major Department Responsibilities

The Department of Information Technology provides a full range of computer data management, Public Safety Radio and Countywide telephone systems support to the entire Contra Costa County government. The Department manages the central enterprise computing system, a wide area network, numerous local area networks and communication systems, and provides business and technical consulting services to neighboring agencies, county departments and managers throughout the organization.

Department of Information Technology

General Government

Information Technology Budget

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	7,118,486	9,022,203	8,878,995	8,878,995	0
Services and Supplies	3,828,706	5,061,850	6,465,384	6,465,384	0
Other Charges	733,297	1,282,823	1,439,764	1,439,764	0
Fixed Assets	117,645	12,200	0	0	0
Expenditure Transfers	(8,634,192)	(11,193,788)	(11,924,142)	(11,924,142)	0
TOTAL EXPENDITURES	3,163,942	4,185,288	4,860,001	4,860,001	0
REVENUE					
Other Local Revenue	3,220,017	4,185,288	4,860,001	4,860,001	0
GROSS REVENUE	3,220,017	4,185,288	4,860,001	4,860,001	0
NET COUNTY COST (NCC)	(56,075)	0	0	0	0
Allocated Positions (FTE)	55	56	56	56	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	60%	59%	53%	53%	
% Change in Total Exp		32%	16%	0%	
% Change in Total Rev		30%	16%	0%	
% Change in NCC		(100%)	0%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	3,643,149	4,900,841	5,083,658	5,083,658	0
Temporary Salaries	340,573	141,476	110,000	110,000	0
Permanent Overtime	14,313	2,000	0	0	0
Deferred Comp	36,795	61,740	64,320	64,320	0
FICA/Medicare	294,133	369,116	381,329	381,329	0
Ret Exp-Pre 97 Retirees	15,869	21,522	21,522	21,522	0
Retirement Expense	1,433,248	1,952,812	1,709,551	1,709,551	0
Excess Retirement	14,462	0	0	0	0
Employee Group Insurance	513,661	709,938	661,559	661,559	0
Retiree Health Insurance	485,719	522,876	522,876	522,876	0
OPEB Pre-Pay	257,248	257,248	257,248	257,248	0
Unemployment Insurance	15,142	14,671	15,281	15,281	0
Workers Comp Insurance	54,176	67,963	51,651	51,651	0

Department of Information Technology

General Government

Information Technology

Description: Provides computer system analysis, system development, evaluation, support, administration, and implementation of data processing services to County departments as well as certain other governmental agencies. Manages and maintains the County's Wide Area Network (WAN) supporting data communications systems. Operates County's data center supporting countywide applications. Administers County's Information Security Program. Ensures high speed, reliable and secure internet and email access.

Dept of Information Technology Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$16,784,143	
Financing:	\$16,784,143	
Net County Cost:	0	
Funding Sources:		
User Fees	100.0%	\$16,784,143
FTE:	56.0	

Department of Information Technology

General Government

Telecommunications Budget

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	2,530,745	2,678,771	2,675,255	2,675,255	0
Services and Supplies	4,944,977	5,126,549	5,617,811	5,617,811	0
Other Charges	405,126	647,073	642,178	642,178	0
Fixed Assets	113,949	235,900	22,100	22,100	0
Expenditure Transfers	(4,331,743)	(4,710,604)	(4,984,164)	(4,984,164)	0
TOTAL EXPENDITURES	3,663,054	3,977,689	3,973,180	3,973,180	0
REVENUE					
Other Local Revenue	3,636,770	3,882,689	3,878,180	3,878,180	0
GROSS REVENUE	3,636,770	3,882,689	3,878,180	3,878,180	0
NET COUNTY COST (NCC)	26,284	95,000	95,000	95,000	0
Allocated Positions (FTE)	20	20	20	20	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	32%	31%	30%	30%	
% Change in Total Exp		9%	0%	0%	
% Change in Total Rev		7%	0%	0%	
% Change in NCC		261%	0%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	1,340,288	1,444,436	1,497,650	1,497,650	0
Temporary Salaries	14,975	20,601	5,000	5,000	0
Permanent Overtime	145,683	112,000	112,000	112,000	0
Deferred Comp	9,870	11,820	11,820	11,820	0
FICA/Medicare	108,746	110,379	114,551	114,551	0
Ret Exp-Pre 97 Retirees	5,853	6,586	6,586	6,586	0
Retirement Expense	519,596	589,218	525,362	525,362	0
Employee Group Insurance	217,414	217,128	224,340	224,340	0
Retiree Health Insurance	96,832	96,832	106,346	106,346	0
OPEB Pre-Pay	56,192	56,192	56,192	56,192	0
Unemployment Insurance	5,644	4,309	4,501	4,501	0
Workers Comp Insurance	9,651	9,270	10,907	10,907	0

Telecommunications

Description: Operates, maintains and manages the County's communications systems including telephone, voice mail, microwave and the two-county public safety radio system. Provides installation and maintenance of radio

Department of Information Technology

General Government

systems for police agencies, special districts, medical facilities and cities.

Telecommunications Summary			
Service:	Mandatory		
Level of Service:	Discretionary		
Expenditures:	\$8,957,344		
Financing:	8,862,344		
Net County Cost:	95,000		
Funding Sources:			
User Fees	98.9%	\$8,862,344	
General Fund	1.1%	95,000	
FTE:	20.0		

CAO Recommendation

The 2015/16 Recommended Budget for the Department of Information Technology reflects no increase in net County cost because all cost increases are charged out to service recipients. Expenditures and revenues are increased by \$1,674,118 from the 2014/15 Budget, due to the net impact of reduced staff retirement costs and increased appropriations for specialized mainframe services and support, software licenses, hardware and software maintenance, manufacturer annual cost increases, system security, and the replacement of aging equipment. Provision for specialized contract services are augmented due to the retirement of staff essential in supporting the County mainframe and whose knowledge and skills are scarce and no longer available within the County workforce. The Recommended Budget also provides for services required to complete Federal Communications Commission licensing requirements for the County's telecommunications systems.

Wide Area Network (WAN) rates are increased by 10% and telephone line/port rates are increased by 14% from the current year rates to offset the recommended expenditure increases. A General Fund allocation of \$95,000 is recommended to offset unreimbursed costs

related to the implementation of the East Bay Regional Communications System.

Performance Measurement

- Develop a County-wide IT systems to improve staff and operational efficiencies.
- Improve County's computer Wide Area Network speed – install fiber optic facilities.
- Improve performance in the following business processes measures:

- Percentage of time the County's radio communication system is available.

County's radio communication system was available 99 percent of the time. County Microwave system was available 100 percent of the time.

- Percentage of time the County's WAN is available.

The County's WAN was available 99 percent of time.

- Percentage of time the County's voice mail communication system is available

The County's voice mail communication system was available 99 percent of time.

- Percentage of email addresses in the Countywide address book.

The percentage of email addresses in the Countywide address book was 94 percent in FY 2014-15.

Administrative and Program Goals

- Develop a Countywide IT strategic and tactical plan providing a road map for IT services in the County that aligns with the County Mission, Vision and Values Statement.

- Improve performance in the following business measures.
 - Percentage of time the County's radio communication system is available and the service outage repair times.
 - Percentage of time the WAN is available for systems such as Email, Internal Web Sites, and Payroll Systems.
 - Percentage of time the County's voice mail communication system is available by leveraging "Cloud Based" Solutions.
 - Percentage of email addresses in the Countywide address book.
 - Design and incorporate wireless network for additional specific County locations to further decrease the need for cabling.
 - Implement a Countywide alternative high speed internet access connections

Employee Retiree Benefits

General Government

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	702,925	1,099,026	1,053,467	1,053,467	0
Services and Supplies	2,366,961	11,936,075	4,854,929	4,854,929	0
Expenditure Transfers	(155,252)	(354,138)	(354,138)	(354,138)	0
TOTAL EXPENDITURES	2,914,635	12,680,963	5,554,258	5,554,258	0
REVENUE					
Other Local Revenue	1,751,628	38,862	38,862	38,862	0
GROSS REVENUE	1,751,628	38,862	38,862	38,862	0
NET COUNTY COST (NCC)	1,163,007	12,642,101	5,515,396	5,515,396	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	23%	8%	18%	18%	
% Change in Total Exp		335%	(56%)	0%	
% Change in Total Rev		(98%)	0%	0%	
% Change in NCC		987%	(56%)	0%	
COMPENSATION INFORMATION					
Retirement Expense	(405,072)	0	0	0	0
Retiree Health Insurance	608,509	599,538	553,979	553,979	0
OPEB Pre-Pay	499,488	499,488	499,488	499,488	0

Program Description

The preceding table represents a summary of expenditures, revenues and net County costs for Employee and Retiree Benefits. The Department represents a centralized budget unit established to capture the costs of maintaining the County payroll and benefits system and retiree health costs for certain court retirees and retirees from County departments which no longer exist.

Employee Retiree Benefits

General Government

Employee Benefits

Description: To fund the costs associated with maintaining the County payroll and benefits system.

Employee Benefits Summary			
Service:	Mandatory		
Level of Service:	Discretionary		
Expenditures:	\$4,554,929		
Financing:	93,000		
Net County Cost:	4,461,929		
Funding Sources:			
General Fund	98.0%	\$4,461,929	
Interdept Charges	2.0%	93,000	

CAO's Recommendation

The Baseline Budget reflects a net decrease of \$7,126,705. The net decrease reflects the elimination of prior year fund balance totaling \$9,870,505 as well as a decrease of \$45,559 for anticipated reductions in retiree health costs. An upgrade to the PeopleSoft system is anticipated in fiscal year 2015-16 and \$2,789,359 has been added to the budget for that purpose. The total net change is a decrease of \$7,126,705 from the current year.

The recommended budget reflects sufficient funding in order to maintain the County payroll and benefits system as well as funding for retiree health benefits for Court employees and other retirees that cannot be attributed, and therefore charged, to current departments.

Retiree Health Benefits

Description: To fund the costs of the health plan program for retirees from the Courts and retirees from County departments which no longer exist, a component of the total employee benefits package established by the Board of Supervisors.

Retiree Health Benefits Summary			
Service:	Mandatory		
Level of Service:	Discretionary		
Expenditures:	\$1,353,467		
Financing:	300,000		
Net County Cost:	1,053,467		
Funding Sources:			
General Fund	77.8%	\$1,053,467	
Interdept Charges	22.2%	300,000	

General Purpose Revenue General Government

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
REVENUE					
Other Local Revenue	348,112,906	350,007,000	383,080,000	383,080,000	0
Federal Assistance	1,844	0	0	0	0
State Assistance	2,246,273	1,914,000	1,800,000	1,800,000	0
GROSS REVENUE	350,361,023	351,921,000	384,880,000	384,880,000	0
NET COUNTY COST (NCC)	(350,361,023)	(351,921,000)	(384,880,000)	(384,880,000)	0
FINANCIAL INDICATORS					
% Change in Total Rev		0%	9%	0%	
% Change in NCC		0%	9%	0%	

General County Revenues

Description: To receive revenues which are not attributable to a specific County service and which are available for County General Fund expenditures. Types of revenues included are property taxes, sales taxes, interest earnings and franchises. Revenues from this budget unit offset the net County costs of General Fund departments.

General County Revenues Summary			
Service:		Mandatory	
Level of Discretion:		Discretionary	
Expenditures:		\$	0
Financing:		384,880,000	
Net County Cost:		(384,880,000)	
Funding Sources:			
Property Taxes	83.3%	\$320,580,000	
Other Taxes	4.8%	18,660,000	
Trans Tax (TOT)	0.5%	2,000,000	
License Franchise	2.1%	7,925,000	
Fines Penalties	5.8%	22,500,000	
Use of Money	0.4%	1,700,000	
Intergovernmental	1.5%	5,600,000	
Charges for Service	1.5%	5,665,000	
Miscellaneous Rev	0.1%	250,000	

CAO's Recommendation

In the past, the Recommended Budget for General Fund departments relied on significant increases in General Purpose Revenue to offset increases in the cost of doing business. Normally, the most significant increases in revenue from year-to-year are due to increased assessed valuation on current secured property tax. Over the past few years, the economic downturn has eliminated growth in assessed valuation, significantly reduced interest rates, and greatly impacted Supplemental Property Tax revenues. In the past three fiscal years, assessed values have begun to experience growth. The State Board of Equalization has announced an inflation factor of just under two percent* (1.01998) for FY 2015-16; however, the County Administrator's Office is projecting that assessed value growth will be at least 6%. The 6% figure compares to current year growth of 9.09%, FY 2013-14 growth of 3.45% and 0.86% growth in FY 2012-13.

It should be noted that Recommended General Purpose Revenues include \$10 million in transfers from the Tax Losses Reserve Fund for deferred facility maintenance projects. This extra \$10 million is not a permanent source of funding.

* The inflation factor increase in base year value is limited to 2% by California Constitution, Article XIII A, section 2(b).

General Purpose Revenue
General Government

Human Resources General Government

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	4,453,710	4,567,684	5,305,093	5,305,093	0
Services and Supplies	5,173,677	6,737,931	4,677,044	4,677,044	0
Fixed Assets	21,025	0	55,213	55,213	0
Expenditure Transfers	(772,144)	(755,690)	(713,017)	(713,017)	0
TOTAL EXPENDITURES	8,876,268	10,549,925	9,324,333	9,324,333	0
REVENUE					
Other Local Revenue	7,494,300	6,443,505	6,524,333	6,524,333	0
GROSS REVENUE	7,494,300	6,443,505	6,524,333	6,524,333	0
NET COUNTY COST (NCC)	1,381,968	4,106,420	2,800,000	2,800,000	0
Allocated Positions (FTE)	43	46	46	46	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	46%	40%	53%	53%	
% Change in Total Exp		19%	(12%)	0%	
% Change in Total Rev		(14%)	1%	0%	
% Change in NCC		197%	(32%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	2,531,270	2,543,732	3,086,245	3,086,245	0
Temporary Salaries	9,604	12,800	12,800	12,800	0
Permanent Overtime	10,060	4,500	4,500	4,500	0
Deferred Comp	36,450	39,720	52,620	52,620	0
Comp & SDI Recoveries	(1,688)	0	0	0	0
FICA/Medicare	185,736	189,980	232,950	232,950	0
Ret Exp-Pre 97 Retirees	10,477	13,321	13,321	13,321	0
Retirement Expense	946,556	1,040,868	1,005,849	1,005,849	0
Employee Group Insurance	361,838	356,875	475,642	475,642	0
Retiree Health Insurance	225,167	223,405	214,937	214,937	0
OPEB Pre-Pay	103,468	103,468	103,468	103,468	0
Unemployment Insurance	9,715	7,620	9,220	9,220	0
Workers Comp Insurance	25,058	31,395	93,541	93,541	0

Department Description

This table represents information in aggregate summarizing expenditures and revenue for the following two budget units administered by Human Resources:

0035 – Human Resources
0038 – Child Care

Human Resources

General Government

Human Resources

Develops, administers and maintains merit and exempt employment systems, which include salary administration, pay equity, benefit and insurance programs, recruitment, test and referral procedures, job classification, employee and organizational development, and employee assistance.

Administration Summary			
Service:	Mandatory		
Level of Service:	Discretionary		
Expenditures:	\$1,469,707		
Financing:	1,719,608		
Net County Cost:	(249,901)		
Funding Sources:			
Charges	116.9%	1,717,608	
Miscellaneous	0.1%	2,000	
General Fund	-17.0%	(249,901)	
FTE:	5.0		

Employee Benefits

Description: Formulates and implements policies for the administration of benefit programs and services that assist the County in maintaining a competitive compensation package and that contribute to the health and well-being of County employees and retirees. Specific programs include State Disability Insurance; Deferred Compensation; Health Plan Administration; Health Care Spending Account; Supplemental Life Insurance; Unemployment Insurance; Long-Term Disability Insurance; Delta Dental; Dependent Care Assistance Program; VDT Eye Screening; Catastrophic Leave; and the Employee Assistance Program. The programs represent a mix of insured and self-insured programs.

Employee Benefits Summary			
Service:	Mandatory		
Level of Service:	Discretionary		
Expenditures:	\$5,306,156		
Financing:	5,306,156		
Net County Cost:	0		
Funding Sources:			
Charges	100.0%	\$5,306,156	
FTE:	13.0		

Personnel Services

Description: Develops and administers programs and policies to help ensure that the County recruits and selects a highly skilled and diversified workforce that is properly classified and is fairly and equitably compensated. Activities include affirmative action outreach, approval of all personnel actions, management of the lay-off processes and outplacement activities, as well as the maintenance of all personnel history files and records.

Personnel Services Summary			
Service:	Mandatory		
Level of Service:	Discretionary		
Expenditures:	\$3,214,901		
Financing:	165,000		
Net County Cost:	3,049,901		
Funding Sources:			
Charges	5.1%	\$ 165,000	
General Fund	94.9%	3,049,901	
FTE:	28.0		

Employee Child Care

Description: Provides for the funding and development of child care programs for County employees. Funded by forfeited Dependent Care Assistance Program (DCAP) monies received from employees.

Employee Child Care			
Service:	Discretionary		
Level of Service:	Mandatory		
Expenditures:			\$46,586
Financing:			46,586
Net County Cost:			0
Funding Sources:			
Forfeitures	100.0%		\$46,586

CAO's Recommendation

The Baseline budget for fiscal year 2015-16 reflects a net decrease of \$1,306,420 from the current year. The reduction reflects the removal of restricted, prior year fund balance totaling \$2,275,514 for Benefits Administration and Employee Child Care. Salary and benefit costs increased by \$737,409. General operating costs are estimated to increase by \$269,840 to cover interdepartmental charges, increased costs for professional/specialized services, and costs attributed to the remodel of the Personnel Services Unit. Revenue increased by \$38,155 for benefits administration costs.

Performance Measurement

- Conducted Executive recruitments for the following key positions:
 - Director of Animal Services
 - Employment and Human Services Chief
 - Financial Officer
 - Director of Human Resources
 - Assistant Fire Chief

- Continued to monitor and oversee the recruitment and examination functions for Health Services specific classes and to conduct recruitment and examination for Health Services county-wide classifications.
- Provided several large recruitments and processed the following applications:

✓ Deputy Sheriff	2,534
✓ Eligibility Worker I	1,323
✓ Probation Counselor	1,139
✓ Clerk-Experienced Level	1,123
✓ Child Support Specialist	784
✓ Sheriff's Dispatcher	747
✓ Social Casework Assistant	421
- Received approval and funding to add several positions within the Personnel Services Unit and have hired new staff members to further develop a team better equipped to provide improved service delivery to County departments and individuals seeking County employment.
- Issued a Request for Proposal (RFP) to solicit bids from firms that can assist the Human Resources Department implement an automated employee recruitment and onboarding process to replace the current paper-based workflow system. Seven responses to the RFP were received and a qualifications appraisal board will be convened to review the proposals and recommend a vendor.
- Migrated from our Alfresco platform to Laser Fiche to continue with the digital imaging of our personnel history files.
- Partnered with ECSI Imaging, Inc. to assist in the development and implementation of the preparation and routing of online personnel transactions.
- Initiated a pilot program with the departments of Information Technology, Public Works, Conversation and Development and Child Support Services to test and verify the online and routing process to complete online personnel transactions.

Human Resources

General Government

- Convened a Recruitment Opportunities Work Group consisting of representatives from the Human Resources Department, County Counsel's Office and the Affirmative Action/Equal Employment Opportunity Officer to establish a post-Consent Decree framework to ensure that the County workforce reflects the diversity of the County workforce and provides equal opportunity for all qualified persons.
- Assembled a group of representatives from various County departments to form a Personnel Management Regulations (PMR's) Work Group to perform a comprehensive review of all sections of the document and to provide recommendations including additions, deletions, changes, revisions and updates to the PMR's to present to the Board of Supervisors for adoption.
- Implemented AB218 "Ban the Box" which requires the removal of self-reporting questions about conviction history from employment applications to give qualified ex-offenders an opportunity to be considered for government jobs if they meet the minimum qualifications for the positions.
- Announced and hosted the HR Academy, facilitated through CPS HR Consulting, to provide six courses designed to increase participants' knowledge, skills and professionalism through practical hands-on activities to reinforce basic HR principles for human resources employees and employees in operating department personnel positions.
- Processed 151 Personnel Adjustment Resolutions (P300's).
- The Transactions Unit effectively implemented the required salary changes for the following labor organizations:
 - Deputy District Attorneys' Association, Public Defender's Association, Deputy Sheriff's Association, In Home Support Services Public Authority, District Attorney Investigator's Association, Unrepresented Management.

Administrative and Program Goals

- Continue the transformation of the department to an internal service delivery organization with a focus on strategic partnering and exceptional customer service to meet the increasing needs of the Countywide operating departments.
- Provide continued training to human resources employees and operating departmental personnel in the areas of: transactions, certification, recruitment preparation and deep class resolutions.
- Continue to implement the Affordable Care Act.
- Partner with departments who administer high volume recruitments to define more cost effective selection tools and analyze recruitment outcomes to improve recruitment strategies.
- Research alternative ways to assess candidates (i.e., non-proctored applicant assessments).
- Partner with the County Administrator's Office Risk Management Division to develop a New Employee Orientation Program.

Library Budget Summary

Library Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	17,633,192	20,122,045	20,618,553	20,713,192	94,639
Services and Supplies	3,876,540	5,619,608	4,885,605	4,885,605	0
Other Charges	1,935,725	2,202,193	1,931,223	1,931,223	0
Fixed Assets	246,309	262,740	280,000	280,000	0
Expenditure Transfers	52,068	55,955	68,944	68,944	0
TOTAL EXPENDITURES	23,743,834	28,262,541	27,784,325	27,878,964	94,639
REVENUE					
Other Local Revenue	27,251,893	25,001,193	27,532,982	27,627,621	94,639
Federal Assistance	5,152	0	0	0	0
State Assistance	284,790	254,978	251,343	251,343	0
GROSS REVENUE	27,541,834	25,256,171	27,784,325	27,878,964	94,639
NET FUND COST	(3,798,001)	3,006,370	0	0	0
Allocated Positions (FTE)	175	178	178	179	1
FINANCIAL INDICATORS					
Salaries as % of Total Exp	74%	71%	74%	74%	
% Change in Total Exp		19%	(2%)	0%	
% Change in Total Rev		(8%)	10%	0%	
% Change in NCC		(179%)	(100%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	9,612,738	10,582,607	11,321,998	11,416,637	94,639
Temporary Salaries	990,509	1,070,052	1,255,967	1,255,967	0
Permanent Overtime	79,144	48,725	64,079	64,079	0
Deferred Comp	32,016	127,380	93,180	93,180	0
Comp & SDI Recoveries	(39,815)	0	0	0	0
FICA/Medicare	774,965	879,768	960,103	960,103	0
Ret Exp-Pre 97 Retirees	34,164	34,361	35,006	35,006	0
Retirement Expense	3,092,783	3,789,342	3,436,408	3,436,408	0
Employee Group Insurance	1,555,900	2,098,475	1,923,250	1,923,250	0
Retiree Health Insurance	897,355	902,415	849,856	849,856	0
OPEB Pre-Pay	461,930	461,930	461,930	461,930	0
Unemployment Insurance	39,940	28,537	30,341	30,341	0
Workers Comp Insurance	101,564	98,453	186,435	186,435	0

Library

General Government

Department Description

The preceding table represents information in aggregate summarizing expenditures and revenue for the following four budget units administered by the Library:

0620 – Admin and Support Services
0621 – Library Community Services
0008 – Revenue - County Library Taxes
0113 – Plant Acquisition – Library Fund

Major Department Responsibilities

The Contra Costa County Library brings people and ideas together. The Library's primary goal is to provide access to high quality services for children, teens, and adults, and to provide collections that meet the variety of educational, recreational, and cultural information needs of the community.

Countywide Library Services Summary

Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:		\$27,878,964
Financing:		27,878,964
Net Fund Cost:		0
Funding Sources:		
Property Taxes	86.9%	\$24,231,664
Intergovernmental	9.3%	2,589,024
State	0.9%	251,343
Fees	2.4%	680,682
Other	0.5%	126,251

FTE: 178.6

Library Administration and Support Services Budget

Library Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	6,951,478	7,677,375	7,699,633	7,794,272	94,639
Services and Supplies	3,142,947	3,044,885	2,324,281	2,324,281	0
Other Charges	969,330	967,000	950,157	950,157	0
Fixed Assets	233,842	60,500	280,000	280,000	0
Expenditure Transfers	52,068	55,955	68,944	68,944	0
TOTAL EXPENDITURES	11,349,665	11,805,715	11,323,015	11,417,654	94,639
REVENUE					
Other Local Revenue	433,081	512,976	316,744	411,383	94,639
Federal Assistance	4,963	0	0	0	0
State Assistance	77,575	38,597	38,500	38,500	0
GROSS REVENUE	515,618	551,573	355,244	449,883	94,639
NET FUND COST	10,834,047	11,254,142	10,967,771	10,967,771	0
Allocated Positions (FTE)	56	57	57	58	1
FINANCIAL INDICATORS					
Salaries as % of Total Exp	62%	65%	68%	69%	
% Change in Total Exp		4%	(4%)	1%	
% Change in Total Rev		7%	(36%)	27%	
% Change in NFC		4%	(3%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	3,397,964	3,829,726	4,033,650	4,128,289	94,639
Temporary Salaries	136,746	83,736	79,090	79,090	0
Permanent Overtime	7,754	8,708	9,780	9,780	0
Deferred Comp	9,172	21,900	31,560	31,560	0
Comp & SDI Recoveries	(17,627)	0	0	0	0
FICA/Medicare	256,795	295,196	308,938	308,938	0
Ret Exp-Pre 97 Retirees	13,161	13,379	13,169	13,169	0
Retirement Expense	1,220,046	1,424,537	1,248,427	1,248,427	0
Employee Group Insurance	521,304	588,719	584,885	584,885	0
Retiree Health Insurance	897,355	902,415	849,856	849,856	0
OPEB Pre-Pay	461,930	461,930	461,930	461,930	0
Unemployment Insurance	13,194	10,616	10,970	10,970	0
Workers Comp Insurance	33,685	36,513	67,378	67,378	0

Library

General Government

1. Library Administration

Description: Includes Library Administration, Shipping, and Volunteer Program Coordination. Library Administration plans, organizes and directs the operation of the County Library; provides leadership and management in budgetary, personnel, operational, and policy matters; plans for the future of the library with the Library Commission, City Councils, representatives of library communities, and staff; has responsibility for planning Admin with communities for new buildings and facilities. Shipping receives all resources, furniture, and equipment delivered to the library and provides daily delivery of library resources to all library facilities. Volunteer services provide coordination for recruitment, training, and retention to meet community interest in public service. **FTE: 18.3**

2. Support Services

Description: Includes Automation, Virtual Library Services, Circulation Services, Technical Services and Collection Management. Automation provides planning and operations for the Integrated Library System, all information technology, hardware, software, and desktop support, new technologies, Internet services and the Wide Area Network linking all local library locations. The Virtual Library is responsible for the library's web presence and Intranet; creates and maintains online services through the library website, and centralized reference services, including toll-free telephone and online reference service, *Live Chat* (live interactive chat reference help with librarians for government information), government documents, and periodicals; develops and implements new technologies in support of library strategic goals and initiatives. Circulation Services provides management support for the lending of library materials, patron accounts, and inter-library loan of library materials. Technical Services provides for catalog and database maintenance, and processing of materials. Collection Management provides for selection, acquisition, and fund accounting of library materials. **FTE: 27.2**

3. Countywide Services

Description: Includes Public Services Administration, Countywide Centralized Library Services, Literacy Services, the Wilruss Children's Library Fund, and services to children and teens currently in the custody of County Probation Department Juvenile Facilities. These services either provide direct customer services countywide or provide support to the community libraries, including program support in adult, young adult, and youth areas. Public Services Administration provides overall leadership, management, and support for the community library operations. Countywide Centralized Library Services are those services that directly serve library customers countywide or that support community library services and operations. Literacy Services administers the library's literacy program Project Second Chance. The Wilruss Children's Library Trust Fund provides for the design and maintenance of programs that promote literacy and a lifelong love of books and reading in socially and economically disadvantaged areas of Contra Costa County. Library services are provided at the Betty Fransden Library at Juvenile Hall and the Leshner Library at Orin Allen Youth Rehabilitation Facility to provide access to reading materials and computers for the young people housed there. **FTE: 12.3**

Library-Admin & Support Services Summary

Service:	Discretionary	
Level of Services:	Discretionary	
Expenditures:	\$11,417,654	
Financing:	449,883	
Net Fund Cost:	10,967,771	
Funding Sources:		
Property Taxes	96.1%	\$10,967,771
Intergovernmental	0.8%	90,282
State	0.3%	38,500
Fees	1.9%	215,649
Other	0.9%	105,452

FTE: 57.8

Library-Community Services

Library Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	10,681,714	12,444,670	12,918,920	12,918,920	0
Services and Supplies	733,592	2,574,723	2,561,324	2,561,324	0
Other Charges	951,196	1,235,193	981,066	981,066	0
Fixed Assets		202,240	0	0	0
TOTAL EXPENDITURES	12,366,503	16,456,826	16,461,310	16,461,310	0
REVENUE					
Other Local Revenue	5,370,999	3,034,914	2,984,574	2,984,574	0
GROSS REVENUE	5,370,999	3,034,914	2,984,574	2,984,574	0
NET FUND COST	6,995,504	13,421,912	13,476,736	13,476,736	0
Allocated Positions (FTE)	119	121	121	121	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	86%	76%	78%	78%	
% Change in Total Exp		33%	0%	0%	
% Change in Total Rev		(43%)	(2%)	0%	
% Change in NFC		92%	0%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	6,214,774	6,752,881	7,288,348	7,288,348	0
Temporary Salaries	853,763	986,316	1,176,877	1,176,877	0
Permanent Overtime	71,390	40,017	54,299	54,299	0
Deferred Comp	22,844	105,480	61,620	61,620	0
Comp & SDI Recoveries	(22,188)	0	0	0	0
FICA/Medicare	518,170	584,572	651,165	651,165	0
Ret Exp-Pre 97 Retirees	21,003	20,982	21,837	21,837	0
Retirement Expense	1,872,737	2,364,805	2,187,981	2,187,981	0
Employee Group Insurance	1,034,596	1,509,756	1,338,365	1,338,365	0
Unemployment Insurance	26,746	17,921	19,371	19,371	0
Workers Comp Insurance	67,879	61,940	119,057	119,057	0

Description: Includes the provision of community library services through 26 County Library facilities in five regions. These community library services include public services, materials collections, and programs that are tailored specifically for each community.

Library

General Government

Library-Community Services Summary		
Service:	Discretionary	
Level of Services:	Discretionary	
Expenditures:	\$16,461,310	
Financing:	2,984,574	
Net Fund Cost:	13,476,736	
Funding Sources:		
Property Taxes	81.9%	\$13,476,736
Intergovernmental	15.2%	2,498,742
Fees	2.8%	465,033
Other	0.1%	20,799
FTE:	120.8	

Library General Government

Revenue – County Library Taxes

Library Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
REVENUE					
Other Local Revenue	21,447,813	21,453,303	24,231,664	24,231,664	0
Federal Assistance	189	0	0	0	0
State Assistance	207,215	216,381	212,843	212,843	0
GROSS REVENUE	21,655,217	21,669,684	24,444,507	24,444,507	0
NET FUND COST	(21,655,217)	(21,669,684)	(24,444,507)	(24,444,507)	0
FINANCIAL INDICATORS					
% Change in Total Rev		0%	13%	0%	
% Change in NFC		0%	13%	0%	

Description: The Library Fund receives an apportionment, in accordance with State law, of approximately 1.5% of the countywide 1% property tax revenue.

Revenue – County Library Taxes		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$ 0
Financing:		24,444,507
Net Fund Cost:		(24,444,507)
Funding Sources:		
Property Taxes	99.1%	\$24,231,664
State	0.9%	212,843

Library

General Government

Library – Plant Acquisition

Library Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Other Charges	15,200	0	0	0	0
Fixed Assets	12,466	0	0	0	0
TOTAL EXPENDITURES	27,666	0	0	0	0
REVENUE	0	0	0	0	0
NET FUND COST	27,666	0	0	0	0
FINANCIAL INDICATORS					
% Change in Total Exp		(100%)	0%	0%	
% Change in NFC		(100%)	0%	0%	

Description: Plan, design, and construct various repair, improvement, and construction projects for Library facilities using in-house staff, consultants, and contractors.

Library – Plant Acquisition		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:		\$ 0
Financing:		0
Net Fund Cost:		0
Funding Sources:		
Other	0%	0%
Fund 120600		

Other Funds

Casey Library Gift

Description: The Casey Library Gift Trust was established from proceeds from the estate of Nellie Casey. Funds are restricted for use in the Ygnacio Valley Library, also known as the Thurman G. Casey Memorial Library.

Casey Library Gift			
Service:			Discretionary
Level of Service:			Discretionary
Expenditures:			\$100
Financing:			100
Net Fund Cost:			0
Funding Sources:			
Other	100.0%		\$100
Fund 120700			

CAO's Recommendation

Baseline costs for salaries and benefits are increased over the current year budget due to cost of living increases and the addition of 2.9 FTE. The recommended budget increased by \$94,639 from the Baseline, reflecting the addition of one Library Specialist position to support children's programming, which increased the Library overall FTE total by 3.9. Baseline services and supplies are reduced to reflect one-time purchases in 2014-15 of equipment, computers, and materials. Baseline costs for other charges are reduced due to one-time appropriations in 2014-15 for facilities maintenance costs. The Library has estimated an increase of 6% in property tax revenue, which will enable the Library to absorb increases to salaries and benefit costs. The Library continues to be an innovative support to the community.

Performance Measurement

- *Library Visits:*
Library visits have increased an average of 1.0% annually, from 3,878,217 visits in FY 2008-09 to 4,063,830 visits in FY 2013-14.
- *Items Circulated*
The number of items circulated has increased an average of 0.6% annually, from 6,728,411 in FY 2008-09 to 6,890,877 in FY 2013-14.
- *Annual Hours Open:*
The Library's annual open hours have decreased from 57,148 in FY 2008-09 to 56,654 in FY 2013-14, due to reduced extra open hours funded by cities.
- Received 2014 Achievement Award from the National Association of Counties (NACo) for "LiveChat", an online chat service providing information to the citizens of Contra Costa County on local government services. Whether it's zoning information, filing a fictitious business name, finding affordable housing, or reporting child or elder abuse, library staff can quickly point citizens to the online information, department, or service they need to efficiently and effectively transact business with the County online. In 2014, Library staff answered 15,000 individual requests for information through this service alone.
- Implemented "Remember&Go", an online archival database to preserve the rich history of Contra Costa County through digitization of artifacts, photographs, historical documents and newspaper articles. The successful launch of the program has led to additional community and historical society partners working together to preserve information for future generations.
- Produced "War Ink", an online exhibit of Iraq and Afghanistan veteran memorial tattoo art, which debuted on Veteran's Day 2014 with staggeringly positive public response and widespread press coverage. With over 25,000 site visits and hundreds of articles published on the interactive site, including coverage on PBS and KQED's Forum, plans

Library

General Government

for phase 2 of this project are in progress for the 2015/16 fiscal year.

- Developed the Library's 2014-2017 Strategic Plan, which was approved by the Board of Supervisors after extensive work and public input through surveys, town halls, in-depth one-on-one interviews, interactions with numerous library support groups, and inclusion from all levels of library staff. The broad ranging Strategic Plan is partnered with individual Community Service Plans to ensure that community supported goals are pursued and implemented across the full three years of the plan.
- Six cities are in the process of library facility improvements:
 - Brentwood has approved architectural design services for a new library which were approved by the City Council, and an Ad Hoc Library Committee was formed to review funding options and priorities;
 - El Cerrito has completed the formation of a Library Foundation and is actively working on advocacy and funding opportunities to build a new facility;
 - San Pablo has moved forward with securing a new library site location, approved lease-revenue funding to complete the new facility, and is anticipating an opening of the new facility in 2016;
 - San Ramon City Council approved design funding and has begun the formalized design process for the remodel and expansion of the San Ramon Marketplace Library with anticipated closure of the library for remodeling in October 2015;
 - Pleasant Hill City Council and Contra Costa County are working jointly through a Library Task Force to identify potential relocation options for the Pleasant Hill Library as well as funding opportunities and outreach models;
 - Oakley has pulled together a group to explore potential bond measures to fund a new facility.
- Received dozens of grants for direct library service programming and innovation, including: Muslim Journeys (Bridging Cultures) reading and discussion series at the Walnut Creek Library; "Every Child One Book" community-wide reading for children in Pittsburg and Antioch; a "Book-to-Action" program (a combination of book club and community service action projects) in Hercules; community specific grants for children's programming in Crockett; and over \$100,000 in grant funding for the War Ink project from sources as diverse as the California State Library, Cal Humanities, Pacific Library Partnership, and StoryCorps.
- Contra Costa County Library continues to be an innovator and provider of diverse electronic information resources that enhance not only Contra Costa County but libraries across the state and nation. *Enki*, the online book lending platform created by Contra Costa County Library and Califa, continues to grow in popularity and usage by libraries across the state because it enables libraries to own their content instead of leasing it as it is done through commercial companies. The Discover&Go Museum Pass program continues to exceed expectations with a planned expansion into Southern California.
- The 2014 Summer Reading Program featured a wide variety of programs, information and entertainment for all ages, culminating with a visit from author Jane Smiley sharing her new book *Some Luck*. The Summer Reading Program continues to draw large numbers, holding steady from the prior year.
- In order to keep meeting the technology needs of Library users, many technology upgrades were completed and continued. Radio Frequency Identification (RFID) tagging continues, with more than 75% of libraries completed. Self-check and self-return machines are being upgraded and added to allow users the freedom of self service in addition to traditional staff interactions. Branch libraries are debuting tablets loaded with the Library's circulation software, allowing for more extensive patron assistance and outreach. New technologies continue to expand as with grants funding six 3-D printers to be used for public programming and learning.
- In response to patron need, the Library works diligently to expand collections of materials in languages other than English. Spanish, Chinese, and Vietnamese collections continue to

grow along with the beginnings of collections in Farsi and Russian.

inventory control, and adding self-service options at remaining locations.

Administrative and Program Goals

- Continue the transfer of ownership and fiscal responsibility for facilities to the cities, contributing to the County's goal of fiscal health.
- Continue to review the Library's staffing to merge part time positions as appropriate.
- Work with neighboring library and school jurisdictions to fund and implement an educational programming attendance tracking application, allowing students to receive credit or teacher awareness for participation in library STEAM (science, technology, engineering, art, and math) programming.
- Negotiate with cities regarding approval of library lease agreements.
- Complete the upgrade of self-service options by replacing aging self-check machines, implementing RFID (Radio Frequency Identification) technology for security and
- Annually review the Strategic Plan to continue implementation and to update Community Service Plans.
- Begin phase 2 of War Ink including a full length documentary and physical museum exhibits of the photographs.
- Create a facility assessment document and a technology assessment document for all Contra Costa County Libraries in alignment with the goal set in the Strategic Plan.
- Grow "Remember&Go", the digital platform featuring Contra Costa County history.
- Solidify grant funding for an open access acquisitions platform for *enki* to enable direct purchase of ebooks from publishers.
- Work with the cities of Brentwood, El Cerrito, San Pablo, Pleasant Hill, Oakley and San Ramon to plan renovation of current facilities, or build new library facilities.

FY 2015-16 Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net Fund Cost Impact	Impact
1	2	Countywide Services	Add one Library Specialist position	1.0	94,639	To support Library staff in the creation of new children's programming and expansion of current children's programming at all library locations.
1	2	Countywide Services	Charge to Library Fund - Revenue	0.0	(94,639)	Recovery of cost of additional position through charges to Library Fund.
			Total	1.0	0	

Public Works General Fund Summary

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	48,290,162	57,902,050	57,976,317	58,141,517	165,200
Services and Supplies	70,074,630	76,339,640	82,527,230	82,527,230	0
Other Charges	35,663,684	36,339,595	32,132,744	32,132,744	0
Fixed Assets	143,052	640,500	980,500	980,500	0
Expenditure Transfers	(58,623,535)	(60,891,468)	(63,534,286)	(63,699,486)	(165,200)
TOTAL EXPENDITURES	95,547,993	110,330,317	110,082,505	110,082,505	0
REVENUE					
Other Local Revenue	84,258,392	94,309,421	92,533,109	92,533,109	0
Federal Assistance	156,715	650,000	657,000	657,000	0
GROSS REVENUE	84,415,107	94,959,421	93,190,109	93,190,109	0
NET COUNTY COST (NCC)	11,132,886	15,370,896	16,892,396	16,892,396	0
Allocated Positions (FTE)	457	463	463	466	3
FINANCIAL INDICATORS					
Salaries as % of Total Exp	31%	34%	33%	33%	
% Change in Total Exp		15%	0%	0%	
% Change in Total Rev		12%	(2%)	0%	
% Change in NCC		38%	10%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	24,819,606	30,736,981	31,792,761	31,883,101	90,340
Temporary Salaries	1,660,601	1,092,935	806,989	806,989	0
Permanent Overtime	953,853	507,677	680,606	680,606	0
Deferred Comp	118,805	275,040	318,720	318,720	0
Comp & SDI Recoveries	(202,858)	(205,104)	(250,203)	(250,203)	0
FICA/Medicare	1,984,308	2,323,972	2,410,124	2,424,667	14,543
Ret Exp-Pre 97 Retirees	107,946	85,000	119,998	113,194	(6,804)
Retirement Expense	9,694,813	12,257,706	10,755,400	10,797,387	41,987
Excess Retirement	3,390	0	0	0	0
Employee Group Insurance	4,155,404	5,257,129	5,029,778	5,048,693	18,915
Retiree Health Insurance	2,673,675	3,001,290	2,789,955	2,789,955	0
OPEB Pre-Pay	947,410	947,410	1,579,694	1,579,694	0
Unemployment Insurance	102,329	91,935	95,441	95,734	293
Workers Comp Insurance	1,270,880	1,530,079	1,847,054	1,852,980	5,926
Labor Received/Provided	0	0	0	0	0

Public Works

General Government

General Fund Description

The table on the previous page represents information in aggregate summarizing expenditures, revenues, and net County cost for 10 General Fund budget units administered by the Public Works Department. Included are data for the following budget units:

0650 – Public Works
0661 – Road Construction
0330 – Co. Drainage Maintenance
0020 – Purchasing
0063 – Fleet Services
0077 – General County Building Occupancy
0078 – GSD – Outside Agencies Services
0079 – Facilities Maintenance
0148 – Print & Mail Services
0473 – Resource Recovery

The tables that follow will present budget information for the General Fund, Road Fund, Airport Enterprise Fund, and various Special Revenue funds including Area of Benefit and Road Development Fees. The budgets for Special Districts managed by Public Works and the Flood Control District are in a separate document.

Major Department Responsibilities

The mission of the Public Works Department is to plan, design, construct and maintain safe, effective, and efficient transportation systems, drainage systems and recreational facilities in the County as well as provide high quality, responsive and cost effective services pertaining to facilities, fleet services, print and mail, and purchasing to County departments, other agencies, and the public.

Public Works
General Government

Public Works

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	29,244,591	36,012,651	35,435,283	35,615,983	180,700
Services and Supplies	9,399,032	7,813,001	9,090,328	9,090,328	0
Other Charges	2,096	0	6,450	6,450	0
Fixed Assets	74,949	85,000	45,000	45,000	0
Expenditure Transfers	(5,996,849)	(4,915,597)	(4,735,915)	(4,916,615)	(180,700)
TOTAL EXPENDITURES	32,723,819	38,995,055	39,841,146	39,841,146	0
REVENUE					
Other Local Revenue	32,723,594	38,419,659	38,665,750	38,665,750	0
GROSS REVENUE	32,723,594	38,419,659	38,665,750	38,665,750	0
NET COUNTY COST (NCC)	224	575,396	1,175,396	1,175,396	0
Allocated Positions (FTE)	263	264	264	266	2
FINANCIAL INDICATORS					
Salaries as % of Total Exp	76%	82%	79%	80%	
% Change in Total Exp		19%	2%	0%	
% Change in Total Rev		17%	1%	0%	
% Change in NCC		256,235%	104%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	15,604,987	19,350,190	19,855,630	19,957,130	101,500
Temporary Salaries	410,062	322,500	322,500	322,500	0
Permanent Overtime	108,206	148,000	148,000	148,000	0
Deferred Comp	95,360	185,640	191,520	191,520	0
Comp & SDI Recoveries	(144,869)	(175,000)	(175,000)	(175,000)	0
FICA/Medicare	1,156,071	1,452,857	1,495,543	1,503,693	8,150
Ret Exp-Pre 97 Retirees	68,446	85,000	85,000	85,000	0
Retirement Expense	6,141,520	7,714,314	6,768,434	6,806,249	37,815
Excess Retirement	3,390	0	0	0	0
Employee Group Insurance	2,468,797	3,071,497	2,895,644	2,922,321	26,677
Retiree Health Insurance	1,578,605	1,849,799	1,677,058	1,677,058	0
OPEB Pre-Pay	947,410	947,410	947,410	947,410	0
Unemployment Insurance	60,111	57,680	59,530	59,848	318
Workers Comp Insurance	746,495	1,002,764	1,164,014	1,170,254	6,240

Public Works

General Government

Description: Public Works (budget unit 0650) contains the salary and benefit costs for all Public Works positions (except Airport positions), which are recovered through charge-outs to operating divisions. It also includes all overhead expenses for the department, including services and supplies.

Public Works Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$44,757,761	
Financing:	43,582,365	
Net County Cost:	1,175,396	
Funding Sources:		
Interfund Gov	1.1%	\$502,500
Reimb Gov/Gov	83.6%	37,418,470
Transfers	11.0%	4,916,615
Misc Fee/Svc	1.7%	744,780
General Fund	2.6%	1,175,396
FTE: 265.8		

Road Construction

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Services and Supplies	5,631,685	10,240,000	11,723,000	11,723,000	0
Other Charges	40,555	311,000	104,000	104,000	0
Expenditure Transfers	(323,452)	3,000	3,000	3,000	0
TOTAL EXPENDITURES	5,348,789	10,554,000	11,830,000	11,830,000	0
REVENUE					
Other Local Revenue	5,192,074	9,904,000	11,173,000	11,173,000	0
Federal Assistance	156,715	650,000	657,000	657,000	0
GROSS REVENUE	5,348,789	10,554,000	11,830,000	11,830,000	0
FINANCIAL INDICATORS					
% Change in Total Exp		97%	12%	0%	
% Change in Total Rev		97%	12%	0%	

Description: Road Construction (budget unit 0661) includes road construction projects funded by other governmental agencies including Contra Costa Transportation Authority for Highway 4 and the State Route 4 Bypass Authority.

Road Construction Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$11,830,000
Financing:		11,830,000
Net County Cost:		0
Funding Sources:		
Local Revenue	100.0%	\$11,830,000

Public Works

General Government

County Drainage Maintenance

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Services and Supplies	494,647	660,000	550,000	550,000	0
Other Charges	0	10,000	0	0	0
Expenditure Transfers	27,940	70,000	194,000	194,000	0
TOTAL EXPENDITURES	522,587	740,000	744,000	744,000	0
REVENUE					
Other Local Revenue	522,587	740,000	44,000	44,000	0
GROSS REVENUE	522,587	740,000	44,000	44,000	0
NET COUNTY COST (NCC)	0	0	700,000	700,000	0
FINANCIAL INDICATORS					
% Change in Total Exp		42%	1%	0%	
% Change in Total Rev		42%	(94%)	0%	

Description: County Drainage Maintenance (budget unit 0330) provides drainage maintenance for County owned drainage facilities in the unincorporated areas.

County Drainage Maintenance Summary			
Service:		Mandatory	
Level of Service:		Discretionary	
Expenditures:		\$744,000	
Financing:		44,000	
Net County Cost:		700,000	
Funding Sources:			
Reimbursement			
Gov/Gov	5.9%	\$44,000	
General Fund	94.1%	700,000	

Public Works
General Government

Purchasing

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	703,596	743,172	793,152	793,152	0
Services and Supplies	122,074	169,380	274,436	274,436	0
Expenditure Transfers	(143,598)	(147,197)	(158,653)	(158,653)	0
TOTAL EXPENDITURES	682,072	765,355	908,935	908,935	0
REVENUE					
Other Local Revenue	266,639	235,157	283,935	283,935	0
GROSS REVENUE	266,639	235,157	283,935	283,935	0
NET COUNTY COST (NCC)	415,433	530,198	625,000	625,000	0
Allocated Positions (FTE)	6	6	6	6	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	85%	81%	74%	74%	
% Change in Total Exp		12%	19%	0%	
% Change in Total Rev		(12%)	21%	0%	
% Change in NCC		28%	18%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	370,078	437,292	446,420	446,420	0
Temporary Salaries	57,114	0	0	0	0
Deferred Comp	3,060	4,860	7,680	7,680	0
FICA/Medicare	31,392	33,456	34,168	34,168	0
Ret Exp-Pre 97 Retirees	1,648	0	0	0	0
Retirement Expense	147,416	178,212	151,736	151,736	0
Employee Group Insurance	53,714	67,812	86,144	86,144	0
Retiree Health Insurance	28,573	0	39,520	39,520	0
Unemployment Insurance	1,611	1,308	1,320	1,320	0
Workers Comp Insurance	19,779	20,232	26,164	26,164	0
Labor Received/Provided	(10,790)	0	0	0	0

Description: Purchasing (budget unit 0020) provides a program of centralized purchasing of goods, equipment and services for the County and other local agencies.

Public Works

General Government

Purchasing & Materials Mgmt Summary

Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$1,067,588
Financing:		442,588
Net County Cost:		625,000
Funding Sources:		
Fees Charged	22.8%	\$243,935
Rebates	3.7%	40,000
Transfers	14.9%	158,653
General Fund	58.6%	625,000

FTE: 6.0

Fleet Services

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Other Charges	0	379,000	429,008	429,008	0
TOTAL EXPENDITURES	0	379,000	429,008	429,008	0
REVENUE					
Other Local Revenue	410,843	379,000	429,008	429,008	0
GROSS REVENUE	410,843	379,000	429,008	429,008	0
NET COUNTY COST (NCC)	(410,843)	0	0	0	0
FINANCIAL INDICATORS					
% Change in Total Exp		0%	13%	0%	
% Change in Total Rev		(8%)	13%	0%	
% Change in NCC		(100%)	0%	0%	

Description: Fleet Services (budget unit 0063) contains the General Fund depreciation expenses for Fleet operations. All salary and benefit costs, vehicle replacement, maintenance and repair costs are budgeted in the Fleet Services-Internal Service Fund, budget unit 0064 (Fund 150100).

Fleet Services Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$429,008	
Financing:	429,008	
Net County Cost:	0	
Funding Sources:		
FeesTransfers	100.0%	429,008

Public Works

General Government

General County Building Occupancy

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Services and Supplies	12,746,439	13,142,966	13,529,173	13,529,173	0
Expenditure Transfers	1,671	969,157	685,081	685,081	0
TOTAL EXPENDITURES	12,748,110	14,112,123	14,214,254	14,214,254	0
REVENUE					
Other Local Revenue	138,580	142,321	139,254	139,254	0
GROSS REVENUE	138,580	142,321	139,254	139,254	0
NET COUNTY COST (NCC)	12,609,530	13,969,802	14,075,000	14,075,000	0
FINANCIAL INDICATORS					
% Change in Total Exp		11%	1%	0%	
% Change in Total Rev		3%	(2%)	0%	
% Change in NCC		11%	1%	0%	

Description: General County Building Maintenance (budget unit 0077) funds general funded buildings maintenance, utilities, insurance and leases for County properties, departments and debt services.

General Property Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$14,214,254	
Financing:	139,254	
Net County Cost:	14,075,000	
Funding Sources:		
Fees	1.0%	\$139,254
General Fund	99.0%	14,075,000

GSD Outside Agency Services

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Services and Supplies	553,716	709,784	714,714	714,714	0
Expenditure Transfers	234,405	298,474	227,955	227,955	0
TOTAL EXPENDITURES	788,121	1,008,258	942,669	942,669	0
REVENUE					
Other Local Revenue	785,352	1,008,258	942,669	942,669	0
GROSS REVENUE	785,352	1,008,258	942,669	942,669	0
NET COUNTY COST (NCC)	2,769	0	0	0	0
FINANCIAL INDICATORS					
% Change in Total Exp		28%	(7%)	0%	0
% Change in Total Rev		28%	(7%)	0%	0
% Change in NCC		(100%)	0%	0%	0

Description: Outside Agency Services (budget unit 0078) reflects costs to provide services to outside agencies (including Superior Court) plus offsetting revenue. These costs include occupancy costs, print and mail services, and fleet services.

GSD Outside Agency Services		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$942,669	
Financing:	942,669	
Net County Cost:	0	
Funding Sources:		
Fees	100.0%	\$942,669

Public Works

General Government

Facilities Maintenance

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	17,038,788	19,526,281	20,100,992	20,100,992	0
Services and Supplies	38,965,771	40,944,210	43,199,810	43,199,810	0
Other Charges	35,620,680	35,639,595	31,593,286	31,593,286	0
Fixed Assets	68,103	338,000	560,500	560,500	0
Expenditure Transfers	(49,132,496)	(53,632,249)	(55,457,732)	(55,457,732)	0
TOTAL EXPENDITURES	42,560,846	42,815,837	39,996,856	39,996,856	0
REVENUE					
Other Local Revenue	43,215,693	42,520,337	39,679,856	39,679,856	0
GROSS REVENUE	43,215,693	42,520,337	39,679,856	39,679,856	0
NET COUNTY COST (NCC)	(654,847)	295,500	317,000	317,000	0
Allocated Positions (FTE)	169	174	174	174	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	19%	20%	21%	21%	0
% Change in Total Exp		1%	(7%)	0%	0
% Change in Total Rev		(2%)	(7%)	0%	0
% Change in NCC		(145%)	7%	0%	-0
COMPENSATION INFORMATION					
Permanent Salaries	8,255,836	10,067,567	10,574,283	10,574,283	0
Temporary Salaries	1,012,964	770,435	484,489	484,489	0
Permanent Overtime	831,541	352,104	524,126	524,126	0
Deferred Comp	18,885	71,940	104,880	104,880	0
Comp & SDI Recoveries	(56,948)	(30,104)	(75,203)	(75,203)	0
FICA/Medicare	738,961	770,155	810,308	810,308	0
Ret Exp-Pre 97 Retirees	35,360	0	32,258	32,258	0
Retirement Expense	3,180,123	4,023,984	3,533,436	3,533,436	0
Employee Group Insurance	1,520,987	1,921,008	1,855,416	1,855,416	0
Retiree Health Insurance	995,064	1,082,694	989,697	989,697	0
OPEB Pre-Pay	0	0	632,284	632,284	0
Unemployment Insurance	37,675	30,283	31,862	31,862	0
Workers Comp Insurance	468,341	466,215	603,156	603,156	0

Description: Facilities Maintenance (budget unit 0079) provides capital project management, real estate services, and maintenance and

repairs for County owned and leased buildings (including 24-hour services at Contra Costa Regional Medical Center and Sheriff Detention

facilities). Services include custodial, stationary engineers, skilled crafts, project and property management, and related equipment and supplies, including traffic signal maintenance for the County, 14 contract cities and the California Department of Transportation. In addition, countywide utility costs, building insurance, rent, and debt service are budgeted.

Facilities Maintenance Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$95,454,588	
Financing:	95,137,588	
Net County Cost:	317,000	
Funding Sources:		
Fees	41.6%	\$39,679,856
Transfers	58.1%	55,457,732
General Fund	0.3%	317,000
FTE:	174.0	

Public Works

General Government

Print and Mail Services

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	1,303,187	1,619,946	1,646,890	1,631,390	(15,500)
Services and Supplies	1,995,930	2,258,751	2,951,637	2,951,637	0
Other Charges	353	0	0	0	0
Fixed Assets	0	217,500	375,000	375,000	0
Expenditure Transfers	(3,256,155)	(3,502,056)	(4,257,022)	(4,241,522)	15,500
TOTAL EXPENDITURES	43,315	594,141	716,505	716,505	0
REVENUE					
Other Local Revenue	626,780	594,141	716,505	716,505	0
GROSS REVENUE	626,780	594,141	716,505	716,505	0
NET COUNTY COST (NCC)	(583,466)	0	0	0	0
Allocated Positions (FTE)	19	19	19	20	1
FINANCIAL INDICATORS					
Salaries as % of Total Exp	39%	40%	33%	33%	
% Change in Total Exp		1,272%	21%	0%	
% Change in Total Rev		(5%)	21%	0%	
% Change in NCC		(100%)	0%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	588,705	881,932	916,428	905,268	(11,160)
Temporary Salaries	180,461	0	0	0	0
Permanent Overtime	14,106	7,573	8,480	8,480	0
Deferred Comp	1,500	12,600	14,640	14,640	0
Comp & SDI Recoveries	(1,042)	0	0	0	0
FICA/Medicare	57,884	67,504	70,105	76,498	6,393
Ret Exp-Pre 97 Retirees	2,492	0	2,740	(4,064)	(6,804)
Retirement Expense	225,754	341,196	301,794	305,966	4,172
Employee Group Insurance	111,906	196,812	192,574	184,812	(7,762)
Retiree Health Insurance	71,433	68,797	83,680	83,680	0
Unemployment Insurance	2,932	2,664	2,729	2,704	(25)
Workers Comp Insurance	36,265	40,868	53,720	53,406	(314)
Labor Received/Provided	10,790	0	0	0	0

Description: Print and Mail Services (budget unit 0148) provides copy, printing, graphic design, bindery and duplicating services, U.S. Mail processing and interoffice mail delivery, and supplies, business forms, and documents to County departments and other governmental agencies.

Print & Mail Services Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$4,958,027	
Financing:	4,958,027	
Net County Cost:	0	
Funding Sources:		
Fees Charged	14.5%	\$716,505
Transfers	85.5%	4,241,522
FTE:	20.0	

Public Works

General Government

Resource Recovery

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Services and Supplies	165,334	401,548	494,132	494,132	0
Expenditure Transfers	(35,000)	(35,000)	(35,000)	(35,000)	0
TOTAL EXPENDITURES	130,334	366,548	459,132	459,132	0
REVENUE					
Other Local Revenue	376,248	366,548	459,132	459,132	0
GROSS REVENUE	376,248	366,548	459,132	459,132	0
NET COUNTY COST (NCC)	(245,914)	0	0	0	0
FINANCIAL INDICATORS					
% Change in Total Exp		181%	25%	0%	
% Change in Total Rev		(3%)	25%	0%	
% Change in NCC		(100%)	0%	0%	

Description: Resource Recovery (budget unit 0473) was established to implement Board of Supervisors policy on reducing solid waste from sanitary landfills through resource recovery, materials management and recycling services.

Resource Recovery Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$494,132	
Financing:	494,132	
Net County Cost:	0	
Funding Sources:		
Fees Charged	92.9%	\$459,132
Transfers	7.1%	35,000

Fleet Services Internal Service Fund Summary

Internal Service Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	1,859,583	2,165,719	2,074,441	2,074,441	0
Services and Supplies	7,439,793	7,656,586	7,863,743	7,863,743	0
Other Charges	2,279,812	2,167,338	2,799,048	2,799,048	0
Fixed Assets	0	3,880,156	2,227,562	2,227,562	0
Expenditure Transfers	(1,255,671)	(1,945,037)	(1,506,878)	(1,506,878)	0
TOTAL EXPENDITURES	10,323,516	13,924,762	13,457,916	13,457,916	0
REVENUE					
Other Local Revenue	10,392,781	13,924,762	13,457,916	13,457,916	0
GROSS REVENUE	10,392,781	13,924,762	13,457,916	13,457,916	0
NET COUNTY COST (NCC)	(69,265)	0	0	0	0
Allocated Positions (FTE)	17	17	17	17	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	16%	14%	14%	14%	
% Change in Total Exp		35%	(3%)	0%	
% Change in Total Rev		34%	(3%)	0%	
% Change in NCC		(100%)	0%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	650,850	1,031,412	1,082,862	1,082,862	0
Temporary Salaries	405,227	0	0	0	0
Permanent Overtime	58,397	35,985	0	0	0
Deferred Comp	3,600	14,400	12,600	12,600	0
Comp & SDI Recoveries	(111,540)	0	0	0	0
Vacation/Sick Leave Accrual	10,635	0	0	0	0
FICA/Medicare	73,253	78,864	82,855	82,855	0
Ret Exp-Pre 97 Retirees	2,956	0	0	0	0
Retirement Expense	266,607	401,292	358,948	358,948	0
Employee Group Insurance	135,333	203,868	151,719	151,719	0
Retiree Health Insurance	308,922	349,018	318,674	318,674	0
Unemployment Insurance	3,742	3,108	3,278	3,278	0
Workers Comp Insurance	51,600	47,772	63,505	63,505	0

Public Works

General Government

Description: Fleet Services (budget unit 0064) provides maintenance, repair, acquisition, and management of the County's fleet of vehicles and equipment.

Fleet Services ISF Summary			
Service:			Discretionary
Level of Service:			Discretionary
Expenditures:			\$14,964,794
Financing:			14,964,794
Net Fund Cost:			0
Funding Sources:			
Fees Charged	89.9%		\$13,457,916
Transfers	10.1%		1,506,878
FTE:	17.0		

Road Fund Summary

Road Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Services and Supplies	10,601,615	36,629,735	23,858,723	23,858,723	0
Other Charges	2,211,019	2,112,700	2,362,117	2,362,117	0
Fixed Assets	365,556	565,000	565,000	565,000	0
Expenditure Transfers	21,399,225	22,236,200	22,017,975	22,017,975	0
TOTAL EXPENDITURES	34,577,415	61,543,635	48,803,815	48,803,815	0
REVENUE					
Other Local Revenue	6,272,252	13,802,500	16,000,782	16,000,782	0
Federal Assistance	2,109,716	11,010,000	10,704,590	10,704,590	0
State Assistance	27,492,311	24,300,000	22,098,443	22,098,443	0
GROSS REVENUE	35,874,279	49,112,500	48,803,815	48,803,815	0
NET COUNTY COST (NCC)	(1,296,864)	12,431,135	0	0	0
FINANCIAL INDICATORS					
% Change in Total Exp		78%	(21%)	0%	21%
% Change in Total Rev		37%	(1%)	0%	1%
% Change in NCC		(1,059%)	(100%)	0%	100%

Road Fund Description

This table represents information in aggregate format summarizing expenditures, revenues, and Net Fund Cost for five Road Fund budget units (fund 110800) administered by the Public Works Department.

The following budget units are included:

0006 – General Road Fund Revenue
0662 – Road Construction
0672 – Road Maintenance
0674 – Miscellaneous Property
0676 – General Road Plan/Admin.

Road Fund – Construction & General Road Planning/Administration

Description: Develop plans for specific road projects, obtain financing and construct new roads or improve existing roads to facilitate safe, properly regulated traffic and pedestrian

movements. This fund includes administration costs for various projects.

Road Fund - Construction Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$32,060,537	
Financing:	25,005,179	
Net Fund Cost:	7,055,358	
Funding Sources:		
State Funding	1.2%	\$375,585
Federal Funding	33.4%	10,704,590
Other Govt.	12.5%	4,000,000
Misc. Road Svcs	22.8%	7,325,004
Charges for Svc	8.1%	2,600,000
Net Fund Cost	22.0%	7,055,358

Public Works

General Government

Miscellaneous Property & Maintenance

Description: Provide road maintenance for public roads, bridges, and road drainage facilities in the unincorporated County area. Preserve and maintain existing travel ways. Typical maintenance work includes sealing pavement, re-grading shoulders and traffic striping and signing.

Road Fund - Maintenance Summary			
Service:	Mandatory		
Level of Service:	Discretionary		
Expenditures:	\$16,743,278		
Financing:	2,023,778		
Net Fund Cost:	14,719,500		
Funding Sources:			
Charges for Svc	2.4%	\$400,000	
Miscellaneous	9.7%	1,623,778	
Net Fund Cost	87.9%	14,719,500	

Road Fund Revenue

Description: Receives Highway Users Tax funding from State and other revenues to support road construction and maintenance.

Road Fund Revenue Summary			
Service:	Mandatory		
Level of Service:	Discretionary		
Expenditures:	\$0		
Financing:	21,774,858		
Net Fund Cost:	(21,774,858)		
Funding Sources:			
Interest Earnings	0.2%	\$52,000	
Hwy Taxes	75.9%	16,522,879	
Other State Rev.	23.9%	5,199,979	

Public Works Land Development

Land Development Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Services and Supplies	180,274	777,411	170,000	170,000	0
Other Charges	61,079	35,000	40,000	40,000	0
Expenditure Transfers	2,287,519	2,700,000	2,300,000	2,300,000	0
TOTAL EXPENDITURES	2,528,872	3,512,411	2,510,000	2,510,000	0
REVENUE					
Other Local Revenue	2,591,656	2,900,000	2,510,000	2,510,000	0
GROSS REVENUE	2,591,656	2,900,000	2,510,000	2,510,000	0
NET COUNTY COST (NCC)	(62,784)	612,411	0	0	0
FINANCIAL INDICATORS					
% Change in Total Exp		39%	(29%)	0%	29%
% Change in Total Rev		12%	(13%)	0%	13%
% Change in NCC		(1,075%)	(100%)	0%	100%

Description: This budget unit provides engineering services and regulation of land development. Fees are received for encroachment permits, plan review and application review.

Public Works Land Development Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$2,510,000
Financing:		2,510,000
Net Fund Cost:		0
Funding Sources:		
Development Fees	100.0%	\$2,510,000

Public Works

General Government

Airport Enterprise Fund Summary

Airport Enterprise Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	1,792,986	2,131,583	2,193,690	2,193,690	0
Services and Supplies	951,436	1,099,268	1,087,248	1,087,248	0
Other Charges	1,556,839	356,014	280,931	280,931	0
Fixed Assets	0	1,016,667	180,000	180,000	0
Expenditure Transfers	247,430	155,500	199,800	199,800	0
TOTAL EXPENDITURES	4,548,690	4,759,032	3,941,669	3,941,669	0
REVENUE					
Other Local Revenue	4,088,774	4,130,185	3,941,669	3,941,669	0
Federal Assistance	69,548	628,847	0	0	0
GROSS REVENUE	4,158,322	4,759,032	3,941,669	3,941,669	0
NET COUNTY COST (NCC)	390,369	0	0	0	0
Allocated Positions (FTE)	17	17	17	17	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	42%	46%	59%	59%	
% Change in Total Exp		5%	(17%)	0%	
% Change in Total Rev		14%	(17%)	0%	
% Change in NCC		(100%)	0%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	782,824	928,184	1,127,011	1,127,011	0
Temporary Salaries	67,726	10,000	10,000	10,000	0
Permanent Overtime	84,053	60,000	60,000	60,000	0
Deferred Comp	8,040	20,040	20,040	20,040	0
Comp & SDI Recoveries	(13,699)	0	0	0	0
Vacation/Sick Leave Accrual	24,189	10,000	10,000	10,000	0
FICA/Medicare	39,781	64,354	70,646	70,646	0
Ret Exp-Pre 97 Retirees	5,359	7,470	7,470	7,470	0
Retirement Expense	492,882	626,322	538,564	538,564	0
Employee Group Insurance	117,303	207,276	144,108	144,108	0
Retiree Health Insurance	124,287	122,387	122,907	122,907	0
OPEB Pre-Pay	13,500	13,500	13,500	13,500	0
Unemployment Insurance	3,469	3,359	3,383	3,383	0
Workers Comp Insurance	43,272	58,691	66,061	66,061	0

Description: Operation and capital development of Buchanan and Byron Airports. The previous table represents data for the following budget units:

0841 – Airport Operations
0843 – Airport Fixed Assets

Airports Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$3,941,669	
Financing:	3,941,669	
Net Fund Cost:	0	
Funding Sources:		
Interest Earnings	0.2%	\$8,100
Aviation Ops.	99.8%	3,933,569
FTE: 17.0		

Public Works

General Government

Other Special Revenue Fund Summary

Description: This program area includes nine special revenue budget units. Expenditures are offset by fees, rents collected, franchise fees and funds from the sale of property. Funding is generally restricted to use based on agreements.

The budget units included are:

0120 – Plant Acquisition/Sans Crainte Drainage
 0161 – Survey Monument Preservation
 0350 – CDD/PW Joint Review Fee
 0648 – Drainage Deficiency
 0649 – Public Works (Land Dev.)
 0660 – Bailey Rd Maintenance Surcharge
 0678 – SPRW Fund
 0682 – Road Improvement Fee
 0697 – Navy Transportation Mitigation
 0699 – Tosco/Solano Transportation Mitigation

Other Special Revenue Fund Summary

Service:	Discretionary
Level of Service:	Discretionary
Expenditures:	\$26,624,303
Financing:	8,391,675
Net Fund Cost:	18,232,628

Funding Sources:		
Landfill Srchg	2.0%	\$540,000
Road Services	1.9%	500,000
Earnings on Invest.	1.3%	347,240
Real Estate Rent	1.5%	397,500
Inspection Fee	19.8%	5,271,860
Monument Fee	0.3%	75,000
Govt. Funding	1.1%	300,000
Road Develop Fee	0.7%	200,000
Intergovt Transfers	0.4%	100,000
Misc Revenue	2.5%	660,075
Net Fund Cost	68.5%	18,232,628

Area of Benefit Fees/Road Development Fees

Description: This program area includes 16 special revenue funds that were established to assess fees on development so that future road projects would be funded in the geographical Area of Benefit.

AOB/Development Fee Summary

Service:	Discretionary
Level of Service:	Discretionary
Expenditures:	\$2,037,200
Financing:	1,185,100
Net Fund Cost:	852,100
Funding Sources:	
Earnings on Invest	4.6% \$93,100
Developer Fees	53.6% 1,092,000
Net Fund Cost	41.8% 852,100

CAO's Recommendation

Public Works increased the fiscal year 2015-16 General Fund baseline budget by a net of \$1,521,500. The increase reflects the following: \$100,000 added to support the County Surveyor function mandated by Government Code \$27550, 27600 & 27601; \$700,000 to support County General Drainage Maintenance; \$200,000 for costs relating to the oversight and administration of Special Districts; and, \$300,000 for matching funds to implement projects in County Service Areas. An additional \$317,000 was added for Other Post Employment Benefits in Facilities Maintenance.

The recommended budget reflects the net addition of one position in Print and Mail Services and the addition of two positions in Public Works, totaling \$160,000. The department will eliminate a vacant Storekeeper, a vacant Lead Print and Mail Services Technician, a vacant Reprographics Technician and add two Mailing Machine Operators and two Office Services Worker positions in Print and Mail Services as well as add two Environmental Analyst positions in Public Works. This action

will allow the Department to better manage anticipated workflow in fiscal year 2015-16. The costs of the additional positions will be recovered through charge-outs to outside agencies, other County departments and Special Revenue funds. The County Administrator recommends the additional positions to better meet the needs of County departments and the management of large scale environmental and capital projects.

The Fleet Internal Service Fund decreased revenues and expenditures by \$466,846. The budget was adjusted to reflect salary and benefit costs plus anticipated operations costs – such as vehicle repairs – and corresponding revenue from billings and revenue transfers. The reduction is mainly due to a decrease in capital acquisition costs.

The Road Fund Budget decreased by a net of \$12.4 million to reflect the elimination of prior year fund balance. Revenue totaling \$48,803,815 reflects anticipated federal funds for the Orwood Road Bridge Replacement, the Marsh Creek Road Safety Project, the Alhambra Valley Road Safety Project and other revenue funds for the Balfour Road Shoulder Widening Project and County-wide Overlay Project.

The Land Development Fund, which supports engineering functions, was decreased by a net of \$612,411. The net fund cost decrease reflects the removal of prior year fund balance. Revenues were decreased by \$390,000 to reflect anticipated revenues generated from land development permits.

The Airport Enterprise fund, which supports airport operations and capital development at the Buchanan and Byron Airports decreased expenditures and revenues by \$817,363. Fixed assets were reduced, reflecting a decline in the number of airport improvement projects that receive federal reimbursement.

Public Works continues to respond to the growing challenges by proactively identifying areas in its operations that can be modified, streamlined, and/or restructured for better service and cost efficiency, as well as maintaining operations within their baseline budget.

Performance Measurements

- **Transportation Program:** In FY 13/14 we identified several opportunities for transportation grants and were successful in generating approximately \$3.3 million in additional funding. The funding came from a variety of federal, state, and local sources. Our efforts resulted in receiving almost \$13 for every \$1 of staff time. This exceeded our strategic goal of receiving a minimum of \$4 for every \$1 in staff time to prepare the applications.
- **Airports Safety:** General aviation users have quality airport facilities and services to safely operate their aircraft. The goal is to prevent airport safety deviations which indicate a situation that is considered unusual from normal operations that could pose a safety threat. In 2014 there was 1 safety deviation.
- **County Bridges:** The California Bridge Health Index is a numerical rating of 0 to 100 that reflects element inspection data in relation to the asset value of a bridge. The goal is to have no more than 5 percent of the County's bridges with a Health Index below 80. At the start of 2015, the County had 5.4% of its bridges with a Health Index below 80. However, with the completion of the San Pablo Avenue Bridge Replacement and the Marsh Detention Facility Bridge, we now have less than 5% of our bridges with a Health Index below 80. This will further improve as we initiate construction of the Orwood Road Bridge Replacement project in 2015.
- **County Roads (Pavement Condition):** We currently have a maintenance backlog of \$38 million. Our average Pavement Condition Index (PCI) is 73 (Arterial Roads 78, Collector Roads 71, Residential Roads 70), but with current funding trends, we see it decreasing in the next 5 years. As revenue declines, this impacts our ability to conduct preventative maintenance leading to further deterioration of our road network. The cost of preventative maintenance, such as a slurry seal, is about \$4.70/square yard versus reconstructing a road cost of

Public Works

General Government

\$65/square yard which is over 10 times more expensive.

- County Roads (Safety): Total collisions declined from 2012 to 2013 (353 to 317). Although we did see a corresponding decline in Fatal Collisions (14 to 8), we did see an increase in Major Injury Collisions (16 to 31), Bicycle Collisions (25 to 29), and Pedestrian Collisions (10 to 23). We continue to do proactive safety investigations and conduct condition assessments based on our three collision review policy.
- County Roads (Congestion): Every other year, the County conducts travel time studies for our major arterials to determine travel time service levels along these corridors. Most all of our major corridors meet or exceed the adopted levels of service identified in the County's General Plan. The only intersection that does not meet the Level of Service Standard is the intersection of Treat Boulevard and Oak Road near the Pleasant Hill BART Station. We will review the intersection configuration to determine if any improvements can be done to improve level of service to meet standard.
- Unincorporated Floodplain Administration participation in the Community Rating System (CRS): Class of 6 on the National Flood Insurance Program's CRS equates to a 20% discount on flood insurance premiums in Special Flood Hazard Areas. The County's current rating is Class 6.
- Managed 68 capital projects with a total project cost of \$93 million including new construction, major remodels, energy systems and landscaping projects. Major projects include completion of the Martinez Wellness Center, a new 10,000 square foot, single-story, outpatient health center which includes a mental health clinic and completion of the Crisis Residential Facility, also known as the "Hope House," which is a 24-hour residential treatment program.
- Delivered a \$13 million capital improvement program for roadway, bridge, drainage and airport projects that include safety improvements on Marsh Creek, Deer Valley and Camino Tassajara Roads, as well as bike and pedestrian improvements in several communities and two bridge replacement projects.
- Developed a Reversion to Acreage policy to respond to land development issues as a result of the consequences of the economic downturn.
- Worked with the City Engineers/Public Works Directors through the City-County Engineering Advisory Committee on the development of the clean water permit with the Regional Water Quality Control Board and on the Pacific Gas and Electric Company's Pipeline Pathways Project. These are both on-going efforts.
- Continued to work with the Department of Conservation and Development to further review improvements needed to customer service and provide seamless services to residents.
- Continued work on the Asset Management Facility Inventory. Considerable work has been accomplished and projected to have a working database by the end of FY 2014/15. Strategic Planning and facility management/maintenance plan will continue throughout the year.
- Continued meeting with stakeholders to advance the EBRPD Measure WW planning processes to develop park projects in unincorporated communities.
- Continued to work with property owners in Alamo to resolve private property encroachments into the Iron Horse Corridor. We anticipate substantial completion of Alamo this year and starting to work with Danville property owners in FY 15/16.
- Started implementation of a department wide electronic records management system called Laserfiche. Completed

implementation of 3 divisions and anticipate implementation of 9 additional divisions in FY 15/16.

Administrative and Program Goals

- Safety is critical for both county employees and for the public. Continue to work on proactive risk assessment quantifying safety of our activities and measure effectiveness of safety initiatives such as the Creek and Channel Safety Program.
- Recruitment/Retention and Succession Planning – We are looking at ways to better retain, recruit and prepare future staff.
- Cost Recovery – We are continuing to review programs that are funded through fee for service and grants to ensure costs are covered.
- Continue efforts with Pacific Gas and Electric Company in the implementation of their Pipeline Pathways Project to ensure that the County's needs are addressed.
- Project Delivery Efficiency – We will continue efforts to streamline project delivery of our capital projects.
- Communication – We will continue to work to improve our communication with the public and with our internal customers in the delivery of our projects, programs and services.
- Develop an updated deferred maintenance strategic plan. This project will address the Facility Life Cycle Improvement Program (FLIP) projects as well as potential Preventative Maintenance program issues and back log of Work Order requests. This effort will also encompass the Real Estate Asset Management Plan.
- Identify potential surplus property and develop policies and a plan for disposing of underutilized assets.
- Creating a Better Built Environment – Continue efforts to provide a more diverse transportation network for all modes to better serve the public's expectations.
- Provide a safe, efficient, reliable, and accessible transportation network. Continue to reduce the number of accidents on County roads, maintain level of service on our major arterials, and improve our pavement condition index.
- Continue to work with the Regional Water Quality Control Board, cities and other impacted departments to implement and fund the Regional Water Quality Control Board's Municipal Regional Permit and in the development of new permit requirements.
- Continue implementation of LED conversion for County owned streetlights. The Department has embarked on a streetlight study with the goal of converting all County owned streetlights within the next two years.
- Increase the amount of clean air vehicles in the County fleet to at least 20% by replacing with Compressed Natural Gas, hybrid, and electric vehicles where possible and practical.
- Illegal dumping – Continue to work with Solid Waste Manager at Department of Conservation and Development to negotiate with franchise trash haulers for them to pick up illegally dumped debris from the public roadways within their franchise area.
- Continue to work with departments to develop an online requisition system and populate a centralized vendor database. Anticipated go-live in March 2015 with all departments on-line by the end of the 14/15 fiscal year.
- Continue to coordinate with the Department of Conservation and Development to improve customer service and provide seamless services to residents.

Public Works

General Government

2015-16 Program Modification List

Order	Reference to Mand/Disc List	Programs/ Budget Units	Services	FTE	Net County Cost Impact	Impact
1	15	Print and Mail Services	Salaries and Benefits	(3.0)	(\$240,516)	Eliminate vacant Storekeeper, Lead Print and Mail Services Technician, and Reprographics Technician
2	15	Print and Mail Services	Salaries and Benefits	4.0	225,016	Fund two Mail Machine Operators and two Office Services Worker positions
3	1	Public Works	Salaries and Benefits	2.0	180,700	Fund two Environmental Analyst I positions
4	15	Print and Mail Services	Expenditure Transfers	N/A	15,500	Reduce charges to user departments based on anticipated decrease in salaries and benefits
5	1	Public Works	Expenditure Transfers	N/A	(\$180,700)	Increase charges to Special Revenue funds based on anticipated increase in salaries and benefits.
			Total	3.0	\$0	

Treasurer –Tax Collector
General Government

Russell V. Watts, Treasurer

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	3,117,413	3,361,660	3,352,980	3,352,980	0
Services and Supplies	1,431,376	1,335,655	1,540,143	1,540,143	0
Other Charges	7,512	8,000	7,000	7,000	0
Expenditure Transfers	522	1,185	1,727	1,727	0
TOTAL EXPENDITURES	4,556,823	4,706,500	4,901,850	4,901,850	0
REVENUE					
Other Local Revenue	2,967,380	2,924,500	2,901,850	2,901,850	0
GROSS REVENUE	2,967,380	2,924,500	2,901,850	2,901,850	0
NET COUNTY COST (NCC)	1,589,443	1,782,000	2,000,000	2,000,000	0
Allocated Positions (FTE)	28	28	28	28	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	68%	71%	68%	68%	
% Change in Total Exp		3%	4%	0%	
% Change in Total Rev		(1%)	(1%)	0%	
% Change in NCC		12%	12%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	1,573,793	1,735,282	1,815,793	1,815,793	0
Temporary Salaries	44,191	20,000	15,000	15,000	0
Permanent Overtime	609	0	1,000	1,000	0
Deferred Comp	31,735	36,480	40,980	40,980	0
Comp & SDI Recoveries	(3,672)	0	0	0	0
FICA/Medicare	118,048	129,553	133,444	133,444	0
Ret Exp-Pre 97 Retirees	6,810	7,000	7,000	7,000	0
Retirement Expense	612,158	704,563	631,943	631,943	0
Employee Group Insurance	248,783	292,032	276,764	276,764	0
Retiree Health Insurance	285,274	276,134	245,418	245,418	0
OPEB Pre-Pay	143,729	143,729	143,729	143,729	0
Unemployment Insurance	5,556	5,211	5,445	5,445	0
Workers Comp Insurance	50,400	11,676	36,464	36,464	0

Department Description

This table represents information in aggregate format summarizing expenditures, revenues, and net County costs for three divisions.

Included is data for the following divisions:
Treasurer, Tax Collection and Business
Licenses.

Treasurer –Tax Collector

General Government

Major Department Responsibilities

The Treasurer-Tax Collector's Office is responsible for providing financial services to County departments, Schools and Special Districts; to safe keep all funds entrusted to the Office and make available such funds when needed; to earn a fair return on funds not immediately needed by the participants in the County's investment pool; to efficiently and accurately collect taxes and other debts owed to the County, Schools and Special Districts; and to apply all applicable laws equitably and consistently to all taxpayers.

Treasurer

Description: Provides for the safekeeping of funds for the County, 18 School Districts, a Community College District, a Board of Education, and 21 Voluntary Special Districts. Administers a comprehensive investment program for the County and districts to ensure the safety of principle, meet liquidity needs, and maximize yield on investments. Manages the County's cash flow and short-term borrowings and is an active participant in all long and short-term borrowings for County agencies, school districts and the Community College District. As of February 10, 2015, the Treasury managed over \$2.48 billion in its investment pool.

Treasurer Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$1,303,892
Financing:		49,900
Net County Cost:		1,253,992
Funding Sources:		
Investment Fees	3.8%	\$49,900
General Fund	96.2%	1,253,992
FTE:	6.6	

Tax Collection

Description: Mandated by state law to collect all property taxes and special levies for cities, school districts, special districts, and County government.

Tax Collection Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$3,468,549
Financing:		2,727,500
Net County Cost:		741,049
Funding Sources:		
Property Svc Cost	14.9%	\$519,400
Tax Admin. Fees	45.3%	1,571,300
Other Admin Fees	7.9%	273,800
State	10.5%	363,000
General Fund	21.4%	741,049
FTE:	19.7	

Business License

Description: The Business License Ordinance requires the Tax Collector to levy and collect a business license tax from entities engaged in any business activity in an unincorporated area.

Business License Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$129,409	
Financing:	124,450	
Net County Cost:	4,959	
Funding Sources:		
Administrative Fees	90.4%	\$117,000
License Fees	5.8%	7,450
General Fund	3.8%	4,959
FTE:	1.2	

CAO's Recommendation

Baseline Budget

The baseline net County cost represents a \$218,000 increase over the FY 2014-15 Adjusted Budget. Salary and benefit costs reflect a decrease of \$8,680. Reduced retirement and retiree health care expenses are expected to offset the increases in permanent salaries and worker's compensation insurance.

Services and supplies reflect an increase of \$204,488 in operating costs, mainly due to the increased fees of legally obligated expenses and increasing information technology data processing services needed to support the Office's systems. To the contrary, estimated revenues are expected to continue to decrease by \$22,650 in FY 2015-2016.

As homeowners for new purchases are forced into impound accounts, the declining number of new delinquencies has limited the amount of service costs and redemption fees that have the potential to be collected. In addition, investment income is at a record low, as short term interest rates remain well below 1%.

Recommended Budget

The County Administrator is recommending no reduction to the Treasurer-Tax Collector's baseline budget. The recommended net County cost will provide the funding necessary to maintain mandated services in FY 2015-2016.

Performance Measurement

Carry out the mission of the Treasurer-Tax Collector, which is to bill, collect, invest, borrow, safeguard, and disburse monies and properties.

The Treasurer-Tax Collector's Office issued 413,150 Secured and Unsecured tax bills through February 20, 2015 of the FY 2014-2015. Collections through February 20, 2015 were 60.08% of total outstanding taxes, which is 0.33% above the same timeframe last year. The collaboration with the California Franchise Tax Board Intercept program resulted in \$481,075 of tax revenues that otherwise would have been

uncollectible. The department completed \$47.5 billion banking transactions, processed \$5.3 billion deposits and funded \$6.0 billion warrants during the FY 2013-2014. Despite another volatile year for the financial markets, the Treasurer received affirmation of AAf/S1+ rating for highest credit quality and lowest volatility of the investment portfolio.

Improve efficiencies in taxpayer service and treasury operations through on-going personnel training and optimum use of technology.

Improved efficiencies in taxpayer services include significant enhancements to the Treasurer-Tax Collector's website. The account lookup and payment of real and personal property tax web pages were made more user-friendly while providing greater functionality. Online payment transaction costs for taxpayers were reduced by 0.15% for Credit Cards and \$0.45 for Debit Cards.

The Department Head and designated staff participated in various training sessions and/or seminars with focus on technological advancements in collections, cash management and customer service capabilities. The knowledge gained and later applied has contributed to positive collection efforts. Active involvements in various organizations and committees have resulted in the development of additional cash management strategies and the expansion of investment opportunities without sacrificing safety or liquidity.

Explore new and creative ways to serve the public's needs through customer feedback and by networking with vendors and public and private operations similar to our own.

Through customer feedback, the Treasurer-Tax Collector's Office addressed the needs of senior citizens by providing greater transparency of the benefits available to them for reducing their tax liability. The office contributed in the passing of legislation which has led to the reinstatement of the State's Property Tax Postponement Program for seniors and disabled persons.

Treasurer –Tax Collector

General Government

Continue to explore options for replacing the existing 30-year old tax system with a more efficient and cost-effective one that will allow more autonomy and cost savings.

The Treasurer-Tax Collector's Office continues to collaborate with the Department of Information Technology, several County Treasurer-Tax Collectors, the California Association of County Treasurer-Tax Collectors, and other parties of interest to aid with the research and development of a new property tax system for Contra Costa County.

Administrative and Program Goals

Carry out the mission of the Treasurer-Tax Collector, which is to bill, collect, invest, borrow, safeguard, and disburse monies and properties. Improve delivery, efficiency and effectiveness related to creating and mailing of property tax bills. Reduce the number of returned mail through proactive measures.

Increase public awareness of programs available to senior citizens and disabled persons. Promote a new service for paperless delivery and payment of real or unsecured property taxes which will result in reducing costs while increasing efficiencies.

Plan, formulate and produce departmental training manuals that will aid new and experienced Office employees with job tasks, duties and expectations. Analyze certain accounting methodologies for greater internal controls and efficiencies.

The background of the image is a scenic photograph of a body of water, likely a bay or estuary, with a grassy shoreline and mountains in the distance under a blue sky with white clouds. Overlaid on this is a large, semi-transparent circular seal. The seal features a central illustration of a ship, a building, and a landscape. The words "SEAL OF" are at the top, "CALIFORNIA" is at the bottom, and "CONTRA COSTA COUNTY" is written around the inner circle. The text "County of Contra Costa" and "Health & Human Services" is overlaid on the right side of the seal.

County of Contra Costa Health & Human Services

Page intentionally left blank

Functional Group Summary

Health & Human Services

Table Description

This table presents information in aggregated format summarizing General Fund expenditures, revenues, and net County costs for the **Health & Human Services Functional Group**. Included are data for the following departments: Child Support, Employment and Human Services, Health Services Department,

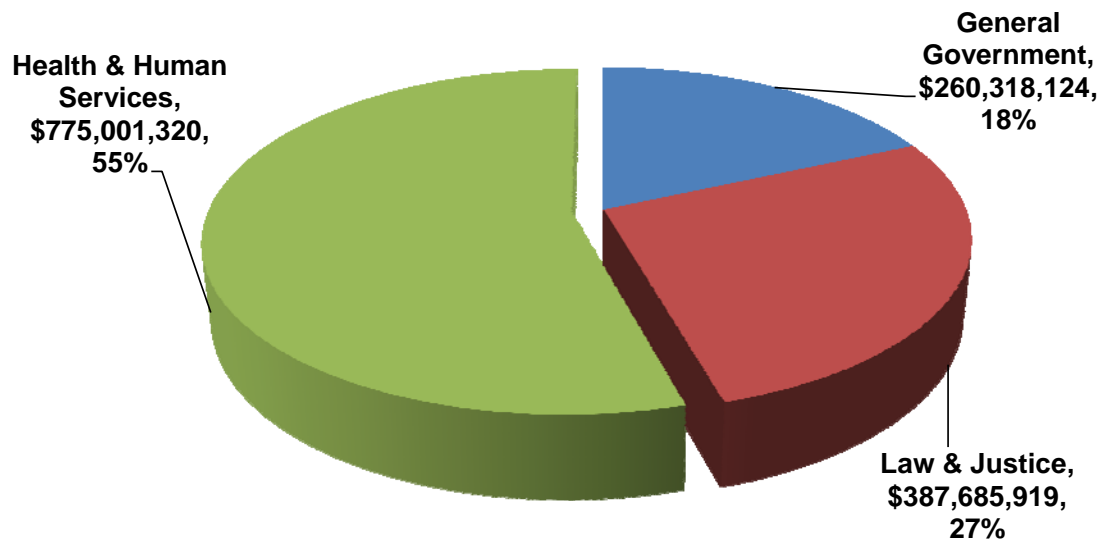
and Veterans Services. These data do not include expenditures, revenues, or FTEs for the Contra Costa Regional Medical Center and Clinics Enterprise Fund (EF1), the Contra Costa Health Plan Enterprise Funds (EF2/EF3) nor any other fund other than the General Fund.

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	289,295,321	334,240,390	342,260,184	342,260,184	0
Services and Supplies	243,154,562	232,890,369	263,761,598	263,761,598	0
Other Charges	162,926,726	164,002,374	170,191,366	170,191,366	0
Fixed Assets	1,247,233	760,858	1,129,103	1,129,103	0
Expenditure Transfers	(3,928,609)	3,107,640	(2,340,931)	(2,340,931)	0
TOTAL EXPENDITURES	692,695,233	735,001,631	775,001,320	775,001,320	0
REVENUE					
Other Local Revenue	168,804,263	172,931,422	194,593,236	194,593,236	0
Federal Assistance	216,437,770	243,869,466	253,817,858	253,817,858	0
State Assistance	204,341,998	214,539,066	221,703,472	221,703,472	0
GROSS REVENUE	589,584,030	631,339,954	670,114,566	670,114,566	0
NET COUNTY COST (NCC)	103,111,203	103,661,677	104,886,754	104,886,754	0
Allocated Positions (FTE)	3,011	3,011	3,057	3,057	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	42%	46%	44%	44%	
% Change in Total Exp		6%	5%	0%	
% Change in Total Rev		7%	6%	0%	
% Change in NCC		1%	1%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	150,929,030	178,250,429	189,536,481	189,536,481	0
Temporary Salaries	12,134,897	5,503,882	7,501,141	7,501,141	0
Permanent Overtime	3,147,442	1,482,311	1,170,753	1,170,753	0
Deferred Comp	822,336	1,541,052	1,943,801	1,943,801	0
Hrly Physician Salaries	178,641	77,604	81,924	81,924	0
Perm Physicians Salaries	3,015,322	3,939,782	3,030,561	3,030,561	0
Perm Phys Addnl Duty Pay	39,339	66,374	32,906	32,906	0
Comp & SDI Recoveries	(971,766)	(619,000)	(478,036)	(478,036)	0
FICA/Medicare	12,140,741	14,223,585	15,492,042	15,492,042	0
Ret Exp-Pre 97 Retirees	678,103	766,040	807,018	807,018	0
Retirement Expense	60,646,654	75,642,713	68,204,626	68,204,626	0
Employee Group Insurance	24,966,509	31,015,056	30,263,106	30,263,106	0
Retiree Health Insurance	11,369,689	11,423,648	12,045,907	12,045,907	0
OPEB Pre-Pay	4,884,698	5,101,055	5,029,284	5,029,284	0
Unemployment Insurance	628,811	629,449	602,925	602,925	0
Workers Comp Insurance	4,865,679	5,196,410	6,995,744	6,995,744	0
Labor Received/Provided	(180,803)	0	0	0	0

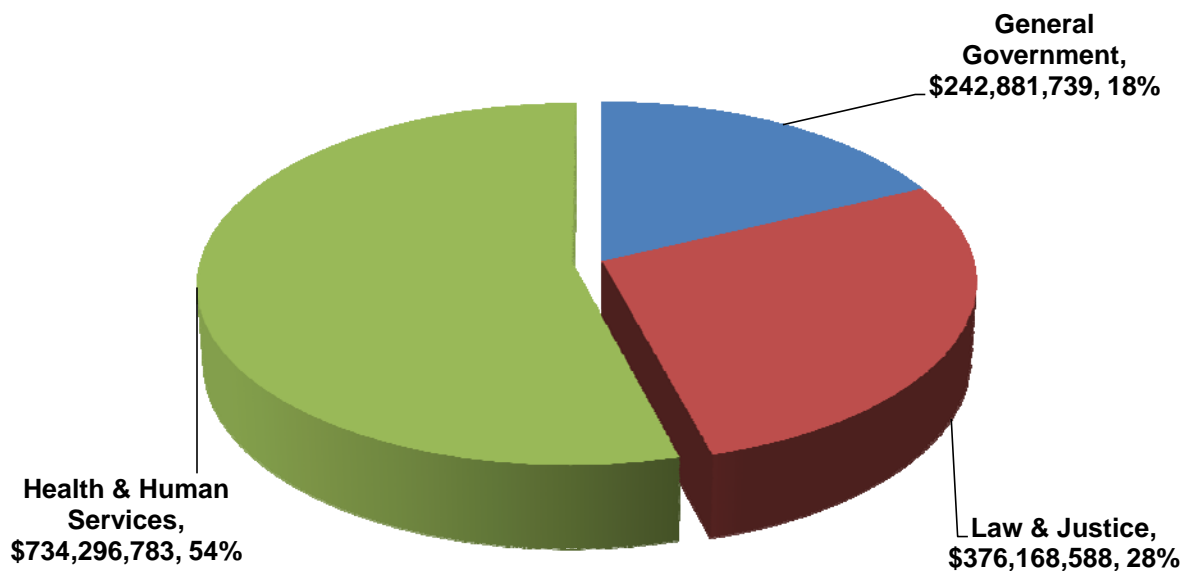
Functional Group Summary

Health & Human Services

FY 2015-16
Recommended General Fund Expenditures



FY 2014-15
Recommended General Fund Expenditures



Child Support Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	16,228,857	17,136,401	16,965,295	16,965,295	0
Services and Supplies	1,580,559	912,364	924,186	924,186	0
Other Charges	793,327	842,995	849,131	849,131	0
Fixed Assets	146,444	15,000	0	0	0
Expenditure Transfers	8,391	40,186	79,097	79,097	0
TOTAL EXPENDITURES	18,757,578	18,946,946	18,817,709	18,817,709	0
REVENUE					
Other Local Revenue	78,864	0	0	0	0
Federal Assistance	18,693,698	18,882,683	18,817,709	18,817,709	0
GROSS REVENUE	18,772,562	18,882,683	18,817,709	18,817,709	0
NET FUND COST (NFC)	(14,984)	64,263	0	0	0
Allocated Positions (FTE)	171	171	171	171	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	87%	91%	91%	91%	
% Change in Total Exp		1%	(1%)	0%	
% Change in Total Rev		1%	0%	0%	
% Change in NFC		(529%)	(100%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	8,963,353	9,700,711	9,969,597	9,969,597	0
Temporary Salaries	172,762	0	0	0	0
Permanent Overtime	77,213	0	738	738	0
Deferred Comp	70,821	84,180	97,920	97,920	0
Comp & SDI Recoveries	(26,143)	0	0	0	0
FICA/Medicare	663,738	721,639	746,715	746,715	0
Ret Exp-Pre 97 Retirees	38,870	55,818	55,818	55,818	0
Retirement Expense	3,505,364	3,915,393	3,455,108	3,455,108	0
Employee Group Insurance	1,536,198	1,607,917	1,578,170	1,578,170	0
Retiree Health Insurance	622,127	620,731	619,299	619,299	0
OPEB Pre-Pay	380,097	230,097	230,097	230,097	0
Unemployment Insurance	34,611	28,569	29,713	29,713	0
Workers Comp Insurance	189,847	171,346	182,120	182,120	0

Child Support Services

Health and Human Services

Department Description

As the Contra Costa County agency responsible for establishing, collecting, and distributing child and medical support for minors, the Department of Child Support Services (DCSS) is an important part of California's effort to nurture and protect children and to help them and their families achieve self-sufficiency.

Major Department Responsibilities

The Child Support Enforcement Program is authorized under Title IV-D of the Social Security Act to provide services assisting parents to meet their mutual obligation to support their children.

No-cost services to Contra Costa County residents with physical custody of a minor child include:

- Locating non-custodial parents,
- Establishing court orders for paternity, child, and medical support,
- Enforcing court orders for child, family, and medical support,
- Collecting and distributing support payments,
- Maintaining accounts of payments paid and payment due,
- Modifying court orders when appropriate.

Operations are controlled by the regulations of the State Department of Child Support Services.

Child Support Services Summary			
Service:	Mandatory		
Level of Service:	Mandatory		
Expenditures:	\$18,817,709		
Financing:	\$18,817,709		
Net Fund Cost:	0		
Funding Sources:			
Federal	100.0%	\$18,817,709	
FTE:	171.0		

CAO Recommendation

In the FY 2015-16 Baseline Budget expenditures are anticipated to decrease slightly compared to the FY 2014-15 budget. This reduction is due to anticipated salary saving. Baseline revenue is expected to decrease slightly from the FY 2014-15 budget.

The FY 2015-16 Recommended Budget for the Department of Child Support Services maintains current service levels. There are no reductions from the Baseline Budget.

Performance Measures

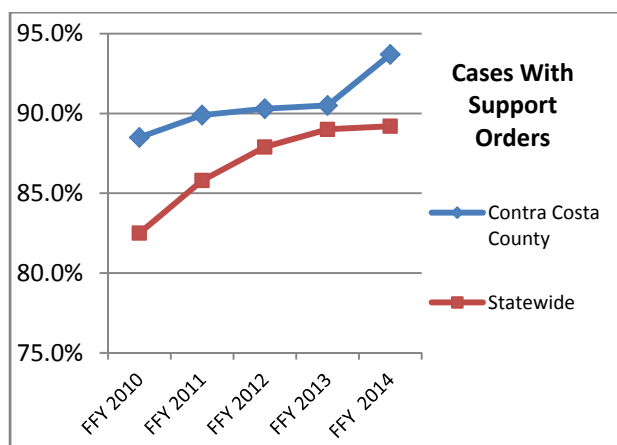
Federal Performance Measure:

The effectiveness of the Department of Child Support Services (DCSS) is evaluated by measures in five critical areas:

1. Child Support Orders

- **Status of FY 2014 Goals:** Achieved 93.7% of cases with a child support order, an increase of 3.2% over last year.

With a focus on establishing child support orders that are fair, accurate, and consistent with a parent's ability to pay, the overall percentage of cases with support orders reached an all-time high.

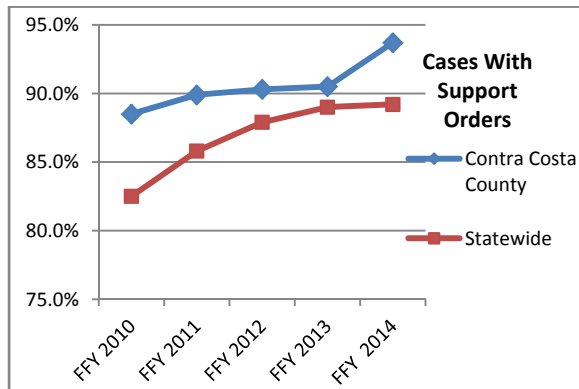


Child Support Services Health and Human Services

2. Current Child Support Collections

- **Status of FY 2014 Goals:** Achieved 66.9% of cases with current support collected, an increase of 1.1% over last year

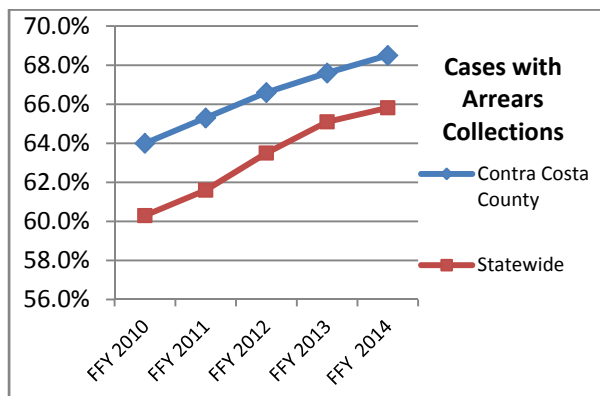
Total collections exceeded \$6 million dollars. This resulted in an increase in distributed collections of 3.63% greater than the prior year. This means delivering more money to Contra Costa families.



3. Arrears Collections

- **Status of FY 2014 Goals:** Achieved 68.5% of cases with arrearage collections, an increase of 0.9% over last year.

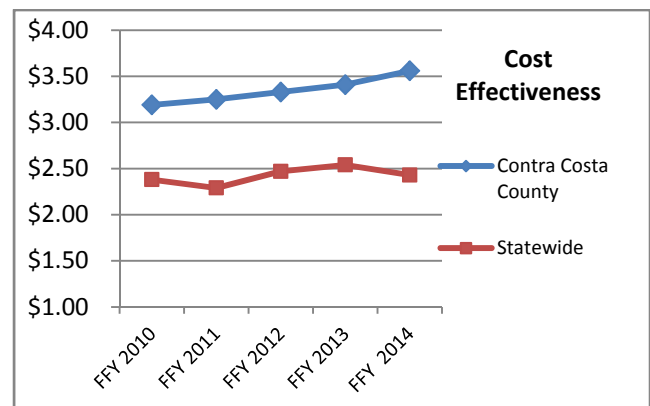
DCSS is focused on engaging parents with delinquent accounts to make child support payments. The statewide average of cases paying on arrears is 65.8%. DCSS has consistently maintained participation above the statewide average.



4. Operational Cost-effectiveness

- **Status of FY 2014 Goals:** Achieved \$3.56 in cost effectiveness, an increase of \$0.15 compared to last year.

The cost effectiveness of a program may be measured by how much money is collected for each dollar spent on Child Support operations. In FFY 2014 the California State average was \$2.43 collected for each dollar expended. Contra Costa DCSS is 46.5% more effective than the State average, collecting \$3.56 for each dollar spent on operations.



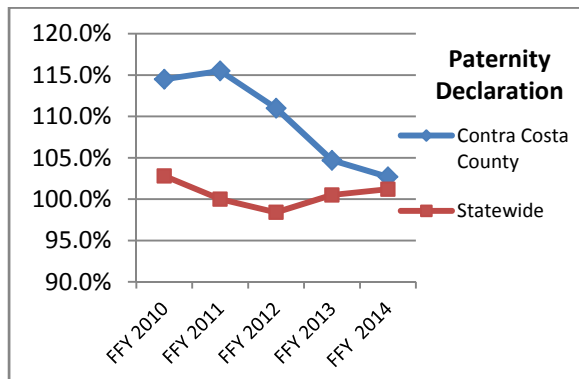
5. Statewide Paternity Establishment Percentage (PEP)

- **Status of FY 2014 Goals:** Achieved 102.7% in statewide PEP

Paternity is the establishment of fatherhood for a child, either by court determination, administrative process or voluntary acknowledgement. Statewide PEP is calculated as the total number of children born out of wedlock for which paternity was acknowledged or established in the current federal fiscal year, compared to the total number of children in the state born out of wedlock during the preceding calendar year, expressed as a percentage. Contra Costa has consistently maintained an average of 100% over the past six years.

Child Support Services

Health and Human Services



Administrative and Program Goals

- **Achieve Federal Performance Measure**
levels established by the State Department of Child Support Services by:
 - ✓ establishing paternity,
 - ✓ increasing the number of cases with established child support orders,
 - ✓ increasing collections on current child support,
 - ✓ increasing collections on cases with arrears, and
 - ✓ improving cost effectiveness.
- **Achieve Local Level Performance Goals.**
Contra Costa County Department of Child Support Services have developed the following local performance goals for FFY 2015:
 - ✓ increase distributed collections by 3% and achieve at least \$3.65 in cost effectiveness;
 - ✓ increase the percentage of current support collected to 67.8%;
 - ✓ increase percentage of cases with arrearages collection to 69.6%;
 - ✓ maintain the percentage of cases with child support orders at 94.0%; and,
 - ✓ maintain statewide PEP at 100% or above

Employment and Human Services

Kathy Gallagher, Director

Health and Human Services

Employment and Human Services General Fund Summary

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	167,501,877	196,729,194	204,182,703	204,182,703	0
Services and Supplies	81,147,689	85,304,661	98,350,599	98,350,599	0
Other Charges	128,051,556	129,155,737	135,170,835	135,170,835	0
Fixed Assets	555,367	396,790	740,000	740,000	0
Expenditure Transfers	6,885,888	12,660,901	9,397,617	9,397,617	0
TOTAL EXPENDITURES	384,142,375	424,247,283	447,841,754	447,841,754	0
REVENUE					
Other Local Revenue	73,388,053	75,311,801	76,108,138	76,108,138	0
Federal Assistance	145,610,811	173,283,119	184,052,429	184,052,429	0
State Assistance	147,082,498	156,602,363	167,681,187	167,681,187	0
GROSS REVENUE	366,081,361	405,197,283	427,841,754	427,841,754	0
NET COUNTY COST (NCC)	18,061,015	19,050,000	20,000,000	20,000,000	0
Allocated Positions (FTE)	1,990	1,990	2,049	2,049	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	44%	48%	47%	47%	
% Change in Total Exp		10%	6%	0%	
% Change in Total Rev		11%	6%	0%	
% Change in NCC		5%	5%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	87,168,418	108,652,889	114,739,582	114,739,582	0
Temporary Salaries	7,083,863	1,328,049	3,292,767	3,292,767	0
Permanent Overtime	2,651,968	523,792	589,718	589,718	0
Deferred Comp	543,189	1,139,676	1,530,575	1,530,575	0
Comp & SDI Recoveries	(764,507)	(435,103)	(261,009)	(261,009)	0
FICA/Medicare	7,032,990	8,188,388	9,048,726	9,048,726	0
Ret Exp-Pre 97 Retirees	369,282	454,658	499,322	499,322	0
Retirement Expense	33,424,235	42,827,539	39,660,813	39,660,813	0
Employee Group Insurance	15,594,813	19,600,766	18,795,236	18,795,236	0
Retiree Health Insurance	7,314,126	7,246,664	7,744,776	7,744,776	0
OPEB Pre-Pay	3,414,570	3,630,827	3,559,056	3,559,056	0
Unemployment Insurance	357,578	334,866	349,533	349,533	0
Workers Comp Insurance	3,196,549	3,236,183	4,633,608	4,633,608	0
Labor Received/Provided	114,804	0	0	0	0

Employment and Human Services

Health and Human Services

Table Description

The preceding table represents all Employment and Human Services Department General Fund expenditures, revenues, and net County costs. The programs included are listed below:

0501 – Administration
0502 – Children and Family Services
0503 – Aging and Adult Services
0504 – Workforce Services
0506 – Covered California Call Center
0507 – Ann Adler Children and Family Trust
0535 – Service Integration Teams
0583 – Workforce Development Board
0588 – Community Services
0581 – Zero Tolerance for Domestic Violence

Major Department Responsibilities

The Employment and Human Services Department, in partnership with the community, provides services that support and protect families, individuals, and children in need, and promotes personal responsibility, independence, and self-sufficiency.

Employment and Human Services is the second largest Department in Contra Costa County. It brings together under a single administrative umbrella: Aging and Adult Services, Children and Family Services, Community Services, Workforce Services, Workforce Development Board, and Zero Tolerance.

The Department provides more than 60 programs which serve over 100,000 citizens in need of basic protection or support services each year. The majority of the services the Department provides are to children and families; the elderly; persons with certain disabilities; those who are eligible for financial, medical, or food assistance; and to persons who are attempting to enter or move up in the workforce.

The Department offers its programs at over 39 locations throughout the county. More than 96% of the Department's program funding comes from federal, state and state-funded local revenue sources. The remaining 4% is the net county cost funded with county general fund.

The majority of the 4% county general fund is required as matching funds per federal and state laws for many of the Department's programs.

The Employment and Human Services Department (EHSD) continues to rebuild its infrastructure and resources, carefully adding capacity to respond to a dramatic increase in Medi-Cal cases as a result of the Affordable Care Act. Medi-Cal caseloads, representing low-income Contra Costa residents who now have health coverage, increased from 66,358 in February 2014 to 108,718 in February 2015, a 61% increase. The Department also successfully negotiated a multiyear agreement with Covered California to continue to operate one of three Call Centers in the state to handle Affordable Care Act (Obama Care) enrollments and reenrollments.

EHSD has dedicated significant resources and attention to insuring a positive customer experience. This initiative has produced remarkable results in serving customers faster and reduced the need to stand in line to receive services. In addition, the Department has increased the ways that customers can apply for benefits or check on benefits, including increased use of automation and interactive voice systems. All customer reception areas now have a dedicated staff member to greet customers and help them navigate the process. Major initiatives are underway to use technology to create additional portals for customers to interact with the Department.

EHSD has expanded intradepartmental partnerships with Health Services, Sheriff's Department, and community based agencies. As a result of health care reform, EHSD and the Health Service Department have formed closer working relationships. The Katie A. lawsuit resulted in expansion of the collaboration between Behavioral Health Services and Children & Family Services to improve child mental health access. Collaboration between the Sheriff's Department, Health Services and EHSD allows for the successful implementation of AB 720. This program allows Medi-Cal eligible inmates to receive health care services when they leave the county jail.

Employment and Human Services

Health and Human Services

All Funds Summary

All Funds	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	175,302,616	205,336,689	212,870,181	212,870,181	0
Services and Supplies	84,514,464	89,850,715	102,724,397	102,724,397	0
Other Charges	132,898,181	132,602,894	140,118,878	140,118,878	0
Fixed Assets	555,367	498,790	792,000	792,000	0
Expenditure Transfers	15,175,262	21,183,301	17,849,398	17,849,398	0
TOTAL EXPENDITURES	408,445,889	449,472,389	474,354,854	474,354,854	0
REVENUE					
Other Local Revenue	80,662,406	83,422,012	84,076,692	84,076,692	0
Federal Assistance	146,450,893	174,265,112	185,048,479	185,048,479	0
State Assistance	163,699,639	172,014,088	185,229,683	185,229,683	0
GROSS REVENUE	390,812,938	429,701,212	454,354,854	454,354,854	0
NET FUND COST (NFC)	17,632,952	19,771,177	20,000,000	20,000,000	0
Allocated Positions (FTE)	2,094	2,094	2,150	2,150	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	45%	48%	47%	47%	
% Change in Total Exp		10%	6%	0%	
% Change in Total Rev		10%	6%	0%	
% Change in NFC		12%	1%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	90,885,294	113,049,707	119,353,773	119,353,773	0
Temporary Salaries	7,845,854	1,688,301	3,580,727	3,580,727	0
Permanent Overtime	2,656,996	525,902	591,828	591,828	0
Deferred Comp	555,528	1,166,616	1,564,715	1,564,715	0
Comp & SDI Recoveries	(808,555)	(464,432)	(290,338)	(290,338)	0
FICA/Medicare	7,354,942	8,519,955	9,397,263	9,397,263	0
Ret Exp-Pre 97 Retirees	382,427	478,354	523,018	523,018	0
Retirement Expense	34,888,960	44,558,615	41,300,846	41,300,846	0
Employee Group Insurance	16,719,967	20,903,806	20,069,004	20,069,004	0
Retiree Health Insurance	7,599,993	7,585,143	8,068,439	8,068,439	0
OPEB Pre-Pay	3,414,570	3,630,827	3,559,056	3,559,056	0
Unemployment Insurance	374,134	348,629	363,403	363,403	0
Workers Comp Insurance	3,326,769	3,345,266	4,788,447	4,788,447	0
Labor Received/Provided	105,736	0	0	0	0

Employment and Human Services

Health and Human Services

Table Description

The table above summarizes expenditures and revenues in all budget units administered by the Employment and Human Services Department regardless of the funding source.

Programs included are listed below:

0501 – Administration
0502 – Children and Family Services
0503 – Aging and Adult Services
0504 – Workforce Services
0505 – County Children's Trust Fund
0506 – Covered California Call Center
0507 – Ann Adler Children and Family Trust
0508 – IHSS Public Authority
0535 – Service Integration Teams
0578 – Child Care Enterprise Fund
0583 – Workforce Development Board
0588 – Community Services
0589 – Child Development Fund
0581 – Zero Tolerance Domestic Violence
0585 – Domestic Violence Victim Assistance
0586 – Zero Tolerance for Domestic Violence

Special Note to the Reader

Federal, state and state-funded local revenues finance over 96% of the Employment and Human Services Department (EHSD) programs. These revenues come to the County as program-specific allocations from the State, which are determined by the State Legislature. Because EHSD does not currently have the allocations for FY 2015-16, the Department has included revenue based on the Governor's fiscal year 2015-16 Proposed Budget and historical allocation information. Given the need to analyze the impact of changes in the FY 2015-16 State budget, the Department has used the best information currently available to project its revenue. Should the funding picture change, the Department will return to the Board with information and seek appropriate adjustments to appropriations.

Employment and Human Services

Health and Human Services

Aging and Adult Services Bureau

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	12,907,553	17,346,615	18,029,775	18,029,775	0
Services and Supplies	18,491,977	14,965,442	16,744,755	16,744,755	0
Other Charges	20,371,967	19,724,565	22,051,070	22,051,070	0
Expenditure Transfers	(3,099,343)	(1,332,760)	(1,253,825)	(1,253,825)	0
TOTAL EXPENDITURES	48,672,154	50,703,862	55,571,775	55,571,775	0
REVENUE					
Other Local Revenue	3,064,143	3,131,620	3,786,842	3,786,842	0
Federal Assistance	5,597,528	6,759,245	6,853,235	6,853,235	0
State Assistance	29,195,923	28,743,713	33,332,407	33,332,407	0
GROSS REVENUE	37,857,594	38,634,578	43,972,484	43,972,484	0
NET COUNTY COST (NCC)	10,814,561	12,069,284	11,599,291	11,599,291	0
Allocated Positions (FTE)	147	147	145	145	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	25%	33%	32%	32%	
% Change in Total Exp		4%	10%	0%	
% Change in Total Rev		2%	14%	0%	
% Change in NCC		12%	(4%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	6,717,658	9,458,803	9,459,764	9,459,764	0
Temporary Salaries	454,959	124,071	552,638	552,638	0
Permanent Overtime	157,715	77,629	77,629	77,629	0
Deferred Comp	36,337	73,200	69,600	69,600	0
Comp & SDI Recoveries	(156,188)	8,589	8,589	8,589	0
FICA/Medicare	524,712	725,301	762,120	762,120	0
Ret Exp-Pre 97 Retirees	29,680	90,709	251,519	251,519	0
Retirement Expense	2,662,900	3,821,651	3,107,949	3,107,949	0
Employee Group Insurance	1,207,754	1,652,326	1,417,127	1,417,127	0
OPEB Pre-Pay	1,000,373	1,013,436	1,013,436	1,013,436	0
Unemployment Insurance	26,969	28,156	28,327	28,327	0
Workers Comp Insurance	244,237	272,744	407,000	407,000	0
Labor Received/Provided	447	0	874,077	874,077	0

Employment and Human Services

Health and Human Services

Description: The Aging and Adult Services Bureau (AAS) provides protective and supportive services to disabled adults and seniors including In-Home Supportive Services (IHSS); Adult Protective Services; Area Agency on Aging services; General Assistance (GA); and other supportive services. This Bureau also manages the Volunteer and Emergency Services Program. The Senior Community Service Employment Program was transferred to the AAS this year.

Baseline Budget: The AAS Baseline budget includes modest increases in salaries and benefits, services and supplies as well as increased revenues for FY 2015-16. The effect is a minor reduction in Net County Cost.

Impact: Every year the IHSS program anticipates a 3.5% increase in the Maintenance of Effort for inflation slightly increasing the County share for IHSS.

1. General Assistance Eligibility

Description: This program determines eligibility for General Assistance (GA) payments and provides assistance to adults who are not eligible for State or Federal assistance payments. General assistance payments provide cash assistance primarily to single unemployed adults. This program also includes other services required to maintain eligibility (or full cash assistance) such as mental health and substance abuse treatment, and shelter beds. Ongoing case management is also included.

General Assistance Eligibility Summary			
Service:			Mandatory
Level of Service:			Mandatory
Expenditures:			\$4,445,890
Financing:			0
Net County Cost:			4,445,890
Funding Sources:			
General Fund	100.0%		\$4,445,890
FTE:	25.9		

General Assistance Payments Summary			
Service:	Mandatory		
Level of Service:	Discretionary		
Expenditures:	\$3,176,692		
Financing:	0		
Net County Cost:	3,176,692		
Funding Sources:			
General Fund	100.0%	\$3,176,692	

2. Social Security Income Advocacy

Service: Discretionary
Level of Service: Discretionary

Description: Assists GA and CalWORKs clients with a verified disability, which has lasted or is expected to last at least 12 months, apply for Supplemental Security Income benefits and, as needed, to appeal denial of benefits.

3. Adult Social Services

Description: This group of programs serves the social and health-related needs of older and disabled adults.

- a. Adult Protective Services (APS) -**
Provides social worker response and investigation of reports that an elder or dependent adult is exploited, neglected or physically abused.
- b. Out-of-Home Care for Adults -** Provides a list of licensed out-of-home care facilities to the public upon request. There is no staff exclusively dedicated to this program.

Employment and Human Services

Health and Human Services

Adult Social Services Summary		
Service:	Mandatory	
Level of Service:	Discretionary/Mandatory	
Expenditures:	\$5,398,529	
Financing:	5,380,670	
Net County Cost:	17,859	
Funding Sources:		
Local	52.9%	2,855,931
State	46.8%	2,524,739
General Fund	0.3%	17,859
FTE:	39.9	

Area Agency on Aging (AAA) Summary		
Service:	Discretionary/Mandatory	
Level of Service:	Discretionary/Mandatory	
Expenditures:		\$4,380,011
Financing:		4,217,575
Net County Cost:		162,436
Funding Sources:		
Local	8.4%	\$366,369
Federal	39.4%	1,724,083
State	48.6%	2,127,123
General Fund	3.6%	162,436
FTE:	9.0	

4. Area Agency on Aging (AAA)

Description: The Area Agency on Aging supports senior and disabled adult independence and access to community-based services through service contracts and direct staff involvement. Planning and advocacy services are provided for County residents age 60 and over.

a. Title III Grants for State and Community Programs on Aging - Title III grants provide information and assistance, supportive social services, congregate meals, home delivered meals, family caregiver support, and elder abuse prevention services to over 19,500 seniors annually. Supplemental Nutrition Assistance Program-Education grant was awarded with the goal of improving the likelihood that persons eligible for SNAP will make healthy choices within a limited budget and choose active lifestyles consistent with the current Dietary Guidelines for Americans and MyPlate.

b. Health Insurance Counseling and Advocacy Program (HICAP) – Provides Medicare related health insurance counseling and community education services to over 8,200 seniors and adults with disabilities through a corps of trained volunteers.

5. Indigent Interment

Description: Pays for the cremation and burial, in cemetery lots or niches, of indigent decedents.

Indigent Interment Summary			
Service:	Mandatory		
Level of Service:	Mandatory		
Expenditures:	\$123,776		
Financing:	16,420		
Net County Cost:	107,356		
Funding Sources:			
Local	13.3%	\$16,420	
General Fund	86.7%	107,356	

6. Senior Community Services Employment Program

Description: Provides employment services to very low income individuals age 55 and older including paid and unpaid work experience, vocational pre-employment training, career counseling and skills assessments as well as job placement. This program is funded through Title V of the federal Older American Act (OAA).

Employment and Human Services

Health and Human Services

Senior Community Services Employment

Service:	Discretionary
Level of Service:	Mandatory
Expenditures:	\$543,406
Financing:	543,406
Net County Cost:	0
Funding Sources:	
Federal	100.0% \$543,406

7. In-Home Supportive Services (IHSS)/ Personal Care Services Payments

Description: Funds wages, health and retirement benefits for providers of In-Home Supportive Services (IHSS). The County is responsible for a Maintenance of Effort (MOE) minimum for the cost of these services with the state. There is a 3.5% inflation factor built into the MOE every year. The budget for FY 2015-16 is based on approximately 8.2 million hours of home care due to the possible reinstatement of the previous 7% hour reduction per IHSS recipient.

In-Home Supportive Services Summary

Service:	Mandatory
Level of Service:	Mandatory
Expenditures:	\$27,443,992
Financing:	25,088,201
Net County Cost:	2,355,791
Funding Sources:	
Local	2.0% \$548,122
State	72.7% 19,954,333
Federal	16.7% 4,585,746
General Fund	8.6% 2,355,791

8. In-Home Supportive Services Program Administration

Description: Provides administration of the In-Home Supportive Services (IHSS) program and determines eligibility for services. Assesses the need for in-home services and processes payments to those who provide services to over 8,100 aged, blind and disabled recipients, allowing them to safely remain in their own homes and avoid institutionalization.

In-Home Supportive Services Program Administration Summary

Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$10,059,479
Financing:	8,726,212
Net County Cost:	1,333,267
Funding Sources:	
State	86.7% 8,726,212
General Fund	13.3% 1,333,267
FTE:	69.7

Employment and Human Services

Health and Human Services

In-Home Supportive Services (IHSS) Public Authority

IHSS Public Authority Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	968,429	1,032,020	1,326,548	1,326,548	0
Services and Supplies	134,934	157,791	222,325	222,325	0
Other Charges	586,050	694,108	716,722	716,722	0
Fixed Assets	0	2,000	2,000	2,000	0
Expenditure Transfers	173,617	172,000	179,422	179,422	0
TOTAL EXPENDITURES	1,863,030	2,057,919	2,447,017	2,447,017	0
REVENUE					
Other Local Revenue	171,081	177,069	183,268	183,268	0
Federal Assistance	840,082	981,993	996,050	996,050	0
State Assistance	851,867	804,923	1,267,699	1,267,699	0
GROSS REVENUE	1,863,030	1,963,985	2,447,017	2,447,017	0
NET FUND COST (NFC)	0	93,934	0	0	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	57%	55%	59%	59%	
% Change in Total Exp		10%	19%	0%	
% Change in Total Rev		5%	25%	0%	
% Change in NFC		0%	(100%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	583,999	640,486	789,294	789,294	0
Deferred Comp	4,595	4,080	7,680	7,680	0
FICA/Medicare	42,643	44,143	56,100	56,100	0
Retirement Expense	219,113	225,278	333,562	333,562	0
Employee Group Insurance	115,351	115,128	137,605	137,605	0
Retiree Health Insurance	520	520	0	0	0
Unemployment Insurance	2,208	2,385	2,307	2,307	0

Description: The Public Authority is associated with the Aging and Adult Services Bureau and provides registry and referral service, screens registry applicants, assists IHSS recipients with hiring IHSS providers, and provides provider orientations. The Public Authority also serves as the employer of record (for purposes of collective bargaining) for IHSS providers, provides staff support to the IHSS Advisory Committee and performs other Board-approved functions related to the delivery of In-Home Supportive Services.

Baseline Budget: The FY 2015-16 Baseline Budget includes an increase in Salaries and Benefits, Services and Supplies and other operating expenditures in the amount of \$483,032 from FY 2014-15 Budget. The passage of SB 1036 changes the funding requirements for counties from a share of the non-federal costs to a County IHSS Maintenance of Effort (MOE). By authority of SB 1036, the initial MOE amount for the Public Authority will be increased by an inflation factor of 3.5% each year.

Employment and Human Services

Health and Human Services

Impact: The 3.5% MOE increase due to inflation results in an increase to the County share of costs by \$6,199.

IHSS Public Authority Fund 115500		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$2,447,017
Financing:		2,447,017
Net Fund Cost:		0
Funding Sources:		
Local	8.0%	\$183,268
Federal	40.0%	996,050
State	52.0%	1,267,699
FTE:	16.0*	

* Employees of the Public Authority (not County employees).

Employment and Human Services

Health and Human Services

Children and Family Services Bureau

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	29,373,830	34,281,509	35,438,274	35,438,274	0
Services and Supplies	16,132,146	14,887,786	15,455,544	15,455,544	0
Other Charges	44,341,617	46,769,738	46,738,168	46,738,168	0
Expenditure Transfers	(1,437,792)	314,329	3,321,377	3,321,377	0
TOTAL EXPENDITURES	88,409,802	96,253,362	100,953,363	100,953,363	0
REVENUE					
Other Local Revenue	33,225,059	35,997,406	40,334,513	40,334,513	0
Federal Assistance	33,153,932	37,527,196	37,476,714	37,476,714	0
State Assistance	21,556,386	22,516,149	22,382,513	22,382,513	0
GROSS REVENUE	87,935,377	96,040,751	100,193,740	100,193,740	0
NET COUNTY COST (NCC)	474,425	212,611	759,623	759,623	0
Allocated Positions (FTE)	296	296	294	294	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	33%	36%	36%	36%	
% Change in Total Exp		9%	5%	0%	
% Change in Total Rev		9%	4%	0%	
% Change in NCC		(55%)	257%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	16,508,064	19,745,594	20,311,646	20,311,646	0
Temporary Salaries	833,056	244,449	0	0	0
Permanent Overtime	268,329	151,498	125,000	125,000	0
Deferred Comp	44,387	119,543	104,100	104,100	0
Comp & SDI Recoveries	(180,772)	(188,313)	0	0	0
FICA/Medicare	1,268,447	1,503,286	1,554,015	1,554,015	0
Ret Exp-Pre 97 Retirees	71,492	125,294	4,100	4,100	0
Retirement Expense	6,474,512	7,979,742	6,973,863	6,973,863	0
Employee Group Insurance	2,527,392	3,013,701	2,857,832	2,857,832	0
OPEB Pre-Pay	912,871	946,858	946,860	946,860	0
Unemployment Insurance	65,295	59,980	61,081	61,081	0
Workers Comp Insurance	586,418	579,877	822,792	822,792	0
Labor Received/Provided	(5,662)	0	1,676,985	1,676,985	0

Employment and Human Services

Health and Human Services

Description: The Children and Family Services Bureau promotes family stability, self-sufficiency, safety and the wellbeing of children and families. Programs include Child Welfare Services, Differential Response, Kinship Services, Family Preservation, Foster Home Licensing, Extended Foster Care and support services ages 18-24, Adoptions, and Foster Care.

The FY 2015-16 Baseline Budget includes an overall increase of \$4,700,001 compared to the FY 2014-15 Recommended Budget.

The FY 2015-16 Recommended Budget reflects an increase of both expenditures and revenues due to an increase in State Realignment revenue.

1. Adoption Services

Description: The County's adoption agency exclusively provides services for abused and neglected children when the child is unable to return to the care of their parent. The agency looks to find families that can meet the special needs of these children. The agency also provides post adoption support services to the families and children.

Adoption Services Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$2,686,134	
Financing:	2,681,538	
Net County Cost:	4,596	
Funding Sources:		
Local	61.5%	\$1,652,724
Federal	38.3%	1,028,814
General Fund	0.2%	4,596
FTE:	18.5	

2. Foster Care/Adoption Assistance Eligibility

Description: This program provides eligibility determination for cash assistance for the care of children placed in foster homes and institutions. In addition, the Kinship/Foster Care Emergency Fund removes barriers that may impede successful placements in foster family homes or with caregivers who are relatives. The Kinship Guardianship Assistance (Kin-GAP) program enhances family preservation and stability by recognizing many foster children are in long-term, stable placements with relatives.

Foster Care/Adoption Assistance Eligibility Summary		
Service:	Mandatory	
Level of Service:	Mandatory	
Expenditures:	\$3,790,893	
Financing:	3,730,893	
Net County Cost:	60,000	
Funding Sources:		
Local	40.7%	\$1,541,009
Federal	56.3%	2,132,874
State	1.5%	57,010
General Fund	1.5%	60,000
FTE:	24.6	

Employment and Human Services

Health and Human Services

3. Child Abuse Prevention Contracts

Description: Various contracts provide child abuse prevention services authorized under AB1733.

Child Abuse Prevention Contracts Summary			
Service:		Discretionary	
Level of Service:		Mandatory	
Expenditures:		\$319,185	
Financing:		287,267	
Net County Cost:		31,918	
Funding Sources:			
Local	90.0%	\$287,267	
General Fund	10.0%	31,918	

4. Child Welfare Services

Description: Children's Services staff works with families to assess the safety of children and to assist families and children in reaching their full potential. When children cannot be cared for by their families, due to safety issues, they are placed with families that are able to make a lifelong commitment.

The Department works in collaboration with the community toward healthy independence for families and their children. Services cover an array of activities that include receiving child abuse referrals, investigating child abuse allegations, petitioning the Juvenile Court in dependency matters, providing in-home and out-of-home services to ameliorate abuse and neglect issues, and facilitate adoption services. The Department serves approximately 2,700 children per year.

Child Welfare Services are delivered with a focus on outcomes for children. Goals include: increasing community capacity to provide a safe environment, free from abuse/neglect for children; increasing the capacity of families to provide a safe and nurturing environment for children; increasing successful permanency outcomes for children in the Child Welfare

System; and increasing placement resources for children in out-of-home care.

The Department contracts with various community providers. Emphasis is on sustaining and expanding innovative service delivery models including Team Decision Making and Differential Response. Both models provide a customized response to reports of abuse and neglect. These services build community capacity to provide prevention, early intervention and post permanency services to families outside of the Child Welfare System.

- a. Emergency Response** - Children's Services Emergency Response provides 24-hour, 365 days per year response to allegations of child abuse and neglect. A person may report abuse and neglect to a centralized screening unit. Social workers determine the course of action to assess the safety of children.
- b. Family Maintenance** - Family maintenance services are arranged for and provided by Children's Services staff to maintain children in their own homes. The social workers actively works with families to address the issues that brought them to the attention of Child Welfare. In 2014, approximately 540 children and their families received these intensive services.
- c. Family Reunification** - When a child is removed from a parent's care due to abuse or neglect, services are provided to remedy the conditions that led to the removal. A reunification plan is developed to resolve those issues. In 2014, CFS provided Family Reunification services to about 900 children and their families.
- d. Permanency Planning** - Planning services assist children in establishing a permanent family. The law requires permanency with a relative caregiver; an adoption or guardianship will be established to help children if they are unable to return to the care of their biological family. In calendar year 2014, approximately 850 children in out-of-home care received permanency planning services at some point during the year.

Employment and Human Services

Health and Human Services

Child Welfare Services Summary

Service:	Mandatory	
Level of Service:	Mandatory	
Expenditures:	\$43,319,280	
Financing:	43,238,835	
Net County Cost:	80,445	
Funding Sources:		
Local	43.1%	\$18,676,855
Federal	39.2%	16,979,154
State	17.5%	7,582,826
General Fund	0.2%	80,445
FTE:	239.5	

5. Family Preservation Program

Description: Various contracts provide intensive social work services to children and families when the child is at risk of an out-of-home placement. This program has an excellent success rate preventing children from entering into the labor intensive and expensive out-of-home placement system. This program reduces overall County costs for foster care and improves long term outcomes for children.

Family Preservation Program Summary

Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$1,457,611	
Financing:	1,396,939	
Net County Cost:	60,672	
Funding Sources:		
Local	52.0%	\$757,751
Federal	43.9%	639,188
General Fund	4.1%	60,672

6. Foster Home Licensing

Description: The County administers the licensing of foster homes under a Memorandum of Understanding with the California Department of Social Services. This program processes applications for foster home licenses and provides support services to licensed foster parents.

The Substance Abuse (SA)/Human Immunodeficiency Virus (HIV) Infant Program along with the AB 2129 Foster Parent Training and Recruitment program recruits and trains foster parents or relatives to care for substance and alcohol exposed infants. In addition, the programs arrange respite care for families to encourage placement of foster children in homes reflecting their racial and cultural heritage.

Foster Home Licensing Summary

Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$1,185,114	
Financing:	1,133,301	
Net County Cost:	51,813	
Funding Sources:		
Local	32.7%	\$387,730
Federal	25.1%	297,866
State	37.8%	447,705
General Fund	4.4%	51,813
FTE:	4.9	

Employment and Human Services

Health and Human Services

7. Aid to Adoptions Program (AAP)

Description: Provides payments to families in the adoption process or who have adopted children into their care. A total of 1,736 cases are anticipated in FY 2015-16.

Aid to Adoptions Program (AAP) Summary			
Service:	Mandatory		
Level of Service:	Mandatory		
Expenditures:	\$17,011,811		
Financing:	16,692,479		
Net County Cost:	319,332		
Funding Sources:			
Local	45.7%	\$7,782,722	
Federal	38.7%	6,587,152	
State	13.7%	2,322,605	
General Fund	1.9%	319,332	

8. Foster Care Payments

Description: Provides for the care of children in foster homes.

- a. **Foster Care** - A federal, state, and county funded program that provides payment for the care of foster children in the custody of the County. These payments are for children residing in all levels of foster care including residential treatment, relative or non-relative foster care or Foster Family Agency homes.
- b. **County Board and Care** - Provides for children not eligible for federal or state foster care.
- c. **Enhanced Kin Guardian Assistance Program (KinGAP)** - Provides payments to relative caregivers who have established a guardianship through the Juvenile Dependency Court.

Foster Care Payments Summary			
Service:	Mandatory		
Level of Service:	Mandatory		
Expenditures:	\$30,346,918		
Financing:	30,196,071		
Net County Cost:	150,847		
Funding Sources:			
Local	29.0%	\$8,787,608	
Federal	31.1%	9,436,096	
State	39.5%	11,972,367	
General Fund	0.4%	150,847	

9. Independent Living Skills

Description: Provides individual and group support services, including practical skill building for foster youth eligible for federal foster care funds when transitioning out of the foster care system. This program assists participants to function as self-sufficient adults (the program has identified over 600 youth between the ages of 15½ and 24 who are eligible for services). The Transitional Housing Placement - Plus program provides housing and supportive services to youth who have emancipated from the foster care system. Clients are eligible for these services until the age of 24.

Independent Living Skills Summary			
Service:	Mandatory		
Level of Service:	Discretionary		
Expenditures:	\$836,417		
Financing:	\$836,417		
Net County Cost:	0		
Funding Sources:			
Local	55.1%	\$460,847	
Federal	44.9%	375,570	
FTE:	6.0		

Employment and Human Services

Health and Human Services

County Children's Trust

County Children's Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Services and Supplies	89,379	302,310	185,000	185,000	0
TOTAL EXPENDITURES	89,379	302,310	185,000	185,000	0
REVENUE					
Other Local Revenue	188,206	185,000	185,000	185,000	0
GROSS REVENUE	188,206	185,000	185,000	185,000	0
NET FUND COST (NFC)	(98,827)	117,310	0	0	0
FINANCIAL INDICATORS					
% Change in Total Exp		238%	(39%)	0%	
% Change in Total Rev		(2%)	0%	0%	
% Change in NFC		(219%)	(100%)	0%	

Description: In 1982, AB 2994 allowed counties to establish funding through birth certificate fees. The Family and Children's Trust Committee makes recommendations regarding funding for various contracts to provide child abuse prevention services. Fees are deposited in a special fund separate from the General Fund.

The Baseline Budget maintains the current level of services.

No adjustment from Baseline to Recommended Budget for FY 2015-16 is required.

County Children's Trust Fund 132800		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$185,000	
Financing:	185,000	
Net Fund Cost:	0	
Funding Sources:		
Local	100.0%	\$185,000

Employment and Human Services Health and Human Services

Ann Adler Children and Family Trust

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Services and Supplies	55,957	80,000	80,000	80,000	0
TOTAL EXPENDITURES	55,957	80,000	80,000	80,000	0
REVENUE					
Other Local Revenue	55,957	80,000	80,000	80,000	0
GROSS REVENUE	55,957	80,000	80,000	80,000	0
FINANCIAL INDICATORS					
% Change in Total Exp		43%	0%	0%	
% Change in Total Rev		43%	0%	0%	

Description: In 1991, the Board of Supervisors created the Ann Adler Children and Family program with oversight from the Family and Children's Trust Committee. Donations received from individuals, public, private and other agencies are allocated through contracts to support programs for the care of abused, neglected and at risk children.

The Baseline Budget maintains the current level of services.

No adjustment from Baseline to Recommended Budget for FY 2015-16 is required.

Ann Adler Children and Family Trust		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$80,000	
Financing:	80,000	
Net Fund Cost:	0	
Funding Sources:		
Local	100.0%	\$80,000

Employment and Human Services

Health and Human Services

Workforce Services Bureau

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	76,607,807	82,353,913	88,141,240	88,141,240	0
Services and Supplies	15,145,519	21,119,247	24,469,568	24,469,568	0
Other Charges	62,361,950	62,448,699	65,915,743	65,915,743	0
Expenditure Transfers	38,339,323	39,187,185	40,590,640	40,590,640	0
TOTAL EXPENDITURES	192,454,599	205,109,044	219,117,191	219,117,191	0
REVENUE					
Other Local Revenue	27,097,026	24,066,176	20,011,720	20,011,720	0
Federal Assistance	68,790,241	76,589,914	86,191,277	86,191,277	0
State Assistance	91,734,813	99,591,217	107,088,981	107,088,981	0
GROSS REVENUE	187,622,080	200,247,307	213,291,978	213,291,978	0
NET COUNTY COST (NCC)	4,832,519	4,861,737	5,825,213	5,825,213	0
Allocated Positions (FTE)	952	952	991	991	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	50%	50%	49%	49%	
% Change in Total Exp		7%	7%	0%	
% Change in Total Rev		7%	7%	0%	
% Change in NCC		1%	20%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	41,509,576	47,323,467	51,081,908	51,081,908	0
Temporary Salaries	2,943,057	638,915	2,194,309	2,194,309	0
Permanent Overtime	1,997,829	230,258	230,258	230,258	0
Deferred Comp	262,190	414,595	807,800	807,800	0
Comp & SDI Recoveries	(364,637)	(194,240)	(194,240)	(194,240)	0
FICA/Medicare	3,373,458	3,498,220	4,361,133	4,361,133	0
Ret Exp-Pre 97 Retirees	176,902	129,499	129,499	129,499	0
Retirement Expense	16,078,361	18,915,753	18,608,927	18,608,927	0
Employee Group Insurance	7,929,940	8,762,112	7,183,978	7,183,978	0
OPEB Pre-Pay	1,248,037	1,417,244	1,327,705	1,327,705	0
Unemployment Insurance	171,825	153,311	165,580	165,580	0
Workers Comp Insurance	1,536,829	1,481,779	2,244,383	2,244,383	0
Labor Received/Provided	(255,561)	(417,000)	0	0	0

Description: The Workforce Services Bureau provides financial support and services to low-income clients, including supportive services,

necessary for heads of families and single adults to obtain and retain employment.

Employment and Human Services

Health and Human Services

The Baseline Budget reflects an increased level of expenditures and revenue of \$14 million from FY 2014-2015. This is due to increased caseloads and services in the CalWORKs, CalFresh, and Medi-Cal programs. No adjustment from the Baseline to Recommended budget for FY 2015-2016 is required.

1. CalWORKs Programs

- a. CalWORKs Eligibility** - Provides eligibility determination for CalWORKs cash aid, supportive services, and includes ongoing case management. In the FY 2013-14 program year, there were 11,707 applications received which is a 5% decrease from the prior year. However, there was an increase in caseload during this same period. This program component also includes funding for staff development and welfare fraud investigation.
- b. CalWORKs Employment Services** - Provides case management of CalWORKs recipients who have a Welfare-to-Work (WTW) requirement. WTW activities are intended to help participants obtain and retain employment, and includes supportive services such as housing, transportation, childcare, and referrals for substance abuse, mental health and domestic abuse. Subsidized employment and special support programs are also included.
- c. CalWORKs Child Care** – Provides eligibility determination for subsidized child care. This program is responsible for State-required reporting and documentation, and making payments to child care providers. The California Department of Social Services provides Stage One child care funding for CalWORKs recipients. *Stage One* supports child care services to CalWORKs participants who receive aid, stabilizing their current situation with work or educational activities. Once a CalWORKs recipient has stabilized, they are referred to the Community Services Bureau for Stage Two child care services. Stage Two child care is funded through the California Department of Education.

d. CalWORKs Family Stabilization –

Provides comprehensive evaluations and wraparound services to Welfare-to-Work families who are experiencing identified situations and/or crises.

CalWORKs/TANF Work Programs

Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$63,522,963
Financing:		63,513,757
Net County Cost:		9,206
Funding Sources:		
Federal	73.8%	46,886,745
State	25.9%	16,469,692
Local	0.2%	157,320
General Fund	0.1%	9,206
FTE:	409.9	

2. CalWORKs Cash Assistance (TANF*)

Description: Cash assistance to eligible families based on income levels. As of January 1, 2013, a 24-month Welfare-to-Work clock was implemented requiring clients to meet specific work participation requirements in order to continue eligibility for the remaining 24-month period. The average monthly caseload for the program year 2013-2014 was 11,132.

*Temporary Assistance to Needy Families

TANF Cash Assistance Summary

Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$59,433,932
Financing:		58,054,581
Net County Cost:		1,379,351
Funding Sources:		
Local	33.4%	19,854,400
State	33.6%	19,955,641
Federal	30.7%	18,244,540
General Fund	2.3%	1,379,351

Employment and Human Services

Health and Human Services

3. Medi-Cal Eligibility

Provides application processing, eligibility determination, and ongoing case management for more than 50 Medi-Cal programs and the implementation of new programs due to the Affordable Care Act. These major Medi-Cal programs provide comprehensive medical services to children and adults in low-income families.

In FY 2013-14, there were approximately 54,505 Medi-Cal applications received which equates to a 32% increase in the number of applications taken over the previous fiscal year and a 38% increase in the number of Medi-Cal cases.

Medi-Cal Eligibility Summary			
Service:	Mandatory		
Level of Service:	Mandatory		
Expenditures:	\$54,825,004		
Financing:	53,760,079		
Net County Cost:	1,064,925		
Funding Sources:			
State	98.1%	53,760,079	
General Fund	1.9%	1,064,925	
FTE:	353.3		

4. CalFresh Eligibility

Description: Provides application processing and eligibility determination for both cash and non-cash assisted families. During FY 2013-2014, the number of CalFresh applications received was 38,594 resulting in a 14% increase in the number of applications received from the prior fiscal year, and the ongoing caseload increased by 10% at an average monthly caseload of 38,627.

CalFresh Eligibility Summary			
Service:	Mandatory		
Level of Service:	Mandatory		
Expenditures:	\$ 41,046,232		
Financing:	37,674,502		
Net County Cost:	3,371,730		
Funding Sources:			
State	41.0%	16,832,035	
Federal	50.8%	20,842,467	
General Fund	8.2%	3,371,730	
FTE:	228.1		

5. Refugee Programs Eligibility

Description: Provides eligibility determination and grant maintenance activities for the Refugee Cash Assistance (RCA) and the Cash Assistance Program for Immigrants (CAPI).

Refugee Eligibility Summary			
Service:	Mandatory		
Level of Service:	Mandatory		
Expenditures:	\$90,824		
Financing:	90,824		
Net County Cost:	0		
Funding Sources:			
State	78.8%	\$71,534	
Federal	21.2%	19,290	
FTE:	0.1		

Refugee Payments Summary			
Service:	Mandatory		
Level of Service:	Mandatory		
Expenditures:	\$198,235		
Financing:	198,235		
Net County Cost:	0		
Funding Sources:			
Federal	100.0%	\$198,235	

Employment and Human Services

Health and Human Services

Covered California Call Center

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	8,126,083	13,750,829	11,886,003	11,886,003	0
Services and Supplies	833,071	629,020	1,880,959	1,880,959	0
Other Charges	0	5,000	0	0	0
Fixed Assets	74,077	50,000	0	0	0
TOTAL EXPENDITURES	9,033,230	14,434,849	13,766,962	13,766,962	0
REVENUE					
Federal Assistance	9,033,230	14,434,849	13,766,962	13,766,962	0
GROSS REVENUE	9,033,230	14,434,849	13,766,962	13,766,962	0
NET COUNTY COST (NCC)	0	0	0	0	0
Allocated Positions (FTE)	204	204	201	201	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	90%	95%	86%	86%	
% Change in Total Exp		60%	(5%)	0%	
% Change in Total Rev		60%	(5%)	0%	
% Change in NCC		(100%)	0%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	4,878,379	7,890,407	7,179,019	7,179,019	0
Permanent Overtime	26,990	1,000	1,000	1,000	0
Deferred Comp	101,448	256,740	231,888	231,888	0
FICA/Medicare	366,694	603,318	548,942	548,942	0
Ret Exp-Pre 97 Retirees	13,757	17,900	15,838	15,838	0
Retirement Expense	1,285,528	2,362,808	2,170,168	2,170,168	0
Employee Group Insurance	798,539	1,671,157	1,509,387	1,509,387	0
Unemployment Insurance	18,730	23,436	21,331	21,331	0
Workers Comp Insurance	163,308	229,063	208,430	208,430	0
Labor Received/Provided	472,710	695,000	0	0	0

Description: Contra Costa County Employment and Human Services Department entered into a contractual agreement with the State of California to run the only county-operated statewide Call Center which provides healthcare enrollment services under the Affordable Care Act to California residents.

The Contra Costa County Covered California Call Center (also known as 7C's) launched open enrollment services on October 1, 2013. From October 1, 2013 through December 31, 2014 the 7C's handled approximately 413,260 calls based on data provided by Covered California.

Employment and Human Services

Health and Human Services

The baseline budget assumes the same level of operations at the Covered California Call Center as FY 2014-2015.

There is no change between the baseline and recommended budget for FY 2015-2016.

Covered California Call Center		
Service:	Mandatory	
Level of Service:	Mandatory	
Expenditures:	\$13,766,962	
Financing:	13,766,962	
Net County Cost:	0	
Funding Sources:		
Federal	100.0%	13,766,962
FTE: 201.0		

Employment and Human Services

Health and Human Services

Workforce Development Board

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	2,107,557	2,103,153	1,846,681	1,846,681	0
Services and Supplies	3,637,155	4,098,957	4,927,085	4,927,085	0
Other Charges	136,121	0	0	0	0
Expenditure Transfers	3,005,059	3,047,890	2,956,786	2,956,786	0
TOTAL EXPENDITURES	8,885,893	9,250,000	9,730,552	9,730,552	0
REVENUE					
Other Local Revenue	167,800	725,000	500,000	500,000	0
Federal Assistance	8,717,053	8,525,000	9,230,552	9,230,552	0
GROSS REVENUE	8,884,853	9,250,000	9,730,552	9,730,552	0
NET COUNTY COST (NCC)	1,040	0	0	0	0
Allocated Positions (FTE)	16	16	15	15	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	36%	34%	27%	27%	
% Change in Total Exp		4%	5%	0%	
% Change in Total Rev		4%	5%	0%	
% Change in NCC		(100%)	0%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	674,123	1,251,352	1,129,269	1,129,269	0
Temporary Salaries	804,051	11,604	9,776	9,776	0
Permanent Overtime	785	0	0	0	0
Deferred Comp	6,970	13,080	70,563	70,563	0
Comp & SDI Recoveries	(3,481)	0	0	0	0
FICA/Medicare	111,525	96,261	16,466	16,466	0
Ret Exp-Pre 97 Retirees	2,908	0	0	0	0
Retirement Expense	261,214	501,301	371,684	371,684	0
Employee Group Insurance	93,895	181,762	170,960	170,960	0
OPEB Pre-Pay	10,639	10,639	28,405	28,405	0
Unemployment Insurance	3,101	3,797	3,417	3,417	0
Workers Comp Insurance	29,350	33,357	46,141	46,141	0
Labor Received/Provided	112,478	0	0	0	0

Description: The Workforce Development Board (WDB) is a business-led body whose members are appointed by the Board of Supervisors to shape and strengthen local

and regional workforce development efforts. The WDB brings together leaders from business, economic development, education, labor, community-based organizations, and

Employment and Human Services

Health and Human Services

public agencies to align a variety of resources and organizations to enhance the competitiveness of the local workforce and support economic vitality in our region.

The Baseline Budget for FY 2015-16 is relatively level with FY 2014-15. The maintained level of revenue should accommodate the steady flow of services and supplies.

No adjustment from the Baseline Budget to the Recommended Budget for FY 2015-16 is required.

1. Workforce Innovation & Opportunity Act (WIOA)

Description: The Workforce Innovation and Opportunity Act (WIOA) of 2014 provides programs and services to help job seekers become re-employed and provides resources to help support business development. The Workforce Innovation and Opportunity Act supports the alignment, integration and coordination of various federal workforce development programs. Programs overseen by the WDB serve more than 20,000 individuals and 1,000 businesses annually. The Workforce Development Board staff includes additional direct service staff working in the EASTBAY Works One-Stop Career Centers who are paid through the Workforce Services Bureau.

Pursuant to specific mandates within the WIOA, for which regulations are still pending as of Winter 2015, the WDB administers and coordinates the following:

a. Adult Program - Through the local network of America's Job Center of California (AJCC) which were formerly referred to as EASTBAY Works One-Stop Career Centers, this program provides core employment services including job search and placement assistance, career counseling and initial assessment of skills. Core services are available with no eligibility requirement. Intensive services such as comprehensive assessments, group and individual career counseling, and supportive services are provided to long-term unemployed workers who are unable to obtain employment by solely utilizing core services. Participants

unable to obtain employment after receiving core and intensive services may receive training services. Employed individuals who have not attained economic self-sufficiency may also receive additional services, including training. Training services include basic skills, career technical education, on-the-job training, and other training programs that combine work-based learning with related instructional activities and services.

- b. Dislocated Worker Program** - Provides the same services as the Adult Program except that Dislocated Worker funding may only be used for recently unemployed participants identified as eligible "dislocated workers" as defined in Federal and State regulations. Rapid Response funding augments this program by providing outplacement services to individuals being displaced from employment due to a layoff or business closure.
- c. Youth Program** - Provides employment services to very low income youth between the ages of 14-24 years old (including both high school students and out-of-school youth) facing barriers to employment. Services include paid and unpaid work experience, occupational skills training, tutoring, study skills training, alternative secondary school services, mentoring and comprehensive guidance and counseling.
- d. Grant-Funded Programs** – The WDB administers several grant-funded programs of varying duration and scope. Grant funds are often WIA funds obtained through competitive processes, but may include other sources as well.

Employment and Human Services

Health and Human Services

Workforce Investment Act (WIA) Employment & Training Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$9,230,552	
Financing:	9,230,552	
Net County Cost:	0	
Funding Sources:		
Federal	100.0%	\$9,230,552
FTE: 14.0		

2. Small Business Development (SBDC)

Description: The Contra Costa SBDC provides business advising, consulting, training, and other technical assistance to start-up and existing small businesses, providing economic development and stimulating entry-level job growth and self-employment activities. Primary funds for the SBDC come from the U.S. Small Business Administration (SBA), with additional support from local and private funding sources.

Small Business Development Center Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$500,000	
Financing:	500,000	
Net County Cost:	0	
Funding Sources:		
Local	100.0%	\$500,000
FTE: 1.0		

Employment and Human Services

Health and Human Services

Service Integration Teams (SIT)

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Services and Supplies	61,265	135,000	135,000	135,000	0
Expenditure Transfers	(29,463)	0	0	0	0
TOTAL EXPENDITURES	31,802	135,000	135,000	135,000	0
REVENUE					
Other Local Revenue	31,802	135,000	135,000	135,000	0
GROSS REVENUE	31,802	135,000	135,000	135,000	0
NET COUNTY COST (NCC)	0	0	0	0	0
FINANCIAL INDICATORS					
% Change in Total Exp		325%	0%	0%	
% Change in Total Rev		325%	0%	0%	

Description: The Service Integration Team (SIT) in Bay Point has transitioned into a SparkPoint Center. Ten nonprofit partners, plus the County Health Services Department and First 5, work together to help East Contra Costa residents become economically self-sufficient. Goals for clients: credit score of 650 or above, 40% or less debt to equity, living wage job and 1-3 months savings.

In North Richmond the SIT team focuses on family economic stability and youth development. Computers with internet access help low income residents search for jobs, write resumes and cover letters and communicate with potential employers via email. Youth from North Richmond and San Pablo who have a parent receiving public assistance are brought together at the center to support their healthy development.

The Baseline and Recommended Budget assumes the same level of operations as FY 2014-15.

No adjustment from Baseline to Recommended Budget for FY 2015-2016 is required.

Service Integration Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$135,000
Financing:		135,000
Net County Cost:		0
Funding Sources:		
Local	100.0%	\$135,000

Employment and Human Services

Health and Human Services

Community Services Bureau

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	14,212,783	17,571,046	18,278,341	18,278,341	0
Services and Supplies	8,850,268	12,447,242	11,423,746	11,423,746	0
Other Charges	39,419	55,158	57,344	57,344	0
Fixed Assets	0	140,000	140,000	140,000	0
Expenditure Transfers	7,072,101	10,184,400	10,218,983	10,218,983	0
TOTAL EXPENDITURES	30,174,571	40,397,846	40,118,414	40,118,414	0
REVENUE					
Other Local Revenue	9,616,171	10,991,342	11,087,063	11,087,063	0
Federal Assistance	19,675,639	28,676,031	28,542,127	28,542,127	0
State Assistance	250,312	571,685	330,436	330,436	0
GROSS REVENUE	29,542,122	40,239,058	39,959,626	39,959,626	0
NET COUNTY COST (NCC)	632,449	158,788	158,788	158,788	0
Allocated Positions (FTE)	203	203	211	211	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	62%	58%	61%	61%	
% Change in Total Exp		34%	(1%)	0%	
% Change in Total Rev		36%	(1%)	0%	
% Change in NCC		(75%)	0%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	6,934,719	9,445,604	10,201,738	10,201,738	0
Temporary Salaries	1,197,067	115,281	188,611	188,611	0
Permanent Overtime	945	25,093	25,093	25,093	0
Deferred Comp	23,196	109,980	104,280	104,280	0
Comp & SDI Recoveries	(38,771)	(30,353)	(30,353)	(30,353)	0
FICA/Medicare	590,933	722,118	784,933	784,933	0
Ret Exp-Pre 97 Retirees	30,783	34,831	34,831	34,831	0
Retirement Expense	2,704,081	3,747,532	3,445,510	3,445,510	0
Employee Group Insurance	1,612,126	2,295,750	2,345,782	2,345,782	0
Retiree Health Insurance	591,723	559,243	488,482	488,482	0
OPEB Pre-Pay	242,650	242,650	242,650	242,650	0
Unemployment Insurance	30,374	28,513	30,905	30,905	0
Workers Comp Insurance	270,170	274,804	415,879	415,879	0
Labor Received/Provided	22,787	0	0	0	0

Employment and Human Services

Health and Human Services

Description: Community Services Bureau (CSB) has provided services to Contra Costa County residents since 1965. As the Community Action designee for Contra Costa County, CSB offers comprehensive Head Start and state funded childcare programs for families and children, ages 0-5; energy assistance and weatherization and CalWORKs childcare vouchers for welfare-to-work recipients. CSB has partnerships with dozens of non-profit community organizations that provide an array of family services. CSB utilizes a comprehensive approach to childcare, providing high quality educational care to children and their families, physical health, nutritional, mental health, disabilities and school readiness services to the families.

In 2007, Congress enacted legislation that required, for the first time in the program's history, greater competition within communities for Head Start funding. Due to this Federal mandate, the Department submitted funding applications in July 2012 to re-compete for its Head Start and Early Head Start grants and emerged from the process with a majority of its grant intact, with a small portion of its service area awarded to a non-profit agency serving the Monument Corridor.

The Baseline Budget reflects a net reduction in operating expenses of \$457,554 from the FY 14-15 Budget. Baseline revenues are projected to decline by \$279,432 from the current year's funding level.

No adjustment from Baseline to Recommended Budget for FY 2015-16 is required.

1. Community Action Programs

Description: Community Action Programs provide assistance to low-income families and individuals to remove obstacles and solve problems that block the achievement of self-sufficiency. Utilizing Federal Community Services Block Grants and other local funds, the program supports activities that can achieve measurable outcomes in educational capability, literacy skills, housing attainment, income enhancement, disaster preparedness, etc. The program is also used to support the

developmental needs of at-risk youth in low-income communities.

Community Action Programs Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		\$3,218,421
Financing:		3,075,240
Net County Cost:		143,181
Funding Sources:		
Local	69.1%	\$2,223,160
Federal	26.5%	852,080
General Fund	4.4%	143,181
FTE:	26.0	

2. Head Start

Description: Head Start provides part-day and full-day educational and comprehensive services to 1,571 income-eligible children three to five years old and their families. \$7.2 million in Head Start revenue is transferred to the Child Development Fund to support staff costs for services provided to an additional 715 children in full-day childcare. Head Start revenue also funds enhancement services to seven partnering childcare agencies and home visitation services to 84 children and their families.

Head Start Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		\$20,675,931
Financing:		20,675,931
Net County Cost:		0
Funding Source:		
Local	0.1%	\$23,308
Federal	98.3%	20,322,766
State	1.6%	329,857
FTE:	92.5	

Employment and Human Services

Health and Human Services

3. Child Start

Description: Child Start combines Head Start, Early Head Start and Child Development funds to provide year-round childcare 10.5 hours per day for about 715 children of low-income working parents. This program also funds family development services including employment assistance, health access, food referrals and housing support. Services are available at 12 centers with 44 classrooms in or close to neighborhoods where the children live.

Child Start Summary			
Service:		Discretionary	
Level of Service:		Mandatory	
Expenditures:		\$7,749,772	
Financing:		7,749,772	
Net County Cost:		0	
Funding Sources:			
Local	100.0%	\$7,749,772	
FTE: 69.0			

4. Early Head Start

Description: Early Head Start provides infant, toddler and family comprehensive services to 311 eligible children and their families. Approximately \$2.2 million in Early Head Start revenue is transferred to the Child Development Fund to support staff costs for services provided to 466 children in full-day childcare. Services are provided at sites located in Richmond, Bay Point, Rodeo, San Pablo, Oakley, Concord, and Brentwood, as well as through partner agencies in Richmond, Concord, El Cerrito, Martinez, Pittsburg, and Antioch. The Home Base Program provides home visitation services to 84 children and their families. Also included are the unborn children of pregnant women who receive medical services and are enrolled in a health plan.

Early Head Start Summary			
Service:			Discretionary
Level of Service:			Mandatory
Gross Expenditures:			\$5,106,942
Financing:			5,106,942
Net County Cost:			0
Funding Source:			
Federal	100.0%		\$5,106,363
State	0.0%		579
FTE:	5.0		

5. Child Nutrition

Description: Child Nutrition prepares and delivers approximately 451,163 meals (breakfast, snacks, and lunch) to more than 1,261 children enrolled in Head Start and Child Development childcare centers throughout the County.

Childhood Nutrition Summary			
Service:		Discretionary	
Level of Service:		Mandatory	
Gross Expenditures:		\$1,090,823	
Financing:		1,090,823	
Net County Cost:		0	
Funding Sources:			
Local	100.0%	\$1,090,823	
FTE: 12.0			

Employment and Human Services

Health and Human Services

6. Housing & Energy

Description: The Housing & Energy program combines funding from the U.S. Department of Energy and the U.S. Health and Human Services Department to provide utility bill payment assistance, energy education and weatherization services to approximately 4,269 low-income residents of the County.

Housing & Energy Summary			
Service:		Discretionary	
Level of Service:		Mandatory	
Gross Expenditures:		\$2,276,525	
Financing:		2,260,918	
Net County Cost:		15,607	
Funding Sources:			
Federal	99.3%	\$2,260,918	
General Fund	0.7%	15,607	
FTE: 6.0			

Employment and Human Services

Health and Human Services

Child Development Fund

Child Development Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	6,321,849	6,974,610	7,101,343	7,101,343	0
Services and Supplies	2,944,429	3,521,228	3,751,046	3,751,046	0
Other Charges	4,240,428	2,735,151	4,207,953	4,207,953	0
Fixed Assets	0	100,000	50,000	50,000	0
Expenditure Transfers	6,417,215	6,401,637	8,200,270	8,200,270	0
TOTAL EXPENDITURES	19,923,922	19,732,626	23,310,612	23,310,612	0
REVENUE					
Other Local Revenue	5,695,142	6,216,782	7,029,815	7,029,815	0
State Assistance	14,552,222	13,404,508	16,280,797	16,280,797	0
GROSS REVENUE	20,247,364	19,621,290	23,310,612	23,310,612	0
NET FUND COST (NFC)	(323,442)	111,336	0	0	0
Allocated Positions (FTE)	98	98	99	99	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	47%	52%	47%	47%	
% Change in Total Exp		(1%)	18%	0%	
% Change in Total Rev		(3%)	19%	0%	
% Change in NFC		(134%)	(100%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	2,889,338	3,479,492	3,665,972	3,665,972	0
Temporary Salaries	705,124	287,960	287,960	287,960	0
Permanent Overtime	4,930	2,110	2,110	2,110	0
Deferred Comp	6,064	20,820	22,620	22,620	0
Comp & SDI Recoveries	(44,048)	(29,329)	(29,329)	(29,329)	0
FICA/Medicare	258,695	266,268	280,284	280,284	0
Ret Exp-Pre 97 Retirees	12,118	23,096	23,096	23,096	0
Retirement Expense	1,150,729	1,392,518	1,252,068	1,252,068	0
Employee Group Insurance	945,720	1,103,456	1,113,412	1,113,412	0
Retiree Health Insurance	264,037	316,650	323,663	323,663	0
Unemployment Insurance	13,262	10,538	11,084	11,084	0
Workers Comp Insurance	120,112	101,031	148,403	148,403	0
Labor Received/Provided	(4,231)	0	0	0	0

Employment and Human Services

Health and Human Services

Description: The Child Development Fund provides funding for the California State Preschool Program (CSPP) that serves about 1,315 children of low- and middle-income families in 12 centers with 43 classrooms and six partner agencies throughout the County. In addition, the Child Development Fund provides funding to CalWORKs Stage 2 and CAPP programs that serve children of families transitioning from TANF* to work. Participation in CalWORKs Stage 2 and CAPP enables parents to remain stable in their new job environment. State funding also provides childcare services to six partnering childcare agencies

During FY 2014-15, Contra Costa Community College ended its California State Preschool (CSPP) contract from the State. After a competitive process the State California Department of Education, awarded the Community Services Bureau \$1.1 million to administer this program. Previously Contra Costa Community College managed this program and subcontracted with the County.

FY 2015-16 Child Development Fund Baseline Budget reflects an increase in operating expenses of \$3,393.896 from FY 2014-15 Budget. Baseline revenues are projected to increase by \$3,689,322 from FY 2014-15 Budget.

*Temporary Aid to Needy Families

No adjustment from Baseline to Recommended Budget for FY 2015-16 is required.

Child Development Fund 111600		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		23,310,612
Financing:		23,310,612
Net Fund Cost:		0
Funding Source:		
Local	30.2%	\$7,029,815
State	69.8%	16,280,797
FTE:	99.0	

Employment and Human Services

Health and Human Services

Community College Child Development Fund

Community College Child Development Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	287,045	356,617	0	0	0
Services and Supplies	2,477	2,816	0	0	0
Other Charges	1,176	671	0	0	0
Expenditure Transfers	1,687,484	1,876,674	0	0	0
TOTAL EXPENDITURES	1,978,181	2,236,778	0	0	0
REVENUE					
Other Local Revenue	764,953	1,014,462	0	0	0
State Assistance	1,213,053	1,202,294	0	0	0
GROSS REVENUE	1,978,006	2,216,756	0	0	0
NET FUND COST (NFC)	175	20,022	0	0	0
Allocated Positions (FTE)	4	4	0	0	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	99%	99%	0%	0%	
% Change in Total Exp		13%	(100%)	0%	
% Change in Total Rev		12%	(100%)	0%	
% Change in NFC		11327%	(100%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	112,576	137,928	0	0	0
Temporary Salaries	56,868	72,292	0	0	0
Permanent Overtime	98	0	0	0	0
FICA/Medicare	11,448	10,548	0	0	0
Ret Exp-Pre 97 Retirees	471	0	0	0	0
Retirement Expense	44,764	55,920	0	0	0
Employee Group Insurance	38,009	54,192	0	0	0
Retiree Health Insurance	21,309	21,309	0	0	0
Unemployment Insurance	590	420	0	0	0
Workers Comp Insurance	5,748	4,008	0	0	0
Labor Received/Provided	(4,837)	0	0	0	0

Description: Community College Child Development Fund provides funding for the California State Preschool Program (CSPP) for

full-day and half-day pre-school childcare services for children of low- and middle-income families.

Employment and Human Services

Health and Human Services

Baseline Budget: During FY 2014-15, Contra Costa Community College relinquished its California State Preschool (CSPP) contract from the State. The Community Services Bureau operated this program for the Community College as subcontractor. The State announced its intention to redistribute the relinquished funds. After a competitive process and review conducted by the State California Department of Education, the Contra Costa County's Community Services Bureau was awarded \$1.1 million to administer the program. Revenue and expenses previously were recorded under the Community College Child Development Fund (Fund 114800). In FY 2015-16 they are included in the Child Development Fund (111600).

Employment and Human Services

Health and Human Services

Childcare Enterprise Fund

Childcare Enterprise Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Services and Supplies	0	1,000	1,000	1,000	0
Other Charges	0	1,000	1,000	1,000	0
Expenditure Transfers	0	72,089	72,089	72,089	0
TOTAL EXPENDITURES	0	74,089	74,089	74,089	0
REVENUE					
Other Local Revenue	2,478	74,089	74,089	74,089	0
GROSS REVENUE	2,478	74,089	74,089	74,089	0
NET FUND COST (NFC)	(2,478)	0	0	0	0
FINANCIAL INDICATORS					
% Change in Total Rev		2890%	0%	0%	
% Change in NFC		(100%)	0%	0%	

Description: The Childcare Enterprise program was approved by the Board of Supervisors on September 18, 2007. This tuition-based program offers child day care at below market rates to families who cannot otherwise afford the cost of childcare in order to stay in the workforce and remain self-sufficient. Childcare Enterprise Fund services are integrated in classrooms at several of the centers throughout the county. The number of tuition-based slots in each classroom depends upon the number of lower-income families that demonstrate the need for affordable childcare in each of those areas. These tuition-based slots are commingled with Head Start and State Child Development slots.

No adjustment from Baseline to Recommended Budget for FY 2015-16 is required.

Childcare Enterprise Fund 142500		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		\$74,089
Financing:		74,089
Net County Cost:		0
Funding Source:		
Local	100.0%	\$74,089

The Baseline Budget maintains the current level of services.

Employment and Human Services

Health and Human Services

Zero Tolerance for Domestic Violence

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Services and Supplies	1,934,804	2,091,822	3,287,823	3,287,823	0
Expenditure Transfers	47,688	57,309	71,986	71,986	0
TOTAL EXPENDITURES	1,982,492	2,149,131	3,359,809	3,359,809	0
REVENUE					
Other Local Revenue	11,058	50,000	40,000	40,000	0
Federal Assistance	643,187	770,884	1,991,562	1,991,562	0
GROSS REVENUE	654,245	820,884	2,031,562	2,031,562	0
NET COUNTY COST (NCC)	1,328,247	1,328,247	1,328,247	1,328,247	0
FINANCIAL INDICATORS					
% Change in Total Exp		8%	56%	0%	
% Change in Total Rev		25%	147%	0%	

Description: The Zero Tolerance for Domestic Violence Initiative, founded by the Board of Supervisors in 2001, is a multi-jurisdictional partnership designed to effect a systems change that reduces interpersonal violence (domestic violence, family violence, sexual violence and human trafficking) by fostering the development and implementation of collaborative, coordinated and integrated services, interventions, and prevention activities. The initiative supports three of Contra Costa's community outcomes: "Children and Youth Healthy and Preparing for Productive Adulthood", "Families that are Safe, Stable and Nurturing" and "Communities that are Safe and provide a High Quality of Life".

The Baseline Budget includes a \$1,260,678 increase in expenditures compared to the FY 2014-15 budget. The increased program costs are offset by revenue received from a federal Justice Assistance Grant to improve outcomes for high-risk and in-risk youth.

No adjustment from Baseline to Recommended Budget for FY 2014-15 is required.

Zero Tolerance – Domestic Violence Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$3,359,809
Financing:		2,031,562
Net County Cost:		1,328,247
Funding Sources:		
Federal Aid	59.3%	\$1,991,562
General Fund	39.5%	1,328,247
Local	1.2%	40,000

Employment and Human Services

Health and Human Services

Zero Tolerance for Domestic Violence – SB 968 Administration

Domestic Violence SB 968 Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	223,417	244,248	259,587	259,587	0
Services and Supplies	57,109	427,595	75,427	75,427	0
Other Charges	18,972	16,227	22,368	22,368	0
Expenditure Transfers	11,058	0	0	0	0
TOTAL EXPENDITURES	310,555	688,070	357,382	357,382	0
REVENUE					
Other Local Revenue	311,172	322,809	357,382	357,382	0
GROSS REVENUE	311,172	322,809	357,382	357,382	0
NET FUND COST (NFC)	(616)	365,261	0	0	0
Allocated Positions (FTE)	2	2	2	2	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	75%	35%	73%	73%	
% Change in Total Exp		122%	(48%)	0%	
% Change in Total Rev		4%	11%	0%	
% Change in NFC		(59366%)	(100%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	130,963	138,912	158,925	158,925	0
Deferred Comp	1,680	2,040	3,840	3,840	0
FICA/Medicare	9,167	10,608	12,153	12,153	0
Ret Exp-Pre 97 Retirees	557	600	600	600	0
Retirement Expense	50,120	57,360	54,403	54,403	0
Employee Group Insurance	26,074	30,264	22,751	22,751	0
Unemployment Insurance	495	420	479	479	0
Workers Comp Insurance	4,361	4,044	6,436	6,436	0

Description: Provides oversight and coordination of domestic violence response system. This budget unit is supported by recording fees authorized by State law (SB 968).

The Baseline Budget includes a revenue increase and increases in services and supply expenses from the FY 2014-2015 Budget. No adjustment from Baseline to Recommended Budget for FY 2015-16 is required.

Employment and Human Services

Health and Human Services

Zero Tolerance – Domestic Violence 112500			
Service:			Mandated
Level of Service:			Discretionary
Expenditures:			\$357,382
Financing:			357,382
Net Fund Cost:			0
Funding Sources:			
Local	100.0%		\$357,382
FTE:	2.0		

Employment and Human Services

Health and Human Services

Domestic Violence Victim Assistance - Special Revenue Fund

Domestic Violence Victim Assistance Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Services and Supplies	138,447	133,314	139,000	139,000	0
TOTAL EXPENDITURES	138,447	133,314	139,000	139,000	0
REVENUE					
Other Local Revenue	141,322	120,000	139,000	139,000	0
GROSS REVENUE	141,322	120,000	139,000	139,000	0
NET FUND COST (NFC)	(2,875)	13,314	0	0	0
FINANCIAL INDICATORS					
% Change in Total Exp		(4%)	4%	0%	
% Change in Total Rev		(15%)	16%	0%	
% Change in NFC		(563%)	(100%)	0%	

Description: Provides funding for emergency shelter, counseling, health and social welfare services to victims of domestic violence as mandated by Welfare and Institutions Code §18290-18308. Twenty-three dollars of each marriage license fee has been dedicated to fund these services. Additional funds are also provided through court fines under Penal Code §1203.097. Monies are used to pay for a portion of the STAND! for Families Free of Violence program.

The Baseline Budget includes a \$19,000 increase in expenditures compared to the FY 2014-15 budget. The increased program costs are offset by increased marriage license fee revenue.

No adjustment from Baseline to Recommended Budget for FY 2015-16 is required.

Domestic Violence –Victim Assistance 112700		
Service:		Mandated
Level of Service:		Mandated
Expenditures:		\$139,000
Financing:		139,000
Net Fund Cost:		0
Funding Sources:		
Local	100.0%	\$139,000

Employment and Human Services

Health and Human Services

Administrative Services

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	24,166,263	29,322,129	30,562,389	30,562,389	0
Services and Supplies	16,005,526	14,850,146	19,946,120	19,946,120	0
Other Charges	800,481	152,577	408,510	408,510	0
Fixed Assets	481,290	206,790	600,000	600,000	0
Expenditure Transfers	(37,011,685)	(38,797,452)	(46,508,330)	(46,508,330)	0
TOTAL EXPENDITURES	4,441,876	5,734,190	5,008,689	5,008,689	0
REVENUE					
Other Local Revenue	119,037	135,257	133,000	133,000	0
State Assistance	4,345,063	5,179,599	4,546,850	4,546,850	0
GROSS REVENUE	4,464,100	5,314,856	4,679,850	4,679,850	0
NET COUNTY COST (NCC)	(22,225)	419,334	328,839	328,839	0
Allocated Positions (FTE)	174	174	193	193	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	58%	66%	59%	59%	
% Change in Total Exp		29%	(13%)	0%	
% Change in Total Rev		19%	(12%)	0%	
% Change in NCC		(1,987%)	(22%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	9,945,899	13,537,662	13,400,506	13,400,506	0
Temporary Salaries	851,672	193,729	300,372	300,372	0
Permanent Overtime	199,375	38,314	130,738	130,738	0
Deferred Comp	68,661	152,538	142,344	142,344	0
Comp & SDI Recoveries	(20,658)	(30,786)	(45,005)	(45,005)	0
FICA/Medicare	797,221	1,039,884	1,021,117	1,021,117	0
Ret Exp-Pre 97 Retirees	43,761	56,425	63,535	63,535	0
Retirement Expense	3,957,638	5,498,752	4,982,712	4,982,712	0
Employee Group Insurance	1,425,169	2,023,958	1,993,019	1,993,019	0
Retiree Health Insurance	6,722,403	6,687,421	7,256,294	7,256,294	0
Unemployment Insurance	41,283	37,673	38,892	38,892	0
Workers Comp Insurance	366,235	364,559	488,983	488,983	0
Labor Received/Provided	(232,396)	(278,000)	788,882	788,882	0

Employment and Human Services

Health and Human Services

Description: The Employment and Human Services Department Administrative Services provide support services to all Departmental programs. Costs include contracts, budgets, claims, policy and planning, personnel and professional development, appeals, quality control, welfare fraud investigation, debt collection, central records management, fiscal compliance, facilities, information technology, CalWIN program administration, fixed assets, vehicles, and building occupancy costs.

The 2015-16 Baseline Budget includes increased salary and benefits, services and supplies, other charges and fixed assets. These increases are offset by expenditure transfers to other Bureaus within EHSD netting an overall decrease to expenditures of \$725,501.

The 2015-16 Administrative Services Recommended Budget requires \$90,495 less in County General Fund from the previous year due to the CalWIN county share decrease and the increased receipt of interfund revenue transfers.

Administrative Services Summary			
Service:		Discretionary	
Level of Service:		Discretionary	
Expenditures:		\$5,008,689	
Financing:		4,679,850	
Net County Cost:		328,839	
Funding Sources:			
Local	2.7%	\$133,000	
State	90.8%	4,546,850	
General Fund	6.5%	328,839	
FTE: 193.0			

Employment and Human Services

Health and Human Services

CAO Recommendation

The Employment and Human Services Department (EHSD) continues to rebuild its infrastructure and resources, carefully adding capacity to respond to a dramatic increase in Medi-Cal cases as a result of the Affordable Care Act. Medi-Cal caseloads, representing low-income Contra Costa residents who now have health coverage, increased from 66,358 in February 2014 to 108,718 in February 2015, a 63.8% increase. The Department also successfully negotiated a multiyear agreement with Covered California to continue to operate one of three Call Centers in the state to handle Affordable Care Act enrollments and reenrollments.

EHSD currently does not have State funding allocations for FY 2015-16. The Department has included estimated revenue based on the Governor's FY 2015-16 Proposed Budget and historical allocation information. EHSD will return to the Board of Supervisors in the fall with a request for adjustments to the appropriations should they be necessary once the final allocations are received.

The FY 2015-16 Recommended Budget for Employment and Human Services is balanced while cautiously expanding the current level of service.

Performance Measures

- Focus technology across the Department to allow our customers to obtain information, benefits, and case status from a wide variety of means without having to visit our offices and update the technology as new opportunities present themselves.
 - Improvements were made to the Benefits CalWIN (BCW) workstations in all reception areas to ensure customers have access to a computer to apply for benefits or check on their cases. All reception areas have "greeters" that meet customers as they enter the building and direct them to whatever service they need including the BCW computers. The Greeters also provide

assistance to customers if it is needed. The Department has worked with community based organizations to ensure they know about BCW and are able to assist customers in the application process. The Departments Interactive Voice Response (IVR) system has been updated and streamlined to allow customers to access case information at any time. The Department implemented an automated appointment reminder system that sends text messages to customers that sign up that an appointment is coming up and reminders for other critical events.

- Continue to provide reception areas with useful information, friendly and efficient processes to assist customers and maximize use of technology for customer access including computer work stations, scanners, printers, copiers, phones and other portals that will allow customers to interact with us and minimize the time they need to spend in our reception area.
 - As part of our "Office of the Future" initiative, all our lobbies and reception areas were reviewed by outside professional architects with an eye toward helping customers navigate the reception process, find forms, register their presence at a check in kiosk, obtain a number for service and find a seat. All lobbies also have "Greeters" to interact with customers and help them navigate the process. All reception areas have personal computer workstations that are available to customers as well as printers, scanners and a copy machine. The phone system in the reception areas was expanded to allow customers needing to talk directly to their worker or other staff member to have a private conversation by phone. Well marked self-service racks of paper forms are also available.
- With respect to the new legislation known as Katie A., Mental Health Reform, the Children & Family Services Bureau will, in conjunction with Contra Costa County

Employment and Human Services

Health and Human Services

Mental Health, convene Child & Family team meetings on 90% of the youth identified as subclass members. By the increase in family engagement and supportive mental health services, CFS expects to decrease the number of youth placed in group homes and residential care by 10% and decrease the average length of stay in group homes and residential care by 10%.

- Child & Family team meetings have been held for 81% of youth identified as subclass members.
- For the Point in time for youth placed in group homes Oct 13 to Oct 2014, there was a 10.6% drop.
- The average length of stay (Sept 13 to Sep 2014) decreased by 7.2% placement days, a significant achievement towards the goal of 10%.
- Under Health Care Reform, continue to process 90% of all Medi-Cal applications within 45 days with priority consideration for specified applications.
 - In calendar year 2014, the WFS Bureau received 83,000 Medi-Cal applications and successfully processed 78% of those applications by January 2015. The number of ongoing Medi-Cal cases in the WFS Bureau grew from 47,304 cases to 72,603 cases, an increase of 53% of the Medi-Cal caseload.
- Continue to partner with the Health Benefit Exchange to provide health coverage for our consumers through Medi-Cal and private insurers who are part of the Exchange.
 - The Health Care Access Center continues to take warm hand-off calls from Covered CA and maintains a Service Level of over 90% of all transferred calls answered within 30 seconds or less.
- Continue to play a leadership role in advancing a culture of excellent customer service while continuing to implement the Affordable Care Act and Care Coordination

as we move our current customers into the new Medi-Cal program. Strengthen our collaboration with Health Services to move our mutual customers through a streamlined application process.

- In 2014, The Workforce Services Bureau successfully implemented AB 720 in partnership with the Contra Costa County Office of the Sheriff and Health Services Department thereby providing health care coverage for eligible inmates when they exit our county detention facilities.
- With the adoption of AB 74, successfully implement an Expanded Subsidized Employment program (Expanded CCCWorks) focusing specifically on participants who have limited English proficiency, veterans, those challenged by domestic violence, disabled individuals, pregnant and parenting teens, those with a criminal or arrest record/history, and those participants completing the new family stabilization component of the Welfare-to-Work program.
 - Subsidized Employment Programs have continued to grow as the county expands partnerships with local community based organizations and employers to increase placement slots for both CCWORKs and Expanded CCWORKs programs. Expanded CCWORKs was implemented to further enhance services for clients who have/are limited English proficient, veterans, challenges with domestic violence, disabled individuals, pregnant and parenting youth, criminal or arrest record/history, and those completing the Family Stabilization component of the Welfare-to-Work program during the 2014-15 program year.
- Adult Protective Services (APS) will increase field visits and mandated training exercises to local providers and orientations to county programs that support the older and adult population by 50%.

Employment and Human Services

Health and Human Services

- There has been a significant increase in mandated reporter training since the hiring of a new APS supervisor. However, as the new supervisor came on board after the close of FY 2013/2014, the improved performance for this measure will be seen more prominently in FY 2014/2015.
- APS will increase supervisory hours by 40% enabling more case reviews and identification of training.
 - As of September 2014, APS added a second supervisor. In effect, this doubled the supervisory staff, and therefore case review time. Although the new supervisor came on board after the year-end close of June 30, portions of the personnel, interviewing and hiring efforts took place during FY 2013/2014.
 - In addition, APS is recruiting for a new division manager employment list and aims to meet this hiring goal by April/May 2015. Because the current division manager supervises a multi-program unit, having a dedicated APS Division Manager, will, in effect add .5 FTE to the APS management role.
- APS will target a goal of 90% compliance for all referrals and response times.
 - The average compliance for all APS referrals and response times during FY 2013/2014 was 86%. Continued improvement is expected in FY 2014/2015, especially with the staff additions that have taken place.
- Aging & Adults Services will play a leadership role in advocating with California Welfare Director's Association (CWDA) to increase statewide funding support to statewide APS training (from \$154,000 to \$1.25M State General Fund).
 - A&AS worked with CWDA and multiple other partners and advocacy groups, including C4a, CSL, the Commission on Aging and the county's advisory committees to achieve this goal.
- Unfortunately, the increased funding was not approved for the FY 2014/2015 state budget.
- The Community Services Bureau (CSB) will achieve and maintain an expanded, stable funding base of diverse sources.
 - CSB was awarded the County's Venture Capital grant in the amount of \$300,000 to expand the Child Location and Utilization system to all CSB centers county-wide.
 - In August 2014, CSB was awarded the \$1.1 million State contract once administered by the Contra Costa College District for 93 part-day and 111 full-day child care slots.
 - CSB applied for and received approximately \$500,000 in community grants to promote nutrition education for CSB families.
 - All CSB centers became recipients of the Race to the Top QRIS program funded by First Five in the amount of \$37,500. This pursuit of on-going quality resulted in center-based grants provided to support areas identified for quality improvement.
 - CSB was awarded \$20,000 in AB 109 grant dollars to provide an in-reach literacy program to inmates in the West Contra Costa detention facility.
 - Reading is Fundamental provided a grant in the amount of \$9,500 to provide new books for children in CSB's directly operated and partner centers.
 - CSB was awarded \$1.1 million in Early Head Start partnership funding to provide services to 72 infant and toddlers in partnership with the ChildCare Council and First Baptist Head Start.
 - CSB hired a grant writer in December 2014 charged with seeking out new and diverse grants for the Bureau.

Employment and Human Services

Health and Human Services

- Workforce Development Board (WDB) has maintained "high performing" designation with the California Workforce Investment Board (CWIB) as a result of the leadership and support of the Board of Supervisors. The program continues to take a leading role in supporting the economic vitality of Contra Costa County and the greater East Bay in partnership with business, economic development, education, labor, and other public sector organizations.
 - The WDB revamped its business services team to unify its human capital and other resources under singular leadership; this has been further enhanced by record-level improvements with the Contra Costa Small Business Development Center (SBDC), which helped create 318 jobs last year and supported the launch of 35 new businesses.
 - The WDB successfully procured new youth service providers around a redesigned model focusing more resources on out-of-school youth, a development further compelled by the new Workforce Innovation & Opportunity Act (WIOA).
 - The WDB continued to serve as the lead partner in the East Bay Biomedical Manufacturing Network (www.biomedmfg.org), a regional cluster development initiative that has received both state and national attention and recognition for innovation in economic and workforce development.
 - The WDB is poised to serve as the lead agency for a "Slingshot" initiative in the East Bay that will help to bring together stakeholders from economic development, education, and workforce development to support the growth and prosperity of high-priority regional industry clusters with an eye toward creating more sustainable wage jobs for residents (the state-led Slingshot is explicitly mentioned in Governor Brown's budget summary -

<http://www.ebudget.ca.gov/FullBudgetSummary.pdf> on page 50).

- Provide staff-assisted services to approximately 1,000 youth, adults, and older workers through programs providing enhanced career development assistance and provide resources, training, and consulting services to more than 500 businesses or business start-up ventures through the Small Business Development Center and other resources.
 - The WDB exceeded both service-level and performance targets for services to job seekers and businesses, enabling it to be well-positioned with the implementation of the new Workforce Innovation and Opportunity Act (WIOA), which was enacted in July 2014.

Administrative and Program Goals

The Employment and Human Services Department (EHSD) has five broad Administrative and Program goals for 2015. Each is described below:

- 1. Enhance Business Intelligence – EHSD** will seek out, embrace and maximize use of up-to-date and innovative technology, permitting both staff and customers to better utilize technology in conducting our business. The Department will build and expand systems that develop and report data to inform and improve our decision making processes. EHSD will encourage staff at all levels to identify technology ideas that could be beneficial in accomplishing our goals.

Business Intelligence Goals:

- Ensure that the Program Technology Advisory Council pursues and implements its goals: (1) Develop a vision and plan for EHSD to monitor and use emerging technologies to improve our programs and systems; (2) Monitor and drive progress on the technology plan; (3) Ensure appropriate allocation of resources to technology projects.

Employment and Human Services

Health and Human Services

- Partner with Santa Clara County to adopt and host a Contra Costa County specific version of their data warehouse. The Department will work with Santa Clara to build on the reporting structure they are using so that EHSD has a powerful data warehouse that enhances our ability to turn data into useful information that improves business practices, creates process and fiscal efficiencies and ultimately results in a better customer experience. This will be achieved at significantly lower cost than developing and building a new system.

- 2. Exemplary Customer Service** – EHSD will cultivate an agency culture that emphasizes exemplary customer service and improves the customer experience. More than 100,000 Contra Costa residents interface with EHSD staff each year and our goal is for each of them to have a positive experience with EHSD.

Customer Service Goals:

- Convene a diverse group of EHSD staff to continue and enhance the successful work begun in 2014 for improving customer service. This group will develop a plan to expand and enhance our efforts and then work throughout 2015 to implement successful strategies based on feedback from customers and study of other counties and businesses. Their efforts will have the attention and support of EHSD's Director and Executive Team and is a priority for the department this year.

- 3. Enhance and Create Multi-Disciplinary Family Services Models** – EHSD, in collaboration with stakeholders, will plan an integrated, holistic, wrap-around model of family services targeted to disadvantaged and at-risk families. This multi-disciplinary model will integrate and incorporate both intra-department services (CalWORKs, Welfare-to-Work, Workforce Development Board programs, CalFresh, Head Start, Children & Family Services, Adult Protective Services), Service Integration Sites (SIT), SparkPoints, First 5 Resource Centers, Family Justice Centers, other county departments such as Child Support, Health

and Behavioral Health, and community partners such as the Human Services Alliance members.

Family Service Goals:

- Evaluate and enhance the existing Service Integration Team and SparkPoint Centers in North Richmond and Bay Point.
- Work with First 5 and other partners to develop new multi-disciplinary family service center models in underserved parts of Contra Costa County
- Develop closer coordination with the Family Justice Centers
- Establish a culture of “family services” across all bureaus in EHSD

- 4. Increase CalFresh Participation Rates and Improve Business Processes** – CalFresh is one of the most successful programs in the state for helping lower income people to meet their nutritional needs and reduce poverty, as well as stimulate local economies. In Contra Costa approximately 42% of people eligible for CalFresh never enroll in the program to receive their benefits. We will increase the number of eligible people who enroll and improve business processes.

CalFresh Goals:

- Evaluate and improve business practices at EHSD so that the enrollment process is as customer centered and efficient as possible.
- Improve our ability to help people applying for Medi-Cal enroll in CalFresh when they are eligible.
- Increase Contra Costa County CalFresh participation rates from 58% to at least 70% by the end of the year by partnering with school districts, nonprofits, faith institutions, philanthropies and businesses.

- 5. Increase partnership with Contra Costa County Health Services Department (CCHS)**– Since passage of the Affordable Care Act, more than 40,000 new (plus 66,000 existing) low income Contra Costa residents now have health care through Medi-Cal. EHSD will continue to grow our partnership with CCHS and other health providers to coordinate access to benefits and health care for low income county residents.

Children & Family Services (CFS) has been in partnership with Behavioral Health Services, specifically Children's Mental Health, for the past two and a half years in order to implement the Katie A. lawsuit recommendations. It is a strong partnership with both parties committed to meeting the mental health needs of children in foster care. Over 70% of the children in foster care have been assessed for Katie A. services.

Health Partnership Goals:

- Continue to work with CCHS to enhance and expedite Medi-Cal enrollment for low income residents using the County hospital.
- Continue to work with the Clinic Consortium and other partners to streamline and support Medi-Cal enrollment for low income residents.
- Ensure that all children in foster care are assessed for and receive any identified services.
- Strengthen our approach, response and care to meet the needs of youth with serious mental health needs who experience a number of high level placements.
- Broaden our collaboration by continuing to hold joint trainings between CFS and Children's Mental Health.

Employment and Human Services
Health and Human Services

General Fund Summary

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	121,095,605	136,758,429	137,247,523	137,247,523	0
Services and Supplies	163,763,376	149,536,870	168,518,967	168,518,967	0
Other Charges	34,875,170	34,846,637	35,020,531	35,020,531	0
Fixed Assets	691,866	364,068	389,103	389,103	0
Expenditure Transfers	(10,773,496)	(9,495,952)	(11,673,449)	(11,673,449)	0
TOTAL EXPENDITURES	309,652,521	312,010,052	329,502,674	329,502,674	0
REVENUE					
Other Local Revenue	95,352,268	97,594,621	118,450,098	118,450,098	0
Federal Assistance	71,470,146	71,357,231	71,756,991	71,756,991	0
State Assistance	57,069,844	57,819,556	53,895,585	53,895,585	0
GROSS REVENUE	223,892,258	226,771,408	244,102,674	244,102,674	0
NET COUNTY COST (NCC)	85,760,263	85,238,644	85,400,000	85,400,000	0
Allocated Positions (FTE)	1,014	1,014	1,001	1,001	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	38%	43%	40%	40%	
% Change in Total Exp		1%	6%	0%	
% Change in Total Rev		1%	8%	0%	
% Change in NCC		(1%)	0%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	63,349,512	69,172,930	74,313,916	74,313,916	0
Temporary Salaries	5,049,256	4,163,333	4,181,874	4,181,874	0
Permanent Overtime	495,474	958,519	581,035	581,035	0
Deferred Comp	268,616	388,296	399,126	399,126	0
Hrly Physician Salaries	178,641	77,604	81,924	81,924	0
Perm Physicians Salaries	3,015,322	3,939,782	3,030,561	3,030,561	0
Perm Phys Addnl Duty Pay	39,339	66,374	32,906	32,906	0
Comp & SDI Recoveries	(207,259)	(183,897)	(217,027)	(217,027)	0
FICA/Medicare	5,076,190	6,002,720	6,406,374	6,406,374	0
Ret Exp-Pre 97 Retirees	307,163	309,015	305,329	305,329	0
Retirement Expense	27,071,010	32,648,722	28,380,994	28,380,994	0
Employee Group Insurance	9,323,539	11,354,844	11,408,081	11,408,081	0
Retiree Health Insurance	4,026,396	4,147,578	4,270,431	4,270,431	0
OPEB Pre-Pay	1,462,410	1,462,510	1,462,510	1,462,510	0
Unemployment Insurance	269,650	293,304	251,937	251,937	0
Workers Comp Insurance	1,665,951	1,956,795	2,357,551	2,357,551	0
Labor Received/Provided	(295,607)	0	0	0	0

Health Services

Health and Human Services

Table Description

The table above provides information in aggregate format summarizing expenditures and revenues in the General Fund budget units administered by the Health Services Department. This table includes the General Fund subsidy provided to the Contra Costa Regional Medical Center and Health Centers and the Contra Costa Health Plan (Enterprise Funds I and III) but does not include the expenditures or other revenue for these functions. This information can be found in the individual tables for the enterprise funds, including the sections for the Contra Costa Regional Medical Center and Health Centers, the Contra Costa Health Plan, and the Contra Costa Community Health Plan.

Included in the table above are data for the following budget units:

- 0301 – Detention Facilities Programs
- 0450 – Public Health
- 0451 – Conservatorship/Guardianship
- 0452 – Environmental Health
- 0460 – California Children’s Services
- 0463 – Homeless Program
- 0465 – Enterprise Fund Subsidy
- 0466 – Alcohol and Other Drugs Program
- 0467 – Mental Health

The table following this section summarizes the expenditures and revenue in aggregate for the bulk of the services provided by the department, including enterprise funds. Please refer to that table for aggregate information.

Health Services

Health and Human Services

General Fund & Enterprise Funds Summary

This table reflects the funding provided by General Fund, Enterprise Funds I, II, III, and IV Combined					
	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES^A					
Salaries and Benefits	451,922,796	485,442,942	502,820,021	502,820,021	0
Services and Supplies	737,363,405	700,876,972	908,007,523	908,007,523	0
Other Charges	50,968,733	28,114,881	37,022,855	37,022,855	0
Fixed Assets	691,866	3,731,618	3,562,354	3,562,354	0
Expenditure Transfers	(10,773,496)	(9,495,952)	(11,673,449)	(11,673,449)	0
TOTAL EXPENDITURES	1,230,173,305	1,208,670,461	1,439,739,303	1,439,739,303	0
REVENUE					
Other Local Revenue	1,015,873,052	994,255,030	1,228,686,727	1,228,686,727	0
Federal Assistance	71,470,146	71,357,231	71,756,991	71,756,991	0
State Assistance	57,069,844	57,819,556	53,895,585	53,895,585	0
GROSS REVENUE	1,144,413,042	1,123,431,817	1,354,339,303	1,354,339,303	0
NET COUNTY COST (NCC)^B	85,760,263	85,238,644	85,400,000	85,400,000	0
Allocated Positions (FTE) ^C	3,095	3,095	3,341	3,341	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	36%	40%	35%	35%	
% Change in Total Exp		(2%)	19%	0%	
% Change in Total Rev		(3%)	20%	0%	
% Change in NCC		31%	3%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	196,924,312	210,704,684	228,335,472	228,335,472	0
Temporary Salaries	31,599,111	30,982,833	29,138,097	29,138,097	0
Permanent Overtime	5,389,735	5,868,925	6,522,977	6,522,977	0
Deferred Comp	596,358	691,159	817,382	817,382	0
Hrly Physician Salaries	2,399,872	2,432,474	2,600,256	2,600,256	0
Perm Physicians Salaries	37,469,448	39,690,408	39,652,449	39,652,449	0
Perm Phys Addnl Duty Pay	1,964,438	2,238,520	2,595,840	2,595,840	0
Comp & SDI Recoveries	(765,431)	(756,268)	(789,398)	(789,398)	0
Vacation/Sick Leave Accrual	4,232,562	0	0	0	0
FICA/Medicare	19,230,255	20,854,239	22,218,866	22,218,866	0
Ret Exp-Pre 97 Retirees	1,041,988	1,041,965	1,039,191	1,039,191	0
Retirement Expense	92,423,163	107,222,185	100,963,492	100,963,492	0
Excess Retirement	157,666	315,332	315,332	315,332	0
Employee Group Insurance	35,354,158	39,011,793	42,519,943	42,519,943	0
Retiree Health Insurance	12,236,630	12,551,911	12,673,156	12,673,156	0
OPEB Pre-Pay	4,564,567	4,564,667	4,564,667	4,564,667	0
Unemployment Insurance	1,030,106	1,072,941	1,031,845	1,031,845	0
Workers Comp Insurance	6,369,465	6,955,174	8,620,453	8,620,453	0
Labor Received/Provided	(295,607)	0	0	0	0

A Includes Depreciation Expenses – sick, vacation, and holiday accruals.

B Includes budgeted subsidy to the Enterprise Funds of \$30,408,776

C Does not include temporary, overtime, registry or contract employees.

Health Services

Health and Human Services

Table Description

The table above provides information in aggregate format summarizing expenditures and revenues in the main budget units administered by the Health Services Department – the General Fund Units and the Enterprise Fund Units. These units comprise the bulk of the services provided by the department. Included are data for the following budget units:

- 0301 – Detention Facilities Programs
- 0450 – Public Health
- 0451 – Conservatorship/Guardianship
- 0452 – Environmental Health
- 0460 – California Children’s Services
- 0463 – Homeless Program
- 0466 – Alcohol and Other Drugs Program
- 0467 – Mental Health
- 0540 – Hospital and Clinics
- 0853 – Hospital Fixed Assets
- 0860 – Contra Costa Health Plan
- 0861 – Contra Costa Community Health Plan
- 0862 – Major Risk Insurance Program
- 0863 – Health Plan Fixed Assets

Health Services

Health and Human Services

Detailed Budget Table

2015-16 Baseline to 2015-16 Recommended

Budget Unit Description	2015-16 Baseline Services Level				2015-16 Recommended Service Level			GF Change – Baseline to Rec'd (Col 6 minus Col 3)
	Expenditure Authority	Less Revenue Collections	Required General Fund Contribution		Expenditure Authority	Less Revenue Collections	Recommended General Fund Contribution	
	(1)	(2)	(3)		(4)	(5)	(6)	
Enterprise Funds:								
Hospital & Clinics – EF I	\$531,312,936	\$504,640,448	\$26,672,488	A	\$531,312,936	\$504,640,448	A	\$26,672,488
EF-2 M-Cal Plan	536,489,235	536,489,235	0		536,489,235	536,489,235		0
EF-3 Comm Plan	72,043,234	68,306,946	3,736,288	A/B	72,043,234	68,306,946	A/B	3,736,288
Major Risk Ins. Program	800,000	800,000	0		800,000	800,000		0
Sub-Total Enterprise Funds	1,140,645,405	1,110,236,629	\$30,408,776		1,140,645,405	1,110,236,629		\$0
General Fund Units:								
Behavioral Health:								
<i>Mental Health</i>	\$177,147,012	165,760,278	11,386,734		177,147,012	165,760,278		0
<i>Alcohol & Other Drugs</i>	14,431,561	14,101,431	330,130		14,431,561	14,101,431		0
<i>Homeless Programs</i>	4,438,377	2,778,336	1,660,041		4,438,377	2,778,336		0
Public Health	47,093,215	32,693,287	14,399,928		47,093,215	32,693,287		0
Environmental Health	19,988,141	20,148,551	(160,410)		19,988,141	20,148,551		0
Detention	23,028,093	1,115,816	21,912,277		23,028,093	1,115,816		0
Conservatorship	3,163,958	403,859	2,760,099		3,163,958	403,859		0
California Children's Services	9,803,541	7,101,116	2,702,425		9,803,541	7,101,116		0
Sub-Total General Fund	\$299,093,898	\$244,102,674	\$54,991,224		\$299,093,898	\$244,102,674		\$0
Total General & Enterprise Funds	\$1,439,739,303	\$1,354,339,303	\$85,400,000		\$1,439,739,303	\$1,354,339,303		\$0
Other Special Revenue Fund Units:								
	<u>Expenditures</u>	<u>Revenue</u>	<u>Net Fund Cost</u>		<u>Expenditures</u>	<u>Revenue</u>	<u>Net Fund Cost</u>	<u>Change</u>
Emergency Medical Services	\$1,692,403	\$1,692,403	0		\$1,692,403	\$1,692,403	0	\$0
Ambulance Service Area	5,512,001	5,512,001	0		5,512,001	5,512,001	0	0
Total Special Funds:	\$7,204,404	\$7,204,404	0		\$7,204,404	7,204,404	0	\$0
Grand Total All Funds:	\$1,446,943,307	\$1,361,543,707	\$85,400,000		\$1,446,943,307	\$1,361,543,707	\$85,400,000	\$0

A General Fund subsidy contribution to the Enterprise Funds is provided through General Fund unit 0465.

B CCHP Enterprise Fund III includes \$66,748,060 in new revenue and \$1,558,886 in fund balance for a total of \$68,306,946.

Health Services

Health and Human Services

2014-15 Adopted to 2015-16 Recommended

Budget Unit Description	2014-15 Adopted Budget				2015-16 Recommended Service Level			GF Change – FY 14/15 Adopted to Rec'd (Col 6 minus Col 3)
	Expenditure Authority	Less Revenue Collections	Required General Fund Contribution		Expenditure Authority	Less Revenue Collections	Required General Fund Contribution	
	(1)	(2)	(3)		(4)	(5)	(6)	
Enterprise Funds:								
Hospital & Clinics – EF I	\$520,377,256	\$493,704,768	\$26,672,488	A	\$531,312,936	\$504,640,448	A	\$26,672,488
EF-2 M-Cal Plan	313,629,648	313,629,648	0		536,489,235	536,489,235	0	0
EF-3 Comm Plan	91,828,656	88,092,368	3,736,288	A	72,043,234	68,306,946	A/B	3,736,288
Major Risk Ins. Program	1,233,645	1,233,645	0		800,000	800,000	0	0
Sub-Total Enterprise Funds	\$927,069,205	\$896,660,429	\$30,408,776		\$1,140,645,405	\$1,110,236,629	\$30,408,776	\$0
General Fund Units:								
Behavioral Health:								
<i>Mental Health</i>	\$166,045,043	\$154,752,614	\$11,292,429		\$177,147,012	\$165,760,278	\$11,386,734	\$94,305
<i>Alcohol & Other Drugs</i>	13,116,589	12,838,459	278,130		14,431,561	14,101,431	330,130	52,0000
<i>Homeless Programs</i>	3,752,941	2,355,063	1,397,878		4,438,377	2,778,336	1,660,041	262,163
Public Health	42,451,941	28,104,894	14,347,047		47,093,215	32,693,287	14,399,928	52,881
Environmental Health	20,810,134	20,181,231	628,903	C	19,988,141	20,148,551	(160,410)	(789,313)
Detention	22,716,789	1,139,018	21,577,771		23,028,093	1,115,816	21,912,277	334,506
Conservatorship	3,163,958	403,859	2,760,099		3,163,958	403,859	2,760,099	0
California Children's Services	9,543,881	6,996,270	2,547,611		9,803,541	7,101,116	2,702,425	154,814
Sub-Total General Fund	\$281,601,276	\$226,771,408	\$54,829,868		\$299,093,898	\$244,102,674	\$54,991,224	\$161,356
Total General & Enterprise Funds	\$1,208,670,481	\$1,123,431,837	\$85,238,644		\$1,439,739,303	\$1,354,339,303	\$85,400,000	\$161,356
Other Special Revenue Fund Units:								
	Expenditures	Revenue	Net Fund Cost		Expenditures	Revenue	Net Fund Cost	Change
Emergency Medical Services	\$2,263,129	\$2,143,328	\$119,801		\$1,692,403	\$1,692,403	0	(\$119,801)
Ambulance Service Area	9,685,777	6,645,184	3,040,593		9,685,777	6,645,184	3,040,593	0
Total Special Funds:	\$11,948,906	\$8,788,512	\$3,160,394		\$11,378,180	\$8,337,587	\$3,040,593	(\$119,801)
Grand Total All Funds:	\$1,220,619,387	\$1,132,220,349	\$88,399,038		\$1,451,117,483	\$1,362,676,890	\$88,440,593	\$41,555

A General Fund subsidy contribution to the Enterprise Funds is provided through General Fund unit 0465.

B CCHP Enterprise Fund III includes \$66,748,060 in new revenue and \$1,558,886 in fund balance for a total of \$68,306,946.

C Includes budget adjustments of \$500,000 for Underground Storage Tank enforcement and \$238,644 for City of Richmond Vehicle reserve.

Detailed Budget Table Description

The table above provides information by budget unit summarizing expenditures, revenues and net County costs for each of the budget units administered by the Health Services Department and compares the baseline service level with the recommended service level.

Major Department Responsibilities

Contra Costa County is one of the few counties in the nation to offer the full spectrum of health-related services under one organizational structure. Doing business as Contra Costa Health Services (CCHS), it represents the largest department of the Contra Costa County government, employing more than 4,200 individuals and 3,800 FTE's (Full-Time Equivalents). Approximately 6% of the CCHS budget is from the County General Fund. The balance is supported by federal and state funding programs, such as Medicare and Medi-Cal, as well as program grants and fees.

The mission of Contra Costa Health Services is to care for and improve the health of all people in Contra Costa County, with special attention to those who are most vulnerable to health problems. For low-income and uninsured residents of Contra Costa, CCHS is the safety net, providing medical services not available to them elsewhere.

CCHS has a long history of working in partnership with a broad range of stakeholders, including private hospitals, private physicians, community clinics, community-based organizations, schools, advisory boards and the media. Through the use of technology, including its extensive website and social media, CCHS is able to reach County residents with critical health care information on a daily basis.

CCHS is an integrated system of health care services, comprised of seven divisions that work in concert to cover health at every level: the individual, the family, and the community.

The **Contra Costa Regional Medical Center and Health Centers** are the training ground for

our family practice residency program. The Contra Costa Regional Medical Center (CCRMC) is a 167-bed general acute care hospital that provides a full range of services that includes emergency care, psychiatric care, newborn labor and delivery, medicine, and surgery. Eleven ambulatory care health centers throughout Contra Costa provide comprehensive, personalized, patient-centered health care with a full range of specialty services.

The newest addition to the county-operated health system is the George and Cynthia Miller Wellness Center. Opened in May 2014, the Miller Wellness Center is an example of health reform taking shape on the local level by improving access to care and integrating behavioral and physical health care under one roof, thereby focusing treatment on the "whole person".

The **Contra Costa Health Plan (CCHP)** was the first federally qualified, state-licensed, county-sponsored HMO in the United States, and the first county-sponsored health plan in California to offer Medi-Cal Managed Care coverage. CCHP was also the first county-run HMO to serve Medicare beneficiaries. It subsequently expanded its programs to include county employees, businesses, individuals, and families.

With the implementation of the Affordable Care Act (ACA) in January 2014, Medi-Cal coverage was expanded to cover individuals with incomes below 138% of the Federal Poverty Level. The ACA ensures all Medi-Cal health plans offer a comprehensive package of items and services, known as essential health benefits. Coverage includes a core set of services including doctor visits, hospital care, pregnancy-related services, SNF, home health and hospice care, as well as low-to-moderate mental health care, autism care, and some substance use disorder care.

As one of the State's Medi-Cal managed care health plans, CCHP has added more than 34,000 Medi-Cal expansion members since the implementation of the ACA, and now provides comprehensive, quality health coverage to more than 162,000 people in Contra Costa County.

Health Services

Health and Human Services

To meet this additional demand for services, CCHP has expanded its provider network by credentialing and contracting with needed specialty providers in the community. CCHP also provides 24/7 advice nurse services for patients, as well as case management and care coordination for high-risk patients.

Behavioral Health combines what was formerly the Mental Health, Alcohol and Other Drugs, and Homeless programs into a single system of care that supports independence, hope, and healthy lives by making services more accessible. This integration is an opportunity to respond to our culturally diverse residents who have complex behavioral needs through a systems approach that emphasizes “any door is the right door”. By partnering with consumers, families, and community-based agencies, Behavioral Health staff is able to provide enhanced coordination and collaboration when caring for the whole individual; an approach that recognizes the increasing challenges in serving complex populations with multiple disorders. For budgetary purposes the Mental Health, Alcohol and Other Drugs, and Homeless programs that now comprise the Behavioral Health Division continue to be reported separately.

Contra Costa Public Health promotes and protects the health and well-being of the individual, family, and community in Contra Costa County, with special attention to communities and populations that are most at risk for poor health outcomes and those most affected by environmental inequities. Health is defined as the state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity.

As part of the integrated health system, Public Health uses a broad spectrum of strategies and offers an array of programs that focus on public health issues such as communicable disease; immunization; nutrition; family, maternal, infant, and child health, including children’s oral health; and sexually transmitted disease. Services include public health nursing and the public health laboratory, along with wellness, prevention, and education activities aimed at negative health conditions such as obesity, smoking, and lead poisoning. The Public Health Division is also responsible for the CCHS health

emergency preparedness programs, data collection, and program evaluation.

The **Environmental Health** Division is a regulatory agency that provides oversight for businesses and property owners to protect and promote the health of the people of Contra Costa County. Environmental Health uses up-to-date standards, state laws, and ordinances to regulate programs for safe food, safe water for drinking and recreation, and the sanitary management of wastes.

The **Hazardous Materials** Division serves area residents by monitoring local industry and responding to emergencies to protect the public from exposure to hazardous materials. Hazardous Materials strives to maintain a clean, healthy, and safe environment by promoting pollution prevention, increasing process safety knowledge and environmental awareness, responding to incidents, and implementing consistent regulatory compliance and enforcement programs.

The **Emergency Medical Services (EMS)** Division serves the people of Contra Costa by ensuring that quality emergency medical services are available for all people in the county. As the local regulatory agency responsible for providing medical and operational oversight to its dispatch, fire, ambulance and hospital partners, EMS ensures everyone involved in an emergency response is properly trained and equipped so that emergency medical care is provided in a timely, efficient, coordinated, and professional manner.

Emergency Medical Services uses evidenced based care, state laws, and local ordinances to regulate EMS programs for Public Access Defibrillation and CPR, the practice of pre-hospital medicine in the field, medical health disaster response, and quality cardiac arrest, stroke, high risk heart attack, trauma, and EMS for Children programs.

Health Services

Health and Human Services

Contra Costa Regional Medical Center & Ambulatory Care Centers

Hospital and Clinics (Enterprise Fund I)	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	313,250,707	328,220,583	342,842,105	342,842,105	0
Services and Supplies	188,079,290	178,517,938	174,422,713	174,422,713	0
Other Charges	1,848,553	10,271,185	10,874,867	10,874,867	0
Fixed Assets	0	3,367,550	3,173,251	3,173,251	0
TOTAL EXPENDITURES	503,178,550	520,377,256	531,312,936	531,312,936	0
REVENUE					
General Fund Subsidy	26,672,488	26,672,488	26,672,488	26,672,488	0
Other Local Revenue	213,141,568	187,901,227	173,284,951	173,284,951	0
Federal Assistance	37,360,154	32,826,295	49,109,618	49,109,618	0
State Assistance	232,253,243	272,977,246	282,245,879	282,245,879	0
GROSS REVENUE	509,427,453	520,377,256	531,312,936	531,312,936	0
NET FUND COST (NFC)	(6,248,903)	0	0	0	0
Allocated Positions (FTE)	1,926	1,926	2,184	2,184	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	62%	63%	65%	65%	
% Change in Total Exp		3%	2%	0%	
% Change in Total Rev		2%	2%	0%	
% Change in NFC		(100%)	0%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	125,277,310	131,016,705	142,127,960	142,127,960	0
Temporary Salaries	24,050,519	25,586,584	23,287,847	23,287,847	0
Permanent Overtime	4,638,015	4,680,102	5,682,250	5,682,250	0
Deferred Comp	282,280	255,202	366,908	366,908	0
Hrly Physician Salaries	2,143,672	2,354,870	2,518,332	2,518,332	0
Perm Physicians Salaries	34,454,125	35,621,866	36,396,892	36,396,892	0
Perm Phys Addnl Duty Pay	1,925,099	2,172,146	2,562,934	2,562,934	0
Comp & SDI Recoveries	(554,413)	(562,172)	(562,172)	(562,172)	0
Vacation/Sick Leave Accrual	4,115,282	0	0	0	0
FICA/Medicare	13,335,066	13,934,412	14,749,762	14,749,762	0
Ret Exp-Pre 97 Retirees	699,828	698,570	698,570	698,570	0
Retirement Expense	62,194,113	70,180,763	68,309,150	68,309,150	0
Excess Retirement	157,666	315,332	315,332	315,332	0
Employee Group Insurance	24,558,451	25,520,737	28,795,209	28,795,209	0
Retiree Health Insurance	7,854,426	8,040,133	8,040,133	8,040,133	0
OPEB Pre-Pay	2,954,198	2,954,198	2,954,198	2,954,198	0
Unemployment Insurance	718,667	743,325	737,754	737,754	0
Workers Comp Insurance	4,446,401	4,707,810	5,861,046	5,861,046	0

Health Services

Health and Human Services

Description: Includes the operations of the Contra Costa Regional Medical Center (CCRMC) and emergency care services, ambulatory care centers, physician services, emergency medical services, charges from other County departments, department-wide administration, and fixed assets.

Workload Indicator: The recommended FY 2015-2016 budget is based on an average daily inpatient census of 133 patients, and 434,894 annual outpatient visits.

Impact: The recommended budget maintains the current level of services. The budget (a) includes ongoing funding for a renewed Medi-Cal Waiver and (b) excludes cost estimates for labor agreements currently under negotiation.

1. Contra Costa Regional Medical Center

Description: A general acute care teaching facility, the 167 licensed bed Contra Costa Regional Medical Center (CCRMC) provides a full range of diagnostic and therapeutic services including medical/surgical, intensive care, emergency, prenatal/obstetrical, and psychiatric services. Ancillary services include pharmacy, rehabilitation, medical social work, laboratory, diagnostic imaging, cardiopulmonary therapy and ambulatory care surgery service. The licensed basic emergency room provides medical and psychiatric evaluation and treatment of urgent cases.

CCRMC provides care to individuals with a variety of insurance coverage including Medicare, Medi-Cal and private insurance. The cost of care provided to these individuals is offset by the fees collected.

CCRMC provides services to individuals who cannot pay because the County has a general duty to provide care for indigents. That duty is specified by the State of California in the Welfare and Institutions Code section 17000. The County Board of Supervisors is authorized to adopt standards of aid and care for the indigent and has done so. The County provides indigent health care through various programs

based on the Federal Poverty Level (FPL) guidelines.

Under the Basic Health Care Program (BHC) individuals with income less than 300 percent of the FPL who are not eligible for insurance through the Covered California Program, are eligible for medical services at Contra Costa Regional Medical Center (including referred care to non-County facilities as medically required). There is no age restriction for the BHC Program. Adults must be US citizens and residents of Contra Costa County. Children under the age of 19 are eligible regardless of immigration status.

In November 2010, The Federal Centers for Medicare and Medicaid Services (CMS) approved California's Section 1115 "California Bridge to Health Reform" Waiver. A key component of the State's Section 1115 Waiver was the Low Income Health Program (LIHP) that expanded coverage for individuals between 19 and 64 years of age, who were US Citizens or legal permanent residents. LIHP consisted of two programs, the Medical Coverage Expansion Program (MCE) and the Health Care Coverage Initiative Program (HCCI). The LIHP program, which ended December 31, 2013, was designed to bridge the care of these individuals from an episodic care approach to comprehensive healthcare coverage.

On January 1, 2014, with the implementation of the Federal Patient Protection and Affordable Care Act (ACA), California expanded Medi-Cal eligibility to include adults with incomes up to 138 percent of the federal poverty level. This is known as the optional expansion. For three years the federal government will pay 100 percent of the costs of health care services provided to the newly eligible population. Actively enrolled LIHP/MCE individuals were automatically transitioned to Medi-Cal. LIHP/HCCI members became eligible for coverage through the State's health care exchange.

California's current Medi-Cal Section 1115 waiver "Bridge to Reform" fully expires in October 2015. The State Department of Health Care Services is in the process of seeking a five-year renewal of the waiver to continue to support implementation of the ACA. This budget

Health Services Health and Human Services

assumes continuation of funding equal to the previous waiver. The amount at risk for the Waiver renewal consists of the Disproportionate Share, Safety Net Care Pool, and Delivery System Reform Innovation Program funding of \$80 million. The composition and deliverables will change under the new waiver but this budget anticipates that funding in the aggregate will be no less than the 2014/15 fiscal year amount. Additionally, as part of the ACA implementation the State implemented a Realignment take back of sales tax revenue previously earmarked for indigent care health services. The Realignment take back amount is linked to the amount of Waiver dollars received. This budget assumes a take back amount of \$18 million. In the event the State is not successful in obtaining the Wavier renewal mid-year program adjustments may be needed.

Hospital and Emergency Care Services Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$262,233,517
Financing:		255,057,977
Net County Cost:		7,175,540
Funding Sources:		
Misc Revenue	31.4%	\$82,324,783
Federal	8.9%	23,365,378
State	57.0%	149,367,816
General Fund	2.7%	7,175,540
FTE:	1,182.8	

2. Ambulatory Care Centers

Description: Eleven ambulatory care centers in East, West and Central Contra Costa County provide family practice oriented primary care, geriatrics, dental, rehabilitation, prenatal and adult medical services, as well as specialty clinic services. Specialty clinics include: podiatry, infectious disease, pediatrics, eye, dermatology, orthopedics, urology, ENT, gynecology, Hansen's disease, and other services.

A new integrated health center is being constructed to replace the existing Antioch Health Center facilities on Lone Tree Way. The replacement Antioch Health Center, currently under construction at 2163 Country Hills Drive in Antioch, will house East County Children's Mental Health and Antioch Ambulatory Care in the 23,000+ square foot location. The facility is estimated to be completed on December 2015.

Ambulatory Care Centers Summary			
Service:			Mandatory
Level of Service:			Mandatory
Expenditures:			\$119,558,880
Financing:			115,609,733
Net County Cost:			3,949,147
Funding Sources:			
Misc Revenue	14.2%		\$16,953,531
Federal	12.3%		14,704,262
State	70.2%		83,951,940
General Fund	3.3%		3,949,147
FTE:	623.5		

3. Physician Services

Description: The interdisciplinary medical staff at Contra Costa Regional Medical Center and Health Centers includes 134 family practice physicians, as well as family nurse practitioners, dentists, psychiatrists, psychologists and 311 specialty physicians.

The Family Practice Residency Program provides clinical experience for 42 residents who rotate through all inpatient acute services and provide staff for the emergency room and ambulatory care centers.

CCRMC has expanded physician services by hiring a Medical Director of Hospitalist Medicine to lead the hospital care of Medical, Surgical, Critical Care, and Emergency Department Boarder Patients. The goal is to develop a 24-7 in-house attending service to supervise the care of this patient population.

Health Services

Health and Human Services

Physician Services Summary

Service:	Mandatory
Level of Service:	Mandatory
Expenditures:	\$100,976,178
Financing:	97,640,837
Net County Cost:	3,335,341

Funding Sources

Misc Revenue	43.0%	\$43,418,706
Federal	10.9%	11,039,978
State	42.8%	43,182,153
General Fund	3.3%	3,335,341

FTE: 253.3

4. Emergency Medical Services

Description: This program provides overall coordination of Contra Costa's Emergency Medical System. It regulates emergency ambulance services and the County's trauma, STEMI (high risk heart attack) and stroke systems, establishes pre-hospital treatment protocols and certifies pre-hospital personnel, approves and provides medical control and oversight for medical dispatch, paramedic programs and first-responder defibrillation programs, plans and coordinates medical disaster response, and reviews inter-facility patient transfers.

Emergency Medical Services Summary

Service:	Mandatory
Level of Service:	Mandatory
Expenditures:	\$1,439,414
Financing:	1,439,414
Net County Cost:	0

Funding Sources:

Misc Revenue	100.0%	\$1,439,414
--------------	--------	-------------

FTE: 4.0

5. Support Services

a. Administrative Services

Description: This section includes costs of the Office of the Director, Health Services Personnel, Payroll, General Accounting, Information Technology, Purchasing, and Contracts and Grants.

Administrative Services Summary

Service:	Discretionary
Level of Service:	Discretionary

Expenditures:	\$12,212,460
Financing:	0
Net County Cost:	12,212,460

Funding Sources:

General Fund	100.0%	\$12,212,460
--------------	--------	--------------

FTE: 120.0

b. Charges from Other County Departments

Description: This section includes non-distributed costs charged to the Health Services Department by other County departments for various services.

Charges From Other County Departments

Service:	Mandatory
Level of Service:	Discretionary

Total Expenditures:	\$20,844,369
Financing:	20,844,369
Net County Cost:	0

Funding Sources:

Misc.Revenue	100.0%	\$20,844,369
--------------	--------	--------------

6. Hospital Capital Expense Cost

Description: To provide for the repayment of the principal portion of long-term debt; acquisition of replacement capital equipment; the cost of current capital projects; and for previously approved construction projects that may carry over to succeeding fiscal years.

Major projects include expansion of the emergency room, installing a new generator at 2530 Arnold Drive, remodeling the Pharmacy and Laboratory, security upgrades at CCRMC, installation of card access at CCRMC, and repair of the Laboratory roof. The Emergency Department redesign and expansion also includes expansion into the Diagnostic Imaging and Cardiology Department space on the 3rd floor of the medical center.

Note: Assets are capitalized and depreciation is adjusted at year-end.

Hospital Capital Project Cost		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$14,048,118
Financing:		14,048,118
Net County Cost:		0
Funding Sources:		
Misc Revenue	59.1%	\$8,304,148
State	40.9%	5,743,970

Health Services

Health and Human Services

Contra Costa Health Plan

CCHP Medi-Cal (Enterprise Fund II) ^A	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	17,576,484	20,463,930	22,730,393	22,730,393	0
Services and Supplies	283,032,684	280,816,551	492,634,578	492,634,578	0
Other Charges	44,176,101	12,349,167	21,124,264	21,124,264	0
TOTAL EXPENDITURES	344,785,269	313,629,648	536,489,235	536,489,235	0
REVENUE					
Other Local Revenue	350,655,073	313,629,648	536,489,235	536,489,235	0
GROSS REVENUE	350,655,073	313,629,648	536,489,235	536,489,235	0
NET FUND COST (NFC)^B	(5,869,804)	0	0	0	0
Allocated Positions (FTE) ^C	155	155	156	156	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	5%	7%	4%	4%	
% Change in Total Exp		(9%)	71%	0%	
% Change in Total Rev		(11%)	71%	0%	
% Change in NFC		(100%)	0%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	8,297,490	10,515,049	11,893,596	11,893,596	0
Temporary Salaries	2,499,336	1,232,916	1,668,376	1,668,376	0
Permanent Overtime	256,246	230,304	259,692	259,692	0
Deferred Comp	45,462	47,661	51,348	51,348	0
Hrly Physician Salaries	77,558	0	0	0	0
Perm Physicians Salaries	0	128,760	224,996	224,996	0
Comp & SDI Recoveries	(3,759)	(10,199)	(10,199)	(10,199)	0
Vacation/Sick Leave Accrual	117,280	0	0	0	0
FICA/Medicare	818,998	917,107	1,062,730	1,062,730	0
Ret Exp-Pre 97 Retirees	34,997	34,380	35,292	35,292	0
Retirement Expense	3,158,040	4,392,700	4,273,348	4,273,348	0
Employee Group Insurance	1,472,168	2,136,212	2,316,653	2,316,653	0
Retiree Health Insurance	355,807	364,200	362,592	362,592	0
OPEB Pre-Pay	147,959	147,959	147,959	147,959	0
Unemployment Insurance	41,789	36,312	42,154	42,154	0
Workers Comp Insurance	257,112	290,569	401,856	401,856	0

A. This table reflects figures for the Contra Costa Health Plan Medi-Cal product line only.

B. Amount necessary to meet Title 28 Tangible Net Equity requirement.

C. Number of Full Time Equivalent positions (FTE) shown serves Enterprise II and III of the Contra Costa Health Plan.

Description: The Contra Costa Health Plan (CCHP) is a County-operated prepaid health plan. Enterprise Fund II is used to account for the premiums and expenditures related to Medi-Cal enrollees. Enterprise Fund III is used to account for the premiums and expenditures related to Medicare recipients, employees of participating private and governmental employers, and in calendar year 2014 for individual members in Covered California. Enterprise Fund IV accounts for premiums and expenditures related to the Access for Infants and Mothers (AIM) program and the Major Risk Medical Insurance Program (MRMIP). CCHP expects participation in the AIM program to end in early FY 2015/16 and participation in the MRMIP program ended on 12/31/2014.

Medi-Cal: Includes Aid to Families with Dependent Children members, Low Income Child Program, Medi-Cal Expansion (MCE) that transferred into Medi-Cal on January 1, 2014 from the Low Income Health Program, Seniors and Persons with Disabilities and Other Medi-Cal (non-crossover) members. These members are served by three contracting networks of providers: 1) Contra Costa Regional Medical Center (CCRMC) and Health Centers, 2) CCHP's Community Provider Network (CPN), and 3) Kaiser.

Workload Indicator: The recommended FY 2015/2016 budget is based on an average monthly enrollment of 151,000 Medi-Cal enrollees. Due to the impact of the Affordable Care Act (ACA), mainly the MCE Program, our FY 2015/2016 Medi-Cal enrollment budget increased 47% over our FY 2014/2015 enrollment budget.

Impact: The recommended budget maintains the current level of services, but for a much larger population.

1. AFDC/CalWORKS and Other Medi-Cal

Description: The Aid to Families with Dependent Children (AFDC) product line serves Contra Costa residents who qualify for Medi-Cal through the Public Assistance and Medically Needy Only categories of the Aid to Families with Dependent Children Program (subsequently replaced with the CalWORKs program). Instead

of Medi-Cal cards and stickers, the Medi-Cal Managed Care member receives a CCHP member identification card and CCHP provides or arranges for all his or her covered health needs with the exception of some benefits that remain carved out of Medi-Cal Managed Care and become the responsibility of Fee for Service Medi-Cal.

The Other Medi-Cal (non-crossover) members include all Contra Costa Medi-Cal eligible clients other than AFDC/CalWORKs.

Under the new ACA rules, as of January 1, 2014, the MCE populations of the Low Income Health Program became eligible for Medi-Cal. The entire MCE population that CCHP had been caring for the past three years became mandatorily enrolled into Medi-Cal Managed Care plans. The member receives a CCHP identification card and CCHP provides or arranges for all his or her covered health needs. 100% of costs for the MCE program will be paid to California by the federal government during FY 2015/2016. CCHP is required to enroll 75% of expansion members into the County Network.

In early 2014, the State of California offered Medi-Cal benefits to a new population. Medi-Cal is offered to residents who are recipients in the Food Stamp (Cal Fresh) program.

There were several major benefits added to Medi-Cal Managed Care Plans in 2014. Behavioral health treatment is now provided to members with mild to moderate impairment of behavioral, cognitive, and emotional functioning resulting from a mental condition. Treatment includes:

- Individual and group mental health testing and treatment (psychotherapy);
- Psychological testing to evaluate a mental health condition;
- Outpatient services that include lab work, drugs, and supplies;
- Outpatient services to monitor drug therapy;
- Psychiatric consultation;
- Alcohol misuse screening and counseling for persons 18 and up.

CCHP now covers behavioral health treatment for Autism Spectrum Disorder (ASD) for Medi-

Health Services

Health and Human Services

Cal members under the age of 21. This treatment includes applied behavior analysis and other evidence-based services that have been reviewed and have been shown to work. These services should develop or restore, as much as possible, the daily functioning of a member with ASD.

Another benefit for Palliative Care is expected to be added in FY 2015/2016.

The average monthly enrollment for FY 2015/2016 for AFDC/CalWORKS and Other Medi-Cal will be approximately 130,000.

Medi-Cal Members Summary (Excluding SPD)			
Service:	Mandatory per DHCS and DMHC Standards		
Level of Service:	Mandatory		
Expenditures:	\$382,565,862		
Financing:	382,565,862		
Net Fund Cost:	0		
Funding Sources:			
Local (Premiums)	100.0%	\$382,565,862	
FTE:	156.0		

2. Seniors and Persons with Disabilities (SPD's)

Description: Medi-Cal SPD categories include Old Age Security (OAS; persons aged 65 and older), Aid to the Totally Disabled, and Aid to the Blind. The member receives a CCHP identification card and CCHP provides or arranges for all his or her covered health needs. The average monthly enrollment for the SPD members for FY 2015/2016 will be approximately 22,000.

Medi-Cal SPD Members Summary			
Service:	Discretionary		
Level of Service:	Mandatory		
Expenditures:	\$150,926,258		
Financing:	150,926,258		
Net Fund Cost:	0		
Funding Sources:			
Local (Premiums)	100.0%	\$150,926,258	

3. Charges from Other County Departments

Description: This section includes non-distributed costs charged to the Health Plan by other County departments for various services.

Charges From Other County Departments			
Service:	Discretionary		
Level of Service:	Discretionary		
Expenditures:	\$2,997,115		
Financing:	2,997,115		
Net Fund Cost:	0		
Funding Sources:			
Local (Premiums)	100.0%	\$2,997,115	

Health Services Health and Human Services

Contra Costa Community Health Plan (Enterprise Fund III)

CCHP Community Plan (Enterprise Fund III)	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Services and Supplies	101,745,069	90,771,968	71,631,265	71,631,265	0
Other Charges	477,685	1,056,668	411,969	411,969	0
TOTAL EXPENDITURES	102,222,754	91,828,636	72,043,234	72,043,234	0
REVENUE					
Other Local Revenue	103,347,873	91,828,636	70,484,348	70,484,348	0
GROSS REVENUE	103,347,873	91,828,636	70,484,348	70,484,348	0
NET FUND COST (NFC)^A	(1,125,119)	0	1,558,886	1,558,886	0
FINANCIAL INDICATORS					
% Change in Total Exp		(10%)	(22%)	0%	
% Change in Total Rev		(11%)	(23%)	0%	
% Change in NFC		(100%)	0%	0%	

A Amount necessary to meet Title 28 Tangible Net Equity requirements.

Description: The Contra Costa Community Health Plan is a County-operated prepaid health plan available to certain Medicare recipients; In-Home Support Service providers; employees of participating private and governmental employers; and in calendar year 2014 for individual members of the Covered California ACA Exchange. This budget unit also reflects the costs for the Basic Health Care program which consists mainly of undocumented children who reside in the County and receive care from the Contra Costa Health Services.

Workload Indicator: The recommended FY 2015/2016 budget is based on an average monthly enrollment of 12,000 recipients.

Impact: The recommended budget maintains the current level of services.

1. Commercial Coverage

Description: Provides coordinated comprehensive health benefits from physical check-ups to treatment of major health problems. There is an array of benefits,

premiums and co-payments depending on the plan chosen. Premiums are paid by the members or their employers.

The County Employee Plans serve full time, part time and temporary employees and retirees of Contra Costa County, and some plans cover their eligible dependents in the Contra Costa Health Plan.

In addition, coverage is available to In-Home Supportive Services (IHSS) providers in Contra Costa County. IHSS providers who join CCHP receive coordinated comprehensive health care services ranging from physical check-ups to treatment of major health problems. Monthly premium costs are shared by the County and the IHSS providers.

2. Medicare Senior Health Plans

Description: This product line serves Contra Costa senior residents who are covered under Medicare and who choose CCHP as their medical gap insurer. In addition to the basic Medicare coverage under this program, there

Health Services

Health and Human Services

are various benefits covered by member premiums that reduce the member's medical expenses for Medicare co-payments and deductibles. On the Senior Health Plus Plan, the premium helps to pay for those services not covered by Medicare, such as eye and hearing exams as well as glasses and hearing aids and some drugs not covered by Medicare Part D.

3. Basic Health Care (BHC) This program is designed to provide needed medical care to the formerly state-sponsored medically indigent children and other at-risk adult residents of Contra Costa County with incomes less than or equal to 300 percent of the federal poverty level. It offers limited health benefits compared to other groups. Services are primarily provided at the Contra Costa Regional Medical Center (CCRMC) and Health Centers.

4. Covered California Exchange Plans

CCHP's participation in Covered California Exchange ended on 12/31/14.

In-Home Supportive Services

Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$10,284,048	
Financing:	6,547,760	
Net Fund Cost:	3,736,288	
Funding Sources:		
Local (Premiums)	78.1%	\$6,547,760
General Fund (Subsidy)	21.9%	3,736,288

Commercial Members Summary (Excludes IHSS)

Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$61,759,186	
Financing:	61,759,186	
Net Fund Cost:	0	
Funding Sources:		
Local (Premiums)	100.0%	\$61,759,186

Health Services Health and Human Services

Major Risk Medical Insurance Program (Enterprise Fund IV)

AIM/MRMIP Enterprise Fund IV	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Services and Supplies	742,986	1,233,645	800,000	800,000	0
TOTAL EXPENDITURES	742,986	1,233,645	800,000	800,000	0
REVENUE					
Other Local Revenue	1,002,274	1,233,645	800,000	800,000	0
GROSS REVENUE	1,002,274	1,233,645	800,000	800,000	0
NET FUND COST (NFC)	(259,288)	0	0	0	0
FINANCIAL INDICATORS					
% Change in Total Exp		66%	(35%)	0%	
% Change in Total Rev		23%	(35%)	0%	
% Change in NFC		(100%)	0%	0%	

Description: This product served Contra Costa residents who qualified for the Access for Infants and Mothers (AIM) program and the Major Risk Medical Insurance Program (MRMIP). Contra Costa Health Plan was a contracted health plan carrier for these programs, which were administered by the State's Managed Risk Medical Insurance Board (MRMIB). Both programs were impacted by the Affordable Care Act.

AIM is a program for pregnant women that is not available to Medi-Cal or Medicare Part A and B recipients, and applies certain income guidelines. Women receive prenatal care and delivery services. MRMIB pays the Health Plan a contracted fee per delivery. CCHP stopped accepting pregnant mothers into the program at the end of 2014, but will continue to provide care for the remaining 11 pregnant mothers until the birth of their babies. CCHP's participation in the AIM program is expected to end in early FY 2015/16.

CCHP's participation in the Major Risk Medical Insurance Program (MRMIP) was terminated on 12/31/2014. This program had provided health insurance to Californians unable to obtain coverage in the individual market due to pre-existing conditions.

Impact: The recommended budget maintains the current level of services for the AIM program through its termination.

Major Risk Medical Insurance Program		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$800,000	
Financing:	800,000	
Net County Cost:	0	
Funding Sources:		
Local (Premiums)	100.0%	\$800,000

Health Services

Health and Human Services

Behavioral Health Division - Mental Health

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	47,359,690	56,639,588	52,414,453	52,414,453	0
Services and Supplies	120,107,958	106,389,950	122,913,125	122,913,125	0
Other Charges	4,463,344	4,436,061	4,608,955	4,608,955	0
Fixed Assets	393,057	0	0	0	0
Expenditure Transfers	(2,852,847)	(1,420,556)	(2,789,521)	(2,789,521)	0
TOTAL EXPENDITURES	169,471,202	166,045,043	177,147,012	177,147,012	0
REVENUE					
Other Local Revenue	65,489,829	65,433,897	80,382,113	80,382,113	0
Federal Assistance	57,451,162	56,298,115	56,367,957	56,367,957	0
State Assistance	33,828,933	33,020,602	29,010,208	29,010,208	0
GROSS REVENUE	156,769,925	154,752,614	165,760,278	165,760,278	0
NET COUNTY COST (NCC)	12,701,278	11,292,429	11,386,734	11,386,734	0
Allocated Positions (FTE)	443	443	413	413	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	27%	34%	29%	29%	
% Change in Total Exp		(2%)	7%	0%	
% Change in Total Rev		(1%)	7%	0%	
% Change in NCC		(11%)	1%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	24,352,249	28,476,490	28,299,565	28,299,565	0
Temporary Salaries	1,834,738	1,105,404	1,347,012	1,347,012	0
Permanent Overtime	131,735	119,832	85,984	85,984	0
Deferred Comp	108,974	235,732	188,451	188,451	0
Hrly Physician Salaries	171,845	77,604	81,924	81,924	0
Perm Physicians Salaries	2,225,862	3,112,852	2,050,909	2,050,909	0
Perm Phys Addnl Duty Pay	12,304	37,022	2,906	2,906	0
Comp & SDI Recoveries	(103,353)	(114,769)	(114,769)	(114,769)	0
FICA/Medicare	2,072,575	2,528,134	2,684,097	2,684,097	0
Ret Exp-Pre 97 Retirees	115,703	128,449	123,850	123,850	0
Retirement Expense	10,431,402	13,447,561	10,214,270	10,214,270	0
Employee Group Insurance	3,776,269	4,776,829	4,549,366	4,549,366	0
Retiree Health Insurance	1,343,402	1,382,857	1,478,226	1,478,226	0
OPEB Pre-Pay	410,737	410,737	410,737	410,737	0
Unemployment Insurance	107,308	141,656	96,831	96,831	0
Workers Comp Insurance	663,547	773,198	915,094	915,094	0
Labor Received/Provided	(295,607)	0	0	0	0

Description: To serve serious and persistent mentally disabled adults and seriously emotionally disabled children and youth.

Workload Indicator: The recommended FY 2015-2016 budget is based on 439,104 visits and an inpatient psychiatric average daily census of 19.0 patients.

Impact: The recommended budget maintains the current level of services.

1. Child and Adolescent Services

Description: Child and Adolescent Services provides services to children under age 18, and up to age 21 for emotionally disturbed individuals.

a. Local Institutional/Hospital Care: Acute psychiatric inpatient treatment for children and adolescents is provided in private hospitals in order to avoid placing minors in the same psychiatric unit as adults at Contra Costa Regional Medical Center. Case management services are provided by the Children's Hospital and Residential Treatment Program.

b. Out-of-Home Residential Care/Treatment Service Programs: Mental Health works in collaboration with Probation and Social Service to support these placements and their mental health component. Structured residential therapeutic treatment service programs for seriously emotionally disturbed (SED) children and adolescents providing individual, group and family therapy and wrap-around teams. Case management services are provided at various children's hospital units in Northern California and the Residential Treatment Program.

c. Intensive Day Treatment Services: Therapeutic treatment, educational and activity programs (less than 8 hours per day) for children/adolescents who have behavioral/emotional disorders or are seriously emotionally disturbed (SED), psychosocially delayed or "at high risk." Many of these services are attached to Residential Treatment Centers outside Contra Costa County.

d. Outpatient Clinic Treatment and Outreach Services: Outpatient clinic, school-

site and in-home services, including psychiatric diagnostic assessment, medication, therapy, wrap-around, collateral support, Family Partnership, and crisis intervention services for seriously emotionally disturbed (SED) children and adolescents and their families.

e. Child/Adolescent Case Management Services: Case managers provide screening, assessment, evaluation, advocacy, placement and linkage services to assist children and adolescents in obtaining continuity of care within the mental health, health care, and social service systems. Community and school-based prevention and advocacy programs provide community education, resource development, parent training, workshops, and development of ongoing support/advocacy/action groups. Services are provided to enhance the child's ability to benefit from their education, stay out of trouble, and remain at home.

f. EPSDT (Early and Periodic Screening Diagnosis and Treatment) Program: Provides comprehensive mental health services to Medi-Cal eligible severely emotionally disturbed persons under age 21 and their families. Services include assessment; individual, group and family therapy; crisis intervention; medication; day treatment; and other services as needed. Specialized services are available in cases of emergency foster placement.

g. Therapeutic Behavior Services (TBS): TBS provides one-on-one behaviorally focused shadowing of children and youth, on a short-term basis, to prevent high level residential care or hospitalization, and ameliorate targeted behaviors preventing success.

h. Mobile Response Team: The mobile crisis response team, comprised of a Masters level therapist and a family support partner, provides short-term triage and emergency services to seriously emotionally disturbed children, adolescents and their families in order to prevent acute psychiatric crises and subsequent hospitalization.

i. Mental Health Services for Children 0-5 Years of Age: Three contract agencies provide a wide array of outpatient, and in-home services to SED children, children in foster care, or

Health Services

Health and Human Services

children at risk of significant developmental delays and out-of-home placement.

j. Special Education Services – Educationally Related Mental Health Services (ERMHS). Mental Health Services are provided as part of a youth's Individualized Education Plan (IEP) to fulfill a mandate under federal law to provide a free and appropriate public education to students with special needs in the least restrictive educational environment. Services include: individual, group, or family psychotherapy, day treatment services, collateral, case management, and residential placement.

In Contra Costa County there are approximately 166,000 public school students. Over 33,000 of these students, or approximately 20%, are enrolled in Special Education. Prior to FY 2010/2011, funding for these mandated services had been federal IDEA funds, State Mandate Claims (SB-90), Medi-Cal and State General Funds. In the Budget Act of 2010-2011, the mandate was suspended and the responsibility to fund these services was transferred from County Mental Health to the local school districts and SELPA's (Special Education Local Plan Areas). An MOU was developed and signed by County Mental Health and the SELPAs, with supporting contracts going before the Board for approval. This budget assumes that the responsibility for funding continued ERMHS Non-Medi-Cal services will remain with the local school districts and SELPA's.

As part of the State 2004-05 Budget, all 2003-04 and prior SB-90 claims were deferred with the requirement to pay them over no more than five years beginning in 2006-07. In the State 2005-06 Budget, Government Code Section 17617 was amended to pay these claims over 15 years from 2006-07 through 2020-21. Subsequent budgets have suspended payments. The cumulative balance due from the State, and residing as an accounts receivable of the General Fund, is \$7.7 million.

The proposed 2014-2015 Governors budget included \$900 million in funding for payment of 2004 and prior outstanding mandated claims. The payments are proposed to be made in FY 2015/2016 for \$748 million and FY 2016/2017

for \$152 million. At this time, it is unknown when payments will be received for the \$7.7 million outstanding balance.

k. Transitional Age Youth Residential Treatment Program at Oak Grove: The Collaborative Continuum of Care "C5" closed in 2010 after the governor signed legislation vetoing funding for AB3632 services. A new school-based program located in Mt. Diablo Unified School District called Olivera was developed for high-end youth. Best practice models including wraparound are being employed to avert residential placement.

l. Olivera: A first step alternative to, as well as a step down from, residential placements that provides a non-public school with Intensive Day Treatment and wrap services. The program includes five classrooms – three for Mt. Diablo Unified School District and two for other SELPAs within Contra Costa.

m. Oak Grove Treatment Center: The County facility at 1034 Oak Grove Road in Concord, is in program development and currently houses the First Hope program for the early intervention for psychosis with emphasis on multi-family treatment consistent with the Psychosis Intervention Early Recovery (PIER) model.

n. Katie A. Programming: Children's Mental Health, in partnership with Child and Family Services, is in the second year development stages of a new legally mandated service delivery system to serve Katie A. youngsters in the foster care system. These youngsters meet specific criteria to be included in the Katie A. subclass and receive augmented services as defined in the legal settlement. These new services are identified as Intensive Care Coordination (ICC) and In Home Behavioral Services (IHBS). All youngsters in the subclass will receive ICC services and the need for IHBS will be determined by the Child and Family Teams.

o. Evidenced Based Practices: Children's Mental Health has instituted system wide training in several evidenced based practices (EBP's) including Cognitive Behavioral Therapy, Trauma Focused Behavioral Therapy, Cognitive therapy for depression, Dialectic Behavioral

therapy and Wraparound services. Evidenced Based Practices are being supported by placing EBP team leaders in each of the regional clinics with centralized training and ongoing supervision groups. Additionally, these teams are part of a Bay Area Collaborative to further trauma focused care regionally.

Child & Adolescent Services Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$46,841,581	
Financing:	46,508,151	
Net County Cost:	333,430	
Funding Sources:		
Local	47.4%	\$22,224,117
Federal	51.8%	24,284,034
State	0.0%	0
General Fund	0.8%	333,430
FTE:	82.4	

2. Adult Services

Description: Provides services to consumers over 18 years old.

a. Crisis/Transitional/Supervised

Residential Care: Short-term, crisis residential treatment for clients who can be managed in an unlocked, therapeutic, group living setting and who need 24-hour supervision and structural treatment for up to 30 days to recover from an acute psychotic episode. This service can be used as a short-term hospital diversion program to reduce the length of hospital stays. This service also includes 24-hour supervised residential care and semi-supervised independent living services to increase each client's ability to learn independent living skills and to transition ("graduate") from more restrictive levels of residential supervision to less restrictive (i.e., more independent) living arrangements, including board and care facilities.

b. Outpatient Clinic Treatment and

Outreach Services: Provides scheduled outpatient clinic services, including psychiatric diagnostic assessment, medication, short-term individual and group therapy, rehabilitation, and collateral support services for seriously and persistently mentally ill (SPMI) clients and their families with acute and/or severe mental disorders. Also includes community outreach services not related to a registered clinic client.

c. Case Management Services: Case managers provide screening, assessment, evaluation, advocacy, placement and linkage services in a community support model. Case management is also provided through supportive housing services, as well as the clinics in West, East and Central County. County clinics include peer providers on case management teams.

d. Mental Health Homeless Outreach/

Advocacy Services: The homeless shelter in Antioch and the three regional drop-in multi-purpose service centers assist the homeless mentally ill to secure counseling, transportation, clothing, vocational training, financial/benefit counseling, and housing. Case management can be arranged through this program, if determined necessary.

e. Vocational Services: The Mental Health Division contracts with the California Department of Rehabilitation under a cooperative agreement with the State Department of Health Care Services to provide comprehensive vocational preparation and job placement assistance. Services include job search preparation, job referral, job coaching, benefits management, and employer relations. This is one of the only mental health collaborations providing services to individuals with co-occurring disorders in the State.

f. Consumer-Run Community Centers:

Centers in Pittsburg, Concord and San Pablo provide empowering self-help services based on the Recovery Vision, which is the concept that individuals can recover from severe mental disorders with peer support. The Centers, which are consumer operated, provide one-to-one peer support, social and recreational activities, stress

Health Services

Health and Human Services

management, money management, and training and education in the Recovery Vision.

g. Substance Abuse and Mental Health for CalWORKs (SAMHWORKs): Mental health and substance use disorders specialty services provided for CalWORKs participants referred by the Employment and Human Services Department to reduce barriers to employment. Services include outpatient mental health, substance use disorders, and supportive services for participants and their immediate family members.

h. AB109: Under AB109, County Adult Mental Health receives referrals from Probation. Probationers have five days upon prison release to report to their Probation Officer (PO) to review their probation orders. At their initial meeting, the PO determines whether the individual received "custody" mental health services and/or was released with a 30 day supply of psychotropic medications. POs may then offer the individual a referral to Behavioral Health to be assessed for their voluntary continuation of medications and need for focused forensic case management services.

Adult Services Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$45,641,868	
Financing:	41,212,166	
Net County Cost:	4,429,702	
Funding Sources:		
Local	11.0%	\$7,274,046
Federal	32.4%	14,778,802
State	46.9%	19,159,317
General Fund	9.7%	4,429,702
FTE:	121.9	

3. Support Services

Description: Functions include personnel administration, staff development training, procuring services and supplies, physical plant operations, contract negotiations and administration, program planning, development of policies and procedures, preparation of grant applications and requests for proposals, monitoring service delivery and client complaints, utilization review and utilization management, quality assurance and quality management, quality improvement, computer system management, and interagency coordination.

Support Services Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$11,526,372	
Financing:	11,526,372	
Net County Cost:	0	
Funding Sources:		
Local	9.0%	\$1,033,332
Federal	11.0%	1,265,048
State	80.0%	9,227,992
FTE:	54.5	

4. Local Hospital Inpatient Psychiatric Services

Description: Provides acute inpatient psychiatric care at Contra Costa Regional Medical Center, involuntary evaluation and crisis stabilization for seriously and persistently mentally ill clients who may be a danger to themselves or others.

Health Services Health and Human Services

Local Hospital Inpatient Psychiatric Services Summary		
Service:	Mandatory	
Level of Service:	Mandatory	
Expenditures:	\$10,080,577	
Financing:	7,711,009	
Net County Cost:	2,369,568	
Funding Sources:		
Local	9.6%	\$972,213
Federal	66.0%	6,652,853
State	0.9%	85,943
General Fund	23.5%	2,369,568

5. Outpatient Mental Health Crisis Service

Description: The outpatient clinic provides crisis intervention and stabilization, psychiatric diagnostic assessment, medication, emergency treatment, screening for hospitalization and intake, disposition planning, and placement/referral services. Services are provided at the CCRMC Crisis Stabilization Unit.

Outpatient Mental Health Crisis Service Summary		
Service:	Mandatory	
Level of Service:	Mandatory	
Expenditures:	\$11,432,014	
Financing:	7,177,981	
Net County Cost:	4,254,033	
Funding Source:		
Local	15.3%	\$1,744,826
Federal	45.0%	5,142,281
State	2.5%	290,874
General Fund	37.2%	4,254,033

6. Medi-Cal Psychiatric Inpatient/Outpatient Specialty Services (Managed Care)

Description: Community based acute psychiatric inpatient hospital services and outpatient specialty mental health services are provided for Medi-Cal eligible adults and children.

Medi-Cal Managed Care Services Summary		
Service:	Mandatory	
Level of Service:	Mandatory	
Expenditures:	\$8,509,854	
Financing:	8,509,854	
Net County Cost:	0	
Funding Sources:		
Local	47.2%	\$4,018,833
Federal	49.9%	4,244,939
State	2.9%	246,082
FTE:	11.0	

7. Mental Health Services Act/ Proposition 63

Description: Approved by California voters in November 2004, Proposition 63 imposes a 1% tax on incomes in excess of \$1 million and directs those collections to the provision of mental health services. The Mental Health Services Act (MHSA) has expanded mental health care programs for children, transition age youth, adults, and older adults. Services are client and family driven and include culturally and linguistically appropriate approaches to address the needs of underserved populations. They must include prevention and early intervention as well as innovative approaches to increasing access, improving outcomes and promoting integrated service delivery. The MHSA added Section 5891 to the Welfare & Institutions Code, which reads in part, "The funding established pursuant to this Act shall be utilized to expand mental health services."

Health Services

Health and Human Services

These funds shall not be used to supplant existing state or county funds utilized to provide mental health services”.

The first yearly MHSA Program and Expenditure Plan for Community Services and Supports was approved by the Board of Supervisors and submitted to the State Department of Mental Health on December 22, 2005. The Prevention and Early Intervention component was added in 2009, and the remaining components of Innovation, Workforce Education and Training, and Capital Facilities/Information Technology were added in FY 2010 -11. Each subsequent year an Annual Update was approved, which included program refinements, program changes when indicated, and the development of new programs identified by a local stakeholder driven community program planning process. Contra Costa's first integrated Three Year Program and Expenditure Plan was submitted and approved. One new stakeholder supported program has been initiated in FY 14-15 and several are planned for initiation in FY 15-16. These include:

- Initiated in FY 14-15: In 2015, the George and Cynthia Miller Wellness Center will add mental health staff that will allow for children and adults to obtain urgent same day clinical and recovery based services.
- New: The Board of Supervisors have resolved to implement Laura's Law, or AB1421, in Contra Costa County. As a result, MHSA will fund the treatment portion of implementing AB 1421. This includes providing a mobile, multidisciplinary team to serve the most seriously disabled adults who have demonstrated resistance to mental health treatment.
- New: An Innovation Project to provide Community Support Workers to assist mentally ill homebound older adults link to supportive community services, increase facility in activities of daily living, and to reduce the incidence of costly psychiatric emergency responses.

- New: An Innovation Project to fund staff to facilitate a coordinated countywide transportation response to enable consumers and their families a better access to mental health services.
- Hope House: The County is contracting with Telecare to operate Hope House, a recently constructed MHSA financed 16 bed residential facility. This is a voluntary, highly structured treatment program that is intended to support seriously mentally ill adults during a period of crisis and to avoid inpatient psychiatric hospitalization. It will also serve consumers being discharged from the hospital and long term locked facilities who would benefit from a step-down from institutional care in order to successfully transition back into community living. Services are designed to be up to a month in duration, are recovery focused with a peer provider component, and will be able to treat co-occurring disorders, such as drug and alcohol abuse.

The projected FY 2015/2016 MHSA expenditures are described below. For the upcoming year, projected expenditures will exceed the anticipated annual revenue. Expenditures in excess of the annual revenue will be funded from the Trust Fund carryover surplus. MHSA programs will be evaluated over the next 12 months and an adjusted expenditure plan will be developed to align annual expenditures and revenues.

<u>Program Type</u>	<u>\$ in Millions</u>
Community Support System	31.3
Prevention and Early Intervention	6.9
Work Force Education & Training	0.8
Capital Facilities	2.9
Innovation	1.2
Total MHSA Allocation	\$43.1

Health Services

Health and Human Services

Mental Health Services Act		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:		\$43,114,746
Financing:		43,114,746
Net County Cost:		0
Funding Sources:		
Local	100.0%	\$43,114,746
(Transfers from the MHSA Fund)		
FTE:	142.9	

Health Services

Health and Human Services

Behavioral Health – Alcohol and Other Drugs

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	2,741,264	3,556,391	3,527,767	3,527,767	0
Services and Supplies	11,578,326	10,490,108	12,172,757	12,172,757	0
Other Charges	471	0	0	0	0
Expenditure Transfers	(963,766)	(929,910)	(1,268,963)	(1,268,963)	0
TOTAL EXPENDITURES	13,356,295	13,116,589	14,431,561	14,431,561	0
REVENUE					
Other Local Revenue	5,506,756	4,028,135	5,234,358	5,234,358	0
Federal Assistance	1,355,270	1,716,888	1,909,536	1,909,536	0
State Assistance	6,127,248	7,093,436	6,957,537	6,957,537	0
GROSS REVENUE	12,989,275	12,838,459	14,101,431	14,101,431	0
NET COUNTY COST (NCC)	367,020	278,130	330,130	330,130	0
Allocated Positions (FTE)	30	30	31	31	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	19%	25%	22%	22%	
% Change in Total Exp		(2%)	10%	0%	
% Change in Total Rev		(1%)	10%	0%	
% Change in NCC		(24%)	19%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	1,316,441	1,877,975	1,836,390	1,836,390	0
Temporary Salaries	175,487	31,308	107,563	107,563	0
Permanent Overtime	15,256	23,820	46,271	46,271	0
Deferred Comp	8,940	16,440	11,820	11,820	0
Comp & SDI Recoveries	(4,891)	0	0	0	0
FICA/Medicare	112,329	146,494	149,913	149,913	0
Ret Exp-Pre 97 Retirees	5,581	5,622	5,622	5,622	0
Retirement Expense	504,555	728,352	635,019	635,019	0
Employee Group Insurance	190,269	289,740	294,384	294,384	0
Retiree Health Insurance	274,554	282,261	281,543	281,543	0
OPEB Pre-Pay	102,277	102,277	102,277	102,277	0
Unemployment Insurance	5,649	5,761	8,176	8,176	0
Workers Comp Insurance	34,816	46,341	48,789	48,789	0

Description: To reduce the incidence and prevalence of substance use disorders through prevention, intervention, treatment and recovery services.

Workload Indicator: The recommended FY 2015-2016 budget is based on an average caseload of 3,581 clients served in treatment and 11,356 prevention participants.

Impact: The recommended budget maintains the current level of services.

The AOD Administration operates a planned, comprehensive System of Care approach for providing substance use disorders (SUD) prevention, diversion, outpatient and residential treatment, detoxification, and narcotic replacement therapy. A vital function of the system of care is to offer individuals and families treatment options in different settings, and various levels of treatment intensity

1. Prevention Services

Description: Prevention programs provide alcohol and other drugs education, drug free activities, community-based initiatives, problem identification and referrals for youth and adults. In partnership with community based providers, programs engage youth and community residents to reduce AOD availability and accessibility, and change the local conditions and social norms that contribute to AOD use, including unused and non-prescribed medications. Prevention services do not require treatment of substance use disorders.

Prevention Services has implemented Evidence Based Practices (EBP) for service delivery. In order to support and ensure model integrity, AOD Administration is able to access free technical assistance through the State Department of Health Care Services (DHCS) Substance Use Disorders Prevention branch. Ongoing training and monitoring ensures that programs adhere to fidelity.

In 2013, AOD prevention services engaged community residents throughout Contra Costa in a Stakeholder Community Needs Assessment which culminated with the update of the County's Five-Year AOD Prevention Strategic Plan, which formulates goals and objectives under which all programs operate.

Prevention Services Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$1,553,587
Financing:		1,553,587
Net County Cost:		0
Funding Sources:		
Federal	100.0%	\$1,553,587
FTE:	5.0	

2. Non-Residential Program

Description: Provides outpatient substance abuse recovery services for adults, youth/adolescents and family members with substance use disorders. Services include individual, family and group counseling and educational and recovery support groups. Programs operate on a six-month treatment model and implement evidence based practices including: Matrix, Cognitive Behavioral Therapy, and Trauma Based curriculum.

Non-Residential Program Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$856,238
Financing:		856,238
Net County Cost:		0
Funding Sources:		
Federal	15.6%	\$133,128
State	75.8%	469,418
Local	8.6%	73,962

Health Services

Health and Human Services

3. Residential Services Program

Description: Offers treatment for youth, men, women, women with their children (perinatal), and detoxification for adults. Services include assessment, individual, group, & family counseling, treatment plan and discharge and linkages to 12-step support groups. Treatment is designed to promote recovery, healthy relationships and positive participation in society.

Residential treatment is based on a 90-day treatment episode with 30 days extensions based on acuity and individual need. Programming adheres to evidence based practices such as Matrix, Cognitive Behavioral Therapy, and Trauma Focused curriculum.

Residential Services Program Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$3,968,417	
Financing:	3,818,287	
Net County Cost:	150,130	
Funding Sources:		
Federal	60.0%	\$2,382,002
State	36.0%	1,436,285
General Fund	4.0%	150,130
FTE:	17.0	

4. Narcotic Treatment Program

Description: Outpatient methadone maintenance provided under a contract for opiate dependent adults, including pregnant women and persons at risk of HIV infection through injection drug use.

Narcotic Treatment Program Summary			
Service:	Discretionary		
Level of Service:	Discretionary		
Expenditures:	\$3,552,816		
Financing:	3,552,816		
Net County Cost:	0		
Funding Sources:			
Federal	50.0%	\$1,776,408	
State	50.0%	1,776,408	

5. Special Programs

Description: The department administers several time-limited federal and state special initiatives and demonstration projects including AB 109; State Incentive Grant (SIG); HIV Testing and Education, Adolescent Treatment; CalWorks (SAMHWorks); Adult Drug Court & County Diversion programs (DUI and PC1000). HIV rapid test and education services via Interagency Agreement with Public Health promote healthy behaviors by encouraging clients across age and orientation to know their HIV status. Confidential and quick HIV and hepatitis C testing & education in all of our substance abuse treatment programs including the Orin Allen Youth Rehabilitation Facility is provided by the HIV Team on a regular basis. Services include follow up testing, linkages to care and treatment, and the collection of data which is reported to the State on an annual basis.

Special Programs			
Service:	Discretionary		
Level of Service:	Discretionary		
Expenditures:	\$3,232,553		
Financing:	3,232,553		
Net County Cost:	0		
Funding Sources:			
State	37.0%	1,191,305	
Local	63.0%	2,041,248	

6. Support Services and Countywide Prevention

Description: Provides management of all substance abuse services, funds and programs, including contracted services. Oversees countywide service delivery system, such as budgeting, program/grant planning development and evaluation, contract development and processing. This category also includes data management and information systems.

Support Services		
Service: Discretionary		
Level of Service: Discretionary		
Expenditures: \$1,267,950		
Financing: 1,087,950		
Net County Cost: 180,000		
Funding Sources:		
State	76.0%	958,404
Local	10.0%	129,546
General Fund	14.0%	180,000
FTE: 9.0		

Health Services

Health and Human Services

Behavioral Health – Homeless Programs

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	844,154	1,031,027	1,232,925	1,232,925	0
Services and Supplies	5,700,567	5,128,734	5,599,891	5,599,891	0
Other Charges	377	0	0	0	0
Expenditure Transfers	(2,052,638)	(2,406,820)	(2,394,439)	(2,394,439)	0
TOTAL EXPENDITURES	4,492,460	3,752,941	4,438,377	4,438,377	0
REVENUE					
Other Local Revenue	307,744	150,166	613,413	613,413	0
Federal Assistance	1,999,700	2,069,897	2,034,923	2,034,923	0
State Assistance	375,000	135,000	130,000	130,000	0
GROSS REVENUE	2,682,444	2,355,063	2,778,336	2,778,336	0
NET COUNTY COST (NCC)	1,810,016	1,397,878	1,660,041	1,660,041	0
Allocated Positions (FTE)	8	8	9	9	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	13%	17%	18%	18%	
% Change in Total Exp		(16%)	18%	0%	
% Change in Total Rev		(12%)	18%	0%	
% Change in NCC		(23%)	19%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	472,724	595,540	712,004	712,004	0
Temporary Salaries	43,008	28,965	43,203	43,203	0
Permanent Overtime	294	588	588	588	0
Deferred Comp	2,815	7,440	3,840	3,840	0
FICA/Medicare	37,590	47,227	54,483	54,483	0
Ret Exp-Pre 97 Retirees	1,942	2,004	2,004	2,004	0
Retirement Expense	180,376	229,312	258,968	258,968	0
Employee Group Insurance	81,724	93,240	126,621	126,621	0
Retiree Health Insurance	6,463	6,463	6,463	6,463	0
OPEB Pre-Pay	3,365	3,365	3,365	3,365	0
Unemployment Insurance	1,932	1,873	2,272	2,272	0
Workers Comp Insurance	11,920	15,010	19,114	19,114	0

Description: The Homeless Program has created an integrated system of care that includes information and referral, multi-service centers that provide case management and support services, outreach to encampments,

emergency shelter, transitional housing, and permanent supportive housing for adults, youth, and families. While the County program does not assume funding and management for all aspects of the continuum, it is the primary

Health Services

Health and Human Services

provider of emergency shelter for single adults, the only shelter and transitional housing for transition-age youth, it administers the Shelter Plus Care Program, and provides guidance and staff to the Contra Costa Inter-jurisdictional Council on Homelessness (CCICH).

Workload Indicator: The requested FY 2015-2016 budget is based on the provision of 69,812 annual shelter bed-days.

Impact: The recommended budget maintains the current level of services.

1. Administration

Description: Administration includes staffing, occupancy costs, costs incurred for CCICH, and costs associated with grant writing and consultation.

Administration Summary			
Service:		Discretionary	
Level of Service:		Discretionary	
Expenditures:		\$676,119	
Financing:		170,999	
Net County Cost:		505,120	
Funding Sources:			
State	19.2%	\$130,000	
Local	6.1%	40,999	
General Fund	74.7%	505,120	
FTE:	5.5		

2. Outreach and Engagement Services

Description: These services are aimed at identifying homeless individuals, youth and families in need of services, and assisting them in accessing the services necessary to end their homelessness. Outreach and engagement services include an interim housing intake phone line, outreach teams, and multi-service centers.

a. Adult Interim Housing Intake Line is a toll-free number (800-799-6599) for any homeless

single adult to access a bed within our adult shelter system.

b. Multi-Service Centers provide comprehensive support services, including case management, basic needs assistance, and outpatient drug abuse treatment. In partnership with Anka Behavioral Health Services, multi-service centers located in West, Central, and East County are serving over 1,000 adults and children each year.

Outreach and Engagement Summary			
Service:		Discretionary	
Level of Service:		Discretionary	
Expenditures:		\$46,958	
Financing:		46,958	
Net County Cost:		0	
Funding Sources:			
Local	100.0%	\$46,958	

3. Interim/Transitional Housing and Support Services

Description: Interim/Transitional Housing and Support Services offers short-term shelter and support services including referral and preparation for permanent housing and/or mental health and AOD detox and treatment services that allow for stabilization.

a. Adult Interim Housing Program are 24-hour shelter facilities in Richmond and Concord that focus on housing search assistance with case management and other wrap-around services including meals, laundry facilities, mail, and telephone services. The program has the combined capacity to serve 175 men and women, including specialized services for veterans.

b. Supportive Services for Veteran Families is a support service program that provides outreach, housing search assistance and case management services to homeless veterans residing in the Richmond and Concord interim

Health Services

Health and Human Services

housing facilities, and/or helps them access services at the multi-service centers.

c. Philip Dorn Respite Center is a twenty-four (24) bed shelter for homeless adults who are leaving the hospital and would otherwise be appropriate for discharge to their home, and have health care needs that cannot be met in the emergency shelter environment. This is a collaborative project with Health Care for the Homeless and local hospitals.

Interim Housing and Support Services Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$1,708,782
Financing:		748,621
Net County Cost:		960,161
Funding Sources:		
Federal	23.9%	\$408,075
Local	19.9%	340,546
General Fund	56.2%	960,161
FTE: 1.0		

4. Supportive Housing Programs

Description: The Supportive Housing Program provides a variety of permanent housing options for homeless adults, families, and transition age youth with disabilities. All housing options come with supportive services aimed at assisting the resident in maintaining their housing.

a. Rental Assistance Program (formerly Shelter Plus Care) provides housing subsidies to homeless persons with disabilities and links them to support services through the Housing Authority of Contra Costa County. This program has the capacity to serve over 400 households.

b. PCH – Addressing Addictions to Alcohol (AAA) is a partnership with Anka Behavioral Health, Inc. that expands upon Project Coming Home to provide permanent housing and supportive services to chronically homeless individuals who have a long-term addiction to alcohol.

c. Contra Costa Rapid Re-housing Program is a federally funded initiative (HUD) to quickly re-house families who are recently homeless. In partnership with SHELTER, Inc., the project will provide temporary (12-15 month) rental assistance, housing placement services and transitional case management and support services to help families achieve self-sufficiency and housing stability. Each year, 12 family households are served in the program.

d. Destination Home provides 12 units of permanent supportive housing for chronically homeless, disabled individuals. Participants of the project receive a safe, permanent place to live as well as wrap-around services to help stabilize their lives. Case management assistance in enrolling in mainstream benefits and services, and access to peer support groups are all part of a larger continuum of services that allow individuals to work through many of the issues that led to their homelessness while simultaneously moving toward a more sustainable future.

e. Permanent Connection provides subsidized permanent housing linked to services for homeless youth with chronic mental illness, HIV/AIDS, or developmental or physical disabilities. Youth over the age of 18 receive wrap-around support services that assist them to not only maintain, but also thrive in their housing.

Health Services Health and Human Services

Supportive Housing Program Summary

Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:		\$1,190,709
Financing:		1,190,709
Net County Cost:		0
Funding Sources:		
Federal	100.0%	\$1,190,709

program provides transition-age youth with the support, guidance, and skill development over an 18 to 21-month period that will lead youth to viable employment and permanent housing options.

- d. Bissell Cottages** provides longer-term housing and services for 18-24 year old homeless and/or emancipating foster care youth who have mental health disabilities. This program provides transition-age youth with the support, guidance, and skill development over a two-year period that will support them in their wellness and recovery and lead them to permanent housing.

5. Contra Costa Youth Continuum of Services (CCYCS) for Runaway and Homeless Youth

Description: Contra Costa's Youth Continuum of Services provides outreach, shelter, transitional and permanent housing and services to youth ages 14-24.

- a. Homeless Youth – Health, Outreach and Peer Education (HY-HOPE)** is a health, outreach and peer education program whose goals are to reduce harm done to youth while they are on the streets, build trusting relationships, provide healthier alternatives to being on the streets, and assist youth in making positive choices in their lives. Youth living on the streets and/or in any CCYCS program receive critical information and referrals to services, crisis intervention, life skills education, and counseling. Additionally, health care is provided through an on-site adolescent health clinic sponsored by Health Care for the Homeless.
- b. Calli House** is an 18 bed emergency shelter and service program located in Richmond that serves youth ages 14-21. Youth-specific case management, vocational and educational services, health care, and substance abuse support services are provided at the center during the day.
- c. Appian House - Transitional Housing for Youth** provides longer-term housing and services for 18-21 year old homeless and/or emancipating foster care youth. This

Contra Costa Youth Continuum of Services Summary

Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:		\$582,151
Financing:		426,266
Net County Cost:		155,885
Funding Sources:		
Federal	73.0%	\$425,266
Local	0.1%	1,000
General Fund	26.9%	155,885
FTE:	1.0	

6. Homeless Management Information System

Description: The Homeless Management Information System (HMIS) is a federally required, shared homeless service and housing database system administered by the County Homeless Program, in coordination with the Contra Costa Inter-jurisdictional Council on Homelessness, and utilized by community-based homeless service providers, AB109 service providers, and Behavioral Health programs. HMIS enables service providers to collect and share uniform client information.

Health Services

Health and Human Services

Homeless Management Information System		
Service:		
Discretionary		
Level of Service:		
Discretionary		
Expenditures:		
\$233,658		
Financing:		
194,783		
Net County Cost:		
38,875		
Funding Sources:		
Federal	4.6%	\$10,873
Local	78.7%	183,910
General Fund	16.7%	38,875
FTE: 1.0		

Health Services

Health and Human Services

Public Health

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	34,287,726	34,866,947	38,360,486	38,360,486	0
Services and Supplies	10,097,637	10,217,577	11,631,557	11,631,557	0
Other Charges	1,112	1,200	1,200	1,200	0
Fixed Assets	298,810	320,000	345,000	345,000	0
Expenditure Transfers	(3,031,164)	(2,953,783)	(3,245,028)	(3,245,028)	0
TOTAL EXPENDITURES	41,654,119	42,451,941	47,093,215	47,093,215	0
REVENUE					
Other Local Revenue	6,552,068	6,504,325	10,718,647	10,718,647	0
Federal Assistance	10,664,014	11,272,331	11,444,575	11,444,575	0
State Assistance	10,088,080	10,328,238	10,530,065	10,530,065	0
GROSS REVENUE	27,304,162	28,104,894	32,693,287	32,693,287	0
NET COUNTY COST (NCC)	14,349,958	14,347,047	14,399,928	14,399,928	0
Allocated Positions (FTE)	274	274	283	283	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	77%	77%	76%	76%	
% Change in Total Exp		2%	11%	0%	
% Change in Total Rev		3%	16%	0%	
% Change in NCC		0%	0%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	18,158,375	18,062,752	21,146,760	21,146,760	0
Temporary Salaries	1,699,780	1,625,000	1,196,856	1,196,856	0
Permanent Overtime	26,020	29,443	35,000	35,000	0
Deferred Comp	96,556	89,698	114,895	114,895	0
Hrly Physician Salaries	1,988	0	0	0	0
Perm Physicians Salaries	270,888	294,259	400,680	400,680	0
Perm Phys Addnl Duty Pay	25,119	29,352	30,000	30,000	0
Comp & SDI Recoveries	(45,506)	(34,647)	(35,000)	(35,000)	0
FICA/Medicare	1,471,533	1,521,806	1,737,222	1,737,222	0
Ret Exp-Pre 97 Retirees	86,302	85,382	86,000	86,000	0
Retirement Expense	7,202,283	7,557,970	7,494,668	7,494,668	0
Employee Group Insurance	2,674,612	2,890,038	3,292,761	3,292,761	0
Retiree Health Insurance	1,447,409	1,496,184	1,500,000	1,500,000	0
OPEB Pre-Pay	630,564	630,564	630,564	630,564	0
Unemployment Insurance	75,619	65,392	69,350	69,350	0
Workers Comp Insurance	466,183	523,754	660,730	660,730	0

Health Services

Health and Human Services

Description: To promote, improve and protect the health of the residents of Contra Costa County with special attention to those who are most vulnerable to health problems and their consequences.

Workload Indicator: The recommended budget for the upcoming fiscal year is based on: medical case management for approximately 3,500 children with physically disabling conditions and physical and occupational therapy to over 850 children; reducing the high rate of illegal tobacco sales to minors; over 27,000 clinic visits; pregnancy prevention education to over 8,000 teenagers, approximately 18,600 public health nursing visits to newborn babies and mothers, children and adults; outreach and education to over 13,000 residents and 600 community groups and businesses; over 160,000 meals served or delivered to seniors; approximately 10,000 childhood and adult immunizations and over 1,500 flu vaccines to the community; 9,000 oral health assessments, 2,500 sealant x-rays and 900 sealants and fluoride varnish applications for children; 20,000 food vouchers monthly to low-income women and children; management and control of 60 active cases of tuberculosis in the community and 400 contacts in the community; investigated 4,000 reports of communicable disease received from health care providers and labs, with over 30 outbreaks investigated; approximately 800 animal bite reports received; 550 contacts, case management and home visiting for over 850 high-risk pregnant women and babies; support services for over 650 low-income HIV positive individuals; and the Women Infant and Children Program that currently serves over 22,500 participants every month.

Impact: The recommended budget maintains the current level of services.

1. Public Health Administration and Financial Management

Description: The Public Health Administration and Financial Management unit includes the Director, Administrator, and support staff. Specific functions are divided into budgeting, billing, accounting, purchasing, and contract management.

- a. **Developmental Disabilities Council of Contra Costa County** is the official planning, coordinating and advisory body to the Contra Costa County Board of Supervisors for individuals with developmental disabilities and their families. The 21 member Council works to develop and improve needed community services, while providing information about resources and taking a leadership role in planning, training and advocacy. In addition, the Council has been very active in responding to the increasing prevalence of autism and the importance of early detection/intervention, and developing strategies to increase access to health care for individuals with development disabilities. There are over 500 individuals, agencies, and organizations that make up the organizational membership of the Council that represents the population of over 5,000 disabled individuals and their families from economic, ethnic, cultural and linguistic backgrounds in Contra Costa County. The Council has served the citizens of the County for over 40 years and is staffed part-time.
- b. **Vital Registrations** The Office of the Local Registrar (OLR) of Vital Registrations is a state-mandated function of local health departments. In 2014 the OLR was responsible for certifying and registering approximately 11,998 births, including 72 out of hospital births, 7,314 deaths and 70 fetal deaths occurring in the County; issuing 8,498 permits for the disposition of human remains; and providing 53,568 certified copies of birth and death certificates. The OLR also manages an automated electronic birth registration network system with terminals located in every birthing hospital in the County. Data obtained and compiled

electronically from recent birth and death registrations is provided to department biostatisticians for epidemiological research, which is used by various County and community agencies for service planning. In addition, the office assisted with 59 Declaration of Paternity forms, and issued 149 Medical Marijuana ID cards. (Note the statistics for birth, death and fetal are for those records registered as of 1/7/2015, which is not the grand total for 2014 as some are not yet registered).

- c. ***Epidemiology, Planning and Evaluation*** provides health assessment and evaluation support to Public Health, the Contra Costa Health Plan, the Office of the Director, and others. This unit identifies and statistically analyzes useable versions of standardized databases, including birth, death, hospitalizations, and demographic data; and summarizes this data in presentations, reports, tables, graphs and maps; works with managers to collect and analyze information for their use in the development of federal, state, and foundation grant applications, program plans and required evaluations; and responds to hundreds of requests each year for health information about the County.

In addition to this unit, Epidemiology, Surveillance and Health Data staff monitor communicable disease incidence, prevalence, and trends in Contra Costa; provides active HIV and AIDS surveillance to assure accurate and timely reporting of HIV and AIDS; and coordinates information with four local laboratories including Kaiser Regional Laboratory and private laboratories.

Health data for communicable diseases such as tuberculosis is analyzed every year and reports are distributed to medical providers and others. Reports are also prepared upon request for medical providers, grant writers, the press and the general public. The unit has GIS mapping capabilities and provides mapping for data/surveillance needs. Additionally, the unit provides confidential and voluntary partner notification and referral services and

special case investigations for HIV positive persons on request.

- d. ***Promotoras and Health Conductors*** provides Latino and African American County residents with health benefit enrollment; assistance with making medical and mental health appointments, health navigation, and linkage to community resources. Additionally the Promotoras and Health Conductors assist patients in pediatric obesity, diabetes or prenatal patient group visits at the West County, Pittsburg, Martinez and Brentwood Health Centers. Community nutrition classes via a partnership with Public Health Community Wellness and Prevention were provided to East and Central County residents in various community schools and First Five Centers. The Promotoras and Health Conductors partner with the Public Health Prenatal Care Guidance program to provide community contacts with presumptive eligibility awareness. Additionally, the Promotoras and Health Conductors provide cultural competency expertise within the Health Service staff to assure that patient group visit curriculums and processes are culturally appropriate. They also assisted with the development of a Spanish language diabetes curriculum and an African American centered prenatal group called Golden Start, which were both piloted at the Pittsburg Health Center.
- e. ***Violence Prevention Re-entry Efforts Program*** staff work with CCHS divisions to monitor and respond to community violence and create a seamless pathway for individuals released from prison to a medical home. CCHS Reducing Health Disparities staff and Behavioral Health staff continue to work with the City of Richmond, County Emergency Medical Services, John Muir Hospital, Supervisors Gioia and Glover's Offices, and several key Community Based Organizations (CBO) initiatives to make CCHS resources and expertise available to support these community-led efforts.
- f. ***Linguistic Access Program*** includes the Refugee Health program and the Health Care Interpreter Network (HCIN). It also

Health Services

Health and Human Services

translates all written documents for Contra Costa Health Services. This language service is mandated by both state and federal law. The program currently has 17 qualified medical interpreters who speak 13 different languages and assist with interpretation for CCRMC and all Health Centers as well as for the CCHP network providers and the Health Care Interpreter Network.

- g. **Refugee Health Program** serves people coming into the County from other countries who are refugees, immigrants and asylees. Many of the people served do not speak English and need assistance with establishing and obtaining their health care. Refugee Health Program staff members are specifically trained to provide assistance to all refugees and asylees in obtaining the required health care screening and follow up care at our hospital and health centers. The program works closely with Jewish Family and Children Services, International Rescue Committee and Catholic Charities in coordinating health, housing and social services for newly arriving residents. There are 70 to 80 refugees who settle in Contra Costa each year and approximately three times that many immigrants and asylees.
- h. **Health Care Interpreter Network (HCIN)** provides language assistance throughout Health Services for patients who are not proficient in English or who are deaf or hearing impaired. This service incorporates network partners from throughout the state to ensure that meaningful communication between the patient and health care provider is available at all times. Qualified medical interpreters provide interpretation through telephone or video systems into the provider examination room or wherever patients access our health system. This program is part of a nationwide network.

Public Health Administration and Financial Management		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$6,900,620	
Financing:	5,036,350	
Net County Cost:	1,864,270	
Funding Sources:		
State	6.3%	\$432,421
Local	66.7%	4,603,929
General Fund	27.0%	1,864,270
FTE:	34.1	

2. Senior Nutrition Program

Description: The Senior Nutrition Program provides hot nutritious daily meals to the elderly population in the County. Meals are provided in both the congregate (Senior Center) and home delivery (Meals on Wheels) models utilizing over 800 volunteers annually to deliver services. The program currently serves approximately 168,000 meals in a congregate setting and over 370,000 meals delivered to homebound elders annually. The primary funding source for the program comes from Federal Title IIIC-1 and Title IIIC-2 of the Older Americans Act. Program participant contributions and private sector fundraising also provide significant funding sources. In addition to elderly participants, approximately 2,600 meals are delivered to homebound AIDS/HIV clients annually through separate funding. The program also supplies over 9,000 meals annually to one adult day care provider.

Senior Nutrition Program			
Service:	Discretionary		
Level of Service:	Discretionary		
Expenditures:	\$1,721,324		
Financing:	1,705,622		
Net County Cost:	15,702		
Funding Sources:			
Local	99.1%	\$1,705,622	
General Fund	0.9%	15,702	
FTE:	3.5		

3. Communicable Disease Prevention and Control/Health Emergency Response Unit

Description: These programs work to prevent and control the spread of communicable diseases through health education, epidemiological surveillance and investigation, case management and laboratory testing. These programs also respond to media inquiries around communicable disease issues. Isolation and quarantine of persons with communicable disease, when necessary to protect the public, and assurance that persons in contact with a communicable disease receive prophylactic treatment are integral components of these programs. This unit responds to the public on issues of rabies control, working closely with the County Animal Services Department, and also investigates food-borne illnesses, collaborating with the Environmental Health Division. Consultation is provided to physicians, hospital infection control practitioners, residential facilities, workplaces, schools, child care centers, shelters and other community partners on the prevention and control of communicable diseases. Emphasis is placed on early identification and investigation of a communicable disease outbreak or trend, the prevention of transmission, identification of the source, and elimination of that source of disease to reduce the incidence of all communicable disease.

- a. **Disease Investigation and Control Unit** responds to lab and provider reports of 84 reportable diseases by investigating the reports, confirming the information, educating the person, providing prophylactic treatment so that the disease does not spread and providing consultation to medical facilities and providers. In 2013, the Disease Investigation and Control Unit investigated almost 3,500 reports of communicable diseases. In addition, staff investigated 25 outbreaks and handled almost 800 reports of animal bites, resulting in investigation to ascertain rabies risk.
- b. **Health Emergency Response Unit** develops plans and procedures to respond to the health impacts of naturally occurring disasters such as earthquakes, communicable disease outbreaks such as Pandemic Flu, and bioterrorism caused by human action. Public information, risk communication, and internal and external communication with employees, the community, and the media are integrated into all aspects of response. This unit works closely with all areas of the Communicable Disease Control Program, the Public Health Lab, Environmental Health, Emergency Medical Services, the Office of Emergency Services, and the Hazardous Materials Program, as well as many other County departments and community partners. In addition, this unit provides staff support to the Department's Emergency Management Team, coordinates the annual revision of the Department's Emergency Operations Plan, and represents CCHS in regional health emergency response planning activities.
- c. **Immunization Program** provides immunization clinics for children and adults, consultation to health care providers, and technical assistance to schools, day care centers, and preschool programs to ensure compliance with California immunization laws. For example, recent legislation changed the California process to obtain a personal belief exemption from required vaccines for students entering child care, kindergarten, and seventh grade in public and private schools. The law now requires that parents seeking personal belief

Health Services

Health and Human Services

exemption for their child must first meet with a health care provider to discuss the benefits of vaccination and risk of vaccine preventable diseases.

Additionally the Immunization Program provides ongoing education and training for parents, providers, and the community about new vaccines and the importance of immunizations. Staff also encourages providers to participate in the California Immunization Registry (CAIR), a community-wide database of immunization records, and provides training and technical support to users of the registry. This program also conducts disease investigation into the occurrence of vaccine-preventable diseases (VPD), conducts the perinatal hepatitis B program to prevent the development of chronic hepatitis B in infants, and reviews immunization records of refugees seeking adjustment of status for U.S. permanent residence. In 2014, a total of 9,781 immunizations were given at Public Health clinics, including 1,558 flu vaccines and 1,299 Tdap (whooping cough booster) vaccines.

- d. Tuberculosis (TB) Control Program** provides Public Health Nurse (PHN) case management for people with active tuberculosis, their contacts, and others with TB infection but at high risk for progression to TB disease. In 2014, Contra Costa provided case management services to 49 TB cases. The PHNs provide home visits to monitor the health status of the patient and to assure proper and complete compliance with the medical regimen. Disease Investigators work in concert with PHNs to assure compliance and deliver the TB medication to the patient on a daily or twice weekly basis, and made approximately 2,500 home medication visits. In addition, contacts of an active case are interviewed, examined and placed on preventive therapy as necessary. Sometimes this is at large worksites, necessitating large clinics. Contra Costa continues to have TB cases, which necessitates careful monitoring and response to reported cases and prevention of further disease through contact investigation and treatment. Tuberculosis

patients frequently have chronic conditions such as diabetes, HIV, kidney failure requiring dialysis, or organ transplantation which complicates TB care.

- e. Public Health Laboratory** provides testing in the areas of bacteriology, parasitology, mycobacteriology, mycology, immunology and virology throughout the hospital, clinics and public health to support the health care system. Microbiological examinations of food and water are also provided in support of the Environmental Health and Communicable Disease program. The lab also tests potential agents of bioterrorism such as white powders in coordination with the Hazardous Materials Program. The lab is both state and federally certified and is required to do certain testing as a reference laboratory in support of public health, such as salmonella testing, tuberculosis, botulism testing and others, and is heavily involved in communicable disease outbreaks including the Norovirus. The lab takes part in the State's Respiratory Lab Network, and partners with the state's CEIP program for surveillance of the influenza virus by testing samples from clinics and hospitals in Contra Costa County. The Public Health Lab is one of the national labs participating in the Foodnet Retail Meats study. In 2014, the Public Health Lab performed 134,668 clinical and environmental tests.

Communicable Disease Control Summary

Service:	Mandatory/Discretionary	
Level of Service:	Discretionary	
Expenditures:		\$8,555,899
Financing:		5,472,880
Net County Cost:		3,083,019
Funding Sources:		
Local	39.0%	\$3,333,000
Federal	5.4%	459,738
State	19.6%	1,680,142
General Fund	36.0%	3,083,019
FTE:	44.6	

4. AIDS/HIV and STD Program

Description: HIV/AIDS and Sexually Transmitted Disease (STD) Programs work to reduce the transmission of HIV and STDs by identifying cases and their sexual contacts, providing access to care, conducting monitoring and surveillance activities, and ensuring treatment of reported cases. Mobile HIV rapid testing is offered at fixed sites throughout the community, and HIV and STD testing are offered at closed sites serving high risk youth, men and women enrolled in AODS and detention services.

The HIV component also improves health outcomes for HIV positive individuals in Contra Costa through the provision of individual and community education and prevention services, home and clinic-based case management, clinic navigation support, and agency capacity building. Medical Social Workers assigned to the Positive Health Clinics provide medication adherence support, assist with appointments and financial coverage issues, offer referrals to community services, and certify eligibility for enrollment in the State AIDS Drug Assistance Program. Community planning services open to all interested parties, provide an opportunity for consumers, providers, and others to offer recommendations for service delivery system improvements. A quality management program reviews clinical records for consistency with national guidelines.

- a. **Sexually Transmitted Disease Program** works to reduce Sexually Transmitted Disease (STD) by identifying new cases of STDs and their sexual contacts and ensuring appropriate treatment of reported cases. In addition to supporting weekly STD clinic operations, this program provides health education and risk reduction services as well as STD testing services in various venues throughout the county. Provisional reporting for CY 2013 shows 4,525 cases of chlamydia and 836 cases of gonorrhea were reported among Contra Costa residents. These diseases can cause serious health problems in young men and women, as well as in the newborn of an infected and untreated mother. In addition to chlamydia and gonorrhea, the STD program also

follows people with syphilis and provides prevention education on 32 other STDs. Provisional data for CY 2013 shows that follow-up was provided to 70 cases of primary, secondary, and early latent syphilis. The STD Program emphasizes prevention education in clinics, community based agencies, and in a variety of youth venues. The program provides 3 STD clinics that offer rapid HIV testing and has expanded STD testing and prevention services to youth in various Alcohol and Other Drug Services Programs.

- b. **HIV/AIDS Program** reduces the transmission of HIV and improves health outcomes for HIV positive individuals in Contra Costa through the provision of individual and community education and prevention services, home and clinic-based case management, clinic navigation services, mobile HIV testing services, clinic quality assurance activities and agency capacity building.

HIV rapid test services support healthier behaviors by encouraging people of all ages and orientations to know their HIV status. Confidential and quick HIV and hepatitis C testing in non-traditional sites such as soup kitchens, shelters, substance abuse agencies and parks reach about 2,000 people per year who are not routinely seen in traditional medical venues. Partner services are available to assist with anonymous notification of partners and encourage follow up testing and linkage to care and treatment.

In CY 2013, services for people with HIV provided directly or via subcontracted providers, reached 826 low-income HIV-positive individuals, of whom more than 10% were newly enrolled in our program during the year. Services include nurse and community-based case management, clinical social work, support, oral health care, benefits counseling, outreach, medication access and education, AIDS Drug Assistance Program enrollment, food and transportation assistance, substance abuse and mental health support, home care services, housing assistance and other

Health Services

Health and Human Services

emergency assistance. These services allow people to remain in their homes longer, reducing emergency medical care, decreasing hospitalization, reducing cost, and improving health status. The clinical quality management program monitors approximately 200 individuals at risk for poor health outcomes and provides support to the clinicians and patients through case conferencing and outreach support services.

Local planning efforts through the HIV/AIDS Consortium and other venues help identify highest risk populations for prevention and resources for services for people with HIV and AIDS. Capacity building activities expand community ability and competency to serve people with HIV or at risk for HIV.

Community and provider trainings include: an annual HIV and AIDS update for clinicians, cultural competency skills building in Engaging and Retaining African American and Latino men in Care, Partner Counseling and Referral Services, as well as other risk reduction seminars. Collaboration with the Homeless System of Care, AODS, and Public Health Clinic Services, as well as provide support to the Health Department's Category 5 DSRIP project have strengthened all Health Department programs serving similar populations.

HIV/AIDS and STD Program Summary

Service:	Mandatory/Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$4,002,572	
Financing:	3,268,573	
Net County Cost:	733,999	
Funding Sources:		
Local	5.7%	\$230,000
Federal	55.8%	2,235,253
State	20.1%	803,320
General Fund	18.4%	733,999
FTE:	30.4	

5. Family, Maternal & Child Health Programs

Description: The Family, Maternal & Child Health (FMCH) Programs work in partnership and collaboratively with community members, County programs, and community organizations to provide support, resources, and services to eliminate health inequities and improve the quality of life for all children, youth, and families in Contra Costa County. Program staff focus their efforts on home visiting and case management with low-income, at-risk pregnant and parenting women, outreach and education for a range of County services; implementing community-based and community-driven projects; the provision of training and technical assistance to individuals, health care providers, and community groups regarding maternal and child health data, practice and policy issues; interfacing with other counties, local and national MCH programs, and policy makers; and data collection and analysis.

The following programs are part of the extensive network of safety-net services offered by the FMCH programs.

- a. **Black Infant Health Program (BIH)** aims to improve African American infant and maternal health and decrease Black:White health disparities in perinatal outcomes. BIH provides group-based interventions designed to encourage empowerment and social support in the context of a life course perspective, and social service case management to link clients with needed community and health-related services. BIH recognizes that women's health and health related behaviors are shaped by medical and non-medical factors. The goal of the program is to address social determinants of health by providing services and information in a culturally relevant manner that respects client's beliefs and cultural values while promoting overall health and wellness. Services are provided in West Contra Costa County.
- b. **Children's Oral Health Program** provides an array of oral health services including assessments, oral health education, fluoride varnish and dental sealants to over 12,000

children (ages 3-19 years) each year throughout Contra Costa County. The Children's Oral Health Program reaches underserved and uninsured children and their parents, and provides necessary oral health screenings, assessments, and referrals. Services are provided at elementary schools, community centers, and homeless shelters. The program aims to educate pregnant and parenting women on oral health by collaborating with perinatal providers and home visitors. The program links uninsured and under-insured children throughout the County to free dental treatment in the Ronald McDonald Care Mobile

- c. **Comprehensive Perinatal Services Program (CPSP)** recruits and approves medical providers to participate in this prenatal care services program. CPSP performs quality assurance reviews, offers technical assistance, and provides education to providers to assist them in providing quality prenatal care services to low income, at-risk pregnant women in the County. CPSP works closely with the managed care plans to assure a consistent standard of care among services delivered to low-income women.
- d. **Fetal Infant Mortality Review (FIMR) Program** links women and their families to bereavement support and inter-conception care services, including linkages to other social and health services.
- e. **Lift Every Voice (LEV)** provides outreach and case management services to incarcerated pregnant women and teens prior to release from the County detention facility and juvenile hall to assure that newborns have a safe environment in which to live after delivery and are not placed in foster care. At the time of their release, LEV assists women with accessing Medi-Cal eligibility, prenatal care, and case management services, and links women with community resources and other home visiting programs for ongoing support. LEV is a unique public health approach to reaching hard-to-reach populations requiring a complex array of services and strategies to ensure that they are successful parents and make healthy and positive choices.
- f. **Nurse-Family Partnership (NFP) Program** is an evidence-based home visiting program in which ongoing services are provided by a team of Public Health Nurses to low-income first time mothers during pregnancy through two years post-partum. Contra Costa is one of 17 counties receiving federal funding from the Maternal, Infant, and Early Childhood Home Visiting (MIECHV) Program and is part of the California Home Visiting Program. The NFP Program has several goals, including achieving better pregnancy outcomes, improving the child's health and development, and helping the families become economically self-sufficient by working with parents to develop a vision for their future, plan subsequent pregnancies, continue their education, and find employment. Federal funding is expected through June 2017.
- g. **Prenatal Care Guidance (PCG) Program** provides short-term home-based education and support services to over 375 Medi-Cal eligible women throughout Contra Costa County each year to promote early entry into prenatal care, ensure healthy birth outcomes, reduce infant mortality and morbidity, and ensure babies receive wellness care. Community Health Worker Specialists make appropriate and essential interventions and referrals.
- h. **Healthy Families America (HFA) Program** is a national evidence based home visiting model designed to work with overburdened families who are at-risk for adverse childhood experiences with a focus on child abuse prevention. Community Health Worker Specialists trained in the core model element cultivate and strengthen nurturing parent-child relationships, promote healthy childhood growth and development, and enhance family functioning.
- i. **Sudden Infant Death Syndrome (SIDS) Program** is a state-mandated program that provides grief support services to families and caregivers who have had an infant die of SIDS. Services include crisis

Health Services

Health and Human Services

intervention, bereavement support, and education aimed toward alleviating the tragedy caused by SIDS. The SIDS program also conducts outreach and education to expand awareness about SIDS and promote risk reduction measures.

- j. **Women, Infants, and Children (WIC) Special Supplemental Food Program** is a Federally funded health and nutrition program for women who are pregnant, breastfeeding, or just had a baby, and children under 5 years old (including foster children) and infants in families with low to medium income (working families may qualify). The Contra Costa County WIC Program currently serves over 22,500 participants every month providing special checks to buy healthy foods from WIC-authorized vendors. WIC provides nutrition education and health information, breastfeeding support, and referrals to other community services to help families eat well and be healthy. The specific foods and nutrition provided to enrolled women and children result in longer pregnancies, fewer low birth weight babies, fewer fetal and infant deaths, and improved nutrition. This translates into enormous savings in healthcare dollars. The WIC Program has earned the reputation of being one of the most successful federally funded nutrition programs in the United States.

Family, Maternal & Child Health Summary		
Service:	Mandatory/Discretionary	
Level of Service:	Discretionary	
Expenditures:		\$9,067,075
Financing:		6,894,121
Net County Cost:		2,172,954
Funding Sources:		
Federal	72.1%	\$6,538,780
State	3.9%	355,341
General Fund	24.0%	2,172,954
FTE:	71.4	

6. Public Health Clinic Services (PHCS)

Description: Provides staffing, administration and management for all clinical services provided under the Public Health Division. These clinics include Women's Health Clinics, Pediatric Clinics, Immunizations Clinics, Sexually Transmitted Diseases Clinics, the Employee Occupational Health Program, and school-based clinics. Additionally, Health Care for the Homeless provides mobile clinics at 14 sites where homeless people congregate, and a Respite Clinic. A number of these clinic services are jointly operated with the Ambulatory Care Division. Services provided by these programs include:

- Women's Health clinics – over 9,500 appointments available/year
- Pediatrics clinics – over 11,000 appointments available/year
- Immunizations and TB clinics – over 17,400 appointments available/year
- School-based clinics at 43 Schools – over 14,000 appointments available/year
- Employee Occupational Health Program – approximately 4,100 appointments available/year
- Sexually Transmitted Diseases Clinics – approximated 900 appointments available/year
- Health Care for the Homeless/Respite Clinic Over 17,000 visits annually (includes Respite clinic visits)
- Total clinic visits approximately 73,900

This section also provides staffing and management for the Public Health Nursing program, (PHN), and the Teen Pregnancy Prevention Initiative.

- a. **Public Health Nursing Program** provides services to populations of all ages in all areas of Contra Costa County. Public Health Nurses visit clients in their homes and in their community. They provide direct nursing care, health education, comprehensive case management and supportive services to pregnant women, new moms and babies, children, and adults. Working with all entities in Contra Costa Health Services and with partners in the community, Public Health

Health Services Health and Human Services

Nurses address the changing needs of the client on an ongoing basis, referring and linking individuals to the widest array of options for meeting the needs of the client and to promote health, prevent diseases disability, and premature death, and to assure clients gain access to needed medical, social, educational and other services. Over 19,000 home visits are made to clients annually.

- b. Teen Pregnancy Prevention Initiative** (*Replication of Evidence-Based Programs*) provides evidence-based teen pregnancy prevention programs in twelve middle, junior high and high schools in the cities of San Pablo, Richmond and Pittsburg. The school sites for this initiative are Richmond, Kennedy, Pinole Valley, DeAnza, Riverside Continuation and Pittsburg High Schools; Rancho Medanos and Hillview Junior High School; and DeJean, Crespi, Helms and Pinole Middle Schools. The programs to be replicated for this project are “*Draw the Line/Respect the Line*” for students ages 11-14 at six middle/junior high schools, and “*Reducing the Risk*” for students ages 14-15 in six high schools, totaling approximately 7,000 participants. The overall program goal is to reduce the birth rate among youth 15-19 years old in Pittsburg, Riverside, Richmond, Kennedy, Pinole Valley and DeAnza High Schools by September 2015.

- c. Child Health and Disability Prevention** (CHDP) Program provides the oversight and coordination of services for Medi-Cal eligible children 0-21 years of age, including foster children, to receive complete health assessments for the early detection and prevention of disease and disabilities. CHDP conducts provider recruitment, development, and quality assurance; outreach and education on how to acquire health coverage and how to access needed health services; and health education to schools, community residents, foster care facilities, other County programs serving children, and community-based organizations.

Public Health Clinic Services Summary

Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$13,757,437	
Financing:	8,232,387	
Net County Cost:	5,525,050	
Funding Sources:		
Local	3.3%	\$460,000
Federal	7.3%	999,117
State	49.2%	6,773,270
General Fund	40.2%	5,525,050
FTE:	83.4	

7. The Community Wellness and Prevention Program

Description: The primary goals of the Community Wellness and Prevention Program (CW&PP) are to examine the root causes of poor health, to support factors that promote community health, and to reduce risk factors that contribute to chronic diseases and injuries.

CW&PP works in partnership with diverse communities and uses a spectrum of strategies to accomplish its goals. Programs focus on prevention of chronic disease and injuries – the two leading causes of death and disability in the United States.

- a. Tobacco Prevention Program (TPP)** works on issues of youth access to tobacco, reducing tobacco influences in the community, and reducing exposure to secondhand smoke. TPP works with Contra Costa cities to adopt and implement tobacco prevention policies to change community norms that facilitate behavior change and reduce tobacco use and exposure to tobacco influences. This work has led to reducing the illegal sales rate of tobacco products to youth from 37% to 8% in the unincorporated area of the County, adoption of laws that protect residents from secondhand smoke exposure in both outside areas and inside multi-unit housing,

Health Services

Health and Human Services

and a decrease in the smoking rate by 31% since 1990. The TPP works with County community partners to reduce the health disparities through tobacco prevention policy adoption and implementation.

b. *Built Environment Program (BE)*

addresses the impact of the physical environment on health. Studies indicate that investment in biking and walking infrastructure reduces traffic fatalities and increases levels of physical activity in communities. In addition, proximity to fresh produce leads to higher level of fruit and vegetable consumption. The BE Program staffs the interdepartmental Planning Integration Team for Community Health (PITCH) that includes representatives from Public Works, Department of Conservation, and Development and Health Services and reports to the Board of Supervisors about land use and transportation projects and policies to create healthier communities. The BE Program also partners with city staff and communities to advocate for healthy community designs for public planning processes. In San Pablo, BE program staff members are working with city staff on plans to redevelop a stretch of Rumrill Road to make it safer and more appealing to pedestrians and cyclists, thus reducing injuries and promoting physical activity. The BE staff are working with community residents to collect data about the condition of parks in Concord and teaching them about civic processes that can result in park improvements. Work continues with the city of Concord in creating a Bicycle and Pedestrian Master Plan, among other projects. Planning schools in East Contra Costa are teaching residents to identify ways the built environment impacts health in their community and how to advocate for change.

c. *Nutrition & Physical Activity Promotion Program (NuPACT)*

partners with Federal, State, and community agencies to provide nutrition education and promote physical activity. The program also partners with community organizations to offer low-cost food demonstrations through a variety of settings such as the schools, faith-based

organizations, community events, farm stand/farmers markets, and other food retail outlets to over 100,000 adults and children every year. In addition, the program trains teachers to increase their student's knowledge of, and familiarity with, California grown fruits and vegetables. The program collaborates with community partners to identify and increase the number of outlets for healthy food, enhance opportunities for physical activity in low-income communities by increasing healthy foods at small stores, assessing walk-ability of neighborhoods, distributing locally grown produce, and other activities.

The program works on local, statewide and organizational food and nutrition policies, including a 100% healthy vending machine policy for Contra Costa Health Services. The program provides over \$350,000 in subcontracts to local school districts and community and faith-based organizations to provide nutrition and physical activity education; assess opportunities for organizational change to improve the nutrition and physical activity environment; develop leadership skills among youth to advocate for change in their community; and to train adults to educate their peers about the importance of a healthy lifestyle. The program chairs and staffs the Families Coalition for Activity and Nutrition, provides leadership to the Healthy and Active Before 5 Initiative, Afterschool 4 All Collaborative, African American Health Collaborative, Richmond Food Policy Council and serves on the Leadership Council of the Bay Area Nutrition and Physical Activity Coalition.

d. *Lead Poisoning Prevention Program (LPPP)*

provides a countywide, comprehensive program of prevention, screening, and clinical services for children and their families. As a result of ongoing, aggressive intervention, the blood lead levels in children throughout the County are dropping. Through extensive outreach, education and training, LPPP decreases lead exposure of children, which causes cognitive and behavioral impairment in the County. LPPP serves about 150 children each year with elevated blood lead levels by

educating their caretakers/parents about removing sources of lead, providing nurse case management, culturally and linguistically appropriate referrals, and linking them to specialized clinical services that decrease the life-long impact of lead on the child. Conservative estimates of the social and economic benefits of lead hazard control indicate that for every dollar invested in lead hazard control results in a return of \$17-\$221 (*Environmental Health Perspectives*, July 2009). New studies indicate lower crime rates in areas with decreasing lead hazards. The LPPP also contacts adults with occupational lead exposure and provides them with education about exposure source, workplace precautions, and information on protective measures to them and their family. The primary sources of lead include older housing found in many parts of the County and contaminated household items. The current new direction is the development of a Healthy Homes Program addressing housing-related causes of asthma, injury, safety, and lead poisoning.

A 2009 study found that recent evidence suggests temporal trends in rates of violent crime in many nations are consistent with earlier preschool blood lead trends, with a lag of about 20 years. A number of environmental exposures, including lead, are documented to result in a common pattern of neurobehavioral effects, including lowered IQ, shortened attention span, and increased frequency of antisocial behavior and violence. Decreasing lead levels appear to be associated with decreasing levels of community violence. ("Environmental Causes of Violence," *Journal of Physiology and Behavior*, July 2010)

In 2011 (the most recent year data is available), there were 9,817 Contra Costa children tested for elevated lead levels in their blood; of those, only 103 had an elevated lead level. This is one of the lower County lead levels in the State and below the state average. (CA Department of Public Health, Lead Poisoning Prevention Program Branch, Years 2011)

- e. **Injury Prevention and Physical Activity Promotional Projects (IPPP)** works with other County departments, cities, community groups and schools to reduce injuries and promote opportunities for everyday physical activity. The project focuses on educating children and adults about traffic, pedestrian and bicycle safety, and building environmental policies and best practices to create communities that are safer for walking and bicycling. Educational activities include: providing traffic safety presentations to over 500 youth and bicycle helmets to over 1,000 low-income children annually, along with conducting safe cycling demonstrations at community events. IPPP is currently implementing a Safe Routes to School program in collaboration with school districts and the Public Works Department in communities throughout Contra Costa.

Community Wellness & Prevention Program Summary

Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$2,743,288
Financing:		2,083,354
Net County Cost:		659,934
Funding Sources:		
Local	14.0%	\$386,096
Federal	44.2%	1,211,687
State	17.7%	485,571
General Fund	24.1%	659,934
FTE:	15.9	

8. Fixed Assets

Description: To provide for acquisition of capital equipment and for needed capital improvement projects.

Health Services

Health and Human Services

Fixed Assets Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:		\$345,000
Financing:		0
Net County Cost:		345,000
Funding Sources:		
General Fund	100.0%	\$345,000

Health Services

Health and Human Services

Environmental Health

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	14,057,815	16,355,182	16,197,445	16,197,445	0
Services and Supplies	3,409,505	4,259,341	3,581,296	3,581,296	0
Other Charges	675	0	1,000	1,000	0
Fixed Assets	0	44,068	44,068	44,068	0
Expenditure Transfers	(27,985)	151,543	164,332	164,332	0
TOTAL EXPENDITURES	17,440,009	20,810,134	19,988,141	19,988,141	0
REVENUE					
Other Local Revenue	16,601,669	19,956,231	19,898,551	19,898,551	0
State Assistance	266,307	225,000	250,000	250,000	0
GROSS REVENUE	16,867,976	20,181,231	20,148,551	20,148,551	0
NET COUNTY COST (NCC)	572,034	628,903	(160,410)	(160,410)	0
Allocated Positions (FTE)	94	94	97	97	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	80%	79%	82%	82%	
% Change in Total Exp		19%	(4%)	0%	
% Change in Total Rev		20%	0%	0%	
% Change in NCC		10%	(126%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	7,575,351	8,718,651	8,723,026	8,723,026	0
Temporary Salaries	198,789	163,200	321,738	321,738	0
Permanent Overtime	140,414	370,653	157,848	157,848	0
Deferred Comp	20,038	11,786	50,700	50,700	0
Comp & SDI Recoveries	(411)	(15,428)	(21,304)	(21,304)	0
FICA/Medicare	434,271	580,780	599,090	599,090	0
Ret Exp-Pre 97 Retirees	44,155	47,317	47,317	47,317	0
Retirement Expense	4,037,065	4,694,994	4,525,506	4,525,506	0
Employee Group Insurance	900,618	1,037,519	1,003,148	1,003,148	0
Retiree Health Insurance	394,830	395,657	395,657	395,657	0
OPEB Pre-Pay	100,235	100,235	100,235	100,235	0
Unemployment Insurance	29,631	27,758	27,608	27,608	0
Workers Comp Insurance	182,828	222,060	266,876	266,876	0

Health Services

Health and Human Services

Description: Includes programs to minimize or eliminate disease transmission, to preserve the environmental quality of Contra Costa County, to preserve the health and safety of the residents of Contra Costa County, and the cleanup of toxic waste spills and identification of the responsible parties.

Workload Indicators: The recommended FY 2015-2016 budget is based on a monthly average of 266 hazardous material inspections and 3,064 consumer protection inspections.

Impact: The recommended budget maintains the current level of services.

1. Hazardous Materials Program

Description:

- a. **Emergency Response Program:** This program provides an emergency response unit under the control of a Hazardous Materials Specialist 24 hours per day, seven days per week, for the identification and characterization of unknown substances and for risk assessment and oversight of hazardous materials spills and releases, mitigating releases and spills, and disposing of small quantities of hazardous wastes.
- b. **Hazardous Waste Generator Program:** Provides enforcement, education and consultation to over 1,648 hazardous waste generators for compliance with federal and state laws and regulations. Inspection activities assure a safe environment for Contra Costa workers and residents.
- c. **Hazardous Materials AB 2185 Program:** Performs review and dissemination of hazardous materials management plans and hazardous materials inventories for approximately 2,357 businesses, and inspection of businesses to ensure their compliance with their hazardous materials management plans and state and federal laws and regulations. The hazardous materials business plan information is made available to all of the fire departments and districts in Contra Costa County via the County's GIS maps.

- d. **Underground Tanks Program:** Performs inspection and permitting of approximately 1,051 underground tanks at 398 tank facilities in Contra Costa County to protect soil and groundwater from contamination by hazardous materials.
- e. **Above Ground Storage Tanks Program:** Ensures that facilities that have above ground storage of petroleum products follow their Spill Prevention Containment and Countermeasures Plan by inspecting approximately 302 facilities that have this storage.
- f. **Accidental Release Prevention (ARP):** Implements the California Accidental Release Prevention Program and the County's and Richmond's Industrial Safety Ordinances that requires regulated facilities to develop and implement a prevention program. Requires businesses to have an emergency response plan to respond to an incident and notify emergency responders and the public on protective actions to take.
- g. **Green Business Program:** Recognizes businesses that have good compliance and environmental practices by designating the business as a Green Business.

Hazardous Materials Program Summary		
Service:	Mandatory	
Level of Service:	Mandatory	
Expenditures:	\$9,103,587	
Financing:	9,176,919	
Net County Cost:	(73,332)	
Funding Sources:		
Local Fees	100.0%	\$9,176,919
FTE:	37.0	

Health Services

Health and Human Services

2. Environmental Health

Description:

- a. **Food Programs:** Performs permitting and inspection of retail food facilities including restaurants, bars, retail food markets, mobile food preparation vehicles and temporary food facilities; inspection of institutional and school food service facilities; registers and permits including inspection of cottage food businesses; and conducts investigations of food-borne illness outbreaks.
- b. **Recreational Health Programs:** Performs permitting and inspection of public pools, spas and recreational beaches; permitting and inspecting of organized camps; conducts investigations of waterborne disease outbreaks.
- c. **Plan Review Program:** Reviews, and based on meeting local, state, and federal requirements, approves plans for retail food, public pools and spa facilities.
- d. **Solid Waste Program:** Performs permitting and inspection of landfills and transfer stations; inspections of closed or abandoned landfills; notification review and inspection of non-traditional facilities such as those for compost and construction waste; code enforcement for abatement of exterior garbage, refuse and cast-off materials; and disposal of waste tires.
- e. **Medical Waste Program:** Performs registration, inspection and permitting of specified medical waste generators, treatment facilities, and storage and transfer facilities and haulers.
- f. **Land Use Programs:** Performs permitting and inspection of individual on-site wastewater treatment systems; permitting and inspection of water wells, soil borings and monitoring wells; and evaluation of properties for compliance with environmental health criteria.
- g. **Body Art Program:** Performs registration of body artists, permitting including plan

check and inspection of tattoo, body piercing and other body art establishments, and inspecting and permitting of temporary body art events.

- h. **Small Water System Program:** Performs plan review, inspecting and permitting of county, state and federally defined small water systems.

Environmental Health Summary

Service:	Mandatory	
Level of Service:	Mandatory	
Expenditures:	\$10,840,486	
Financing:	10,927,564	
Net County Cost:	(87,078)	
Funding Sources:		
State	2.2%	\$250,000
Local Fees	97.8%	10,677,564
FTE:	60.0	

3. Fixed Assets

Description: To provide for acquisition of capital equipment for needed capital improvement projects.

Fixed Assets Summary

Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$44,068	
Financing:	44,068	
Net County Cost:	0	
Funding Sources:		
Local Fees	100.0%	\$44,068

Health Services

Health and Human Services

Detention Facility Programs

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	12,701,686	13,684,538	14,829,184	14,829,184	0
Services and Supplies	10,451,220	10,982,382	10,352,409	10,352,409	0
Other Charges	116	0	0	0	0
Fixed Assets	0	0	35	35	0
Expenditure Transfers	(1,853,917)	(1,950,131)	(2,153,535)	(2,153,535)	0
TOTAL EXPENDITURES	21,299,105	22,716,789	23,028,093	23,028,093	0
REVENUE					
Other Local Revenue	415,969	1,083,925	1,059,324	1,059,324	0
State Assistance	70,902	55,093	56,492	56,492	0
GROSS REVENUE	486,870	1,139,018	1,115,816	1,115,816	0
NET COUNTY COST (NCC)	20,812,234	21,577,771	21,912,277	21,912,277	0
Allocated Positions (FTE) ^A	90	90	91	91	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	55%	55%	59%	59%	
% Change in Total Exp		7%	1%	0%	
% Change in Total Rev		134%	(2%)	0%	
% Change in NCC		4%	2%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	6,619,235	5,809,380	7,765,212	7,765,212	0
Temporary Salaries	857,537	990,626	882,467	882,467	0
Permanent Overtime	178,632	400,070	241,244	241,244	0
Deferred Comp	7,503	8,240	6,860	6,860	0
Hrly Physician Salaries	4,808	0	0	0	0
Perm Physicians Salaries	300,037	307,866	337,675	337,675	0
Perm Phys Addnl Duty Pay	1,916	0	0	0	0
Comp & SDI Recoveries	(5,761)	(4,513)	(31,414)	(31,414)	0
FICA/Medicare	565,070	731,971	720,471	720,471	0
Ret Exp-Pre 97 Retirees	31,232	15,377	15,672	15,672	0
Retirement Expense	2,722,299	3,624,953	3,051,096	3,051,096	0
Employee Group Insurance	989,666	1,328,826	1,285,606	1,285,606	0
Retiree Health Insurance	180,963	171,248	212,256	212,256	0
OPEB Pre-Pay	34,880	34,880	34,880	34,880	0
Unemployment Insurance	29,744	29,529	29,278	29,278	0
Workers Comp Insurance	183,926	236,085	277,881	277,881	0

A. Does not include temporary or registry employees.

Health Services

Health and Human Services

Description: To provide medical and mental health services to inmates of the county adult and juvenile detention facilities.

Workload Indicators: The recommended FY 2015/2016 budget is based on an average detention facilities census of 1,607 inmates.

Impact: The recommended budget maintains the current level of services.

1. Detention Facility Mental Health Services

Description: Provides assistance to the Sheriff's Department in the identification and management of the mentally ill in the County's main detention facility. Services include medication management, behavior management, crisis counseling, and brief therapy for the more severely disordered inmates. Program staff are available to Sheriff's staff for consultation and training.

Detention Facility Mental Health Services Summary			
Service:	Mandatory		
Level of Service:	Discretionary		
Expenditure:	\$1,939,412		
Financing:	56,492		
Net County Cost:	1,882,920		
Funding Sources:			
State	2.9%	56,492	
General Fund	97.1%	1,882,920	
FTE:	14.8		

2. Detention Facility Medical Services

Description: Provides all primary care medical services for inmates in the county's detention facilities, including diagnostic testing, treatment, nursing care, obstetrical, dental and other services. When more complicated medical services are required, they are provided at the Contra Costa Regional Medical Center and Health Centers. Due to the overcrowding in

State prisons, AB109 funding was made available to Counties to offset medical services provided to detained AB109 inmates housed in the Contra Costa County Adult Detention Facilities.

Detention Facility Medical Services Summary			
Service:	Mandatory		
Level of Service:	Discretionary		
Expenditure:	\$20,780,117		
Financing:	1,059,324		
Net County Cost:	19,720,793		
Funding Sources:			
Local	5.1%	\$1,059,324	
General Fund	94.9%	19,720,793	
FTE:	65.8		

3. Juvenile Hall Medical Services

Description: Provides primary care medical services to inmates at the Juvenile Hall, including diagnostic testing, treatment, nursing care and physician care.

Juvenile Hall Medical Services Summary			
Service:	Mandatory		
Level of Service:	Discretionary		
Expenditure:	\$1,762,412		
Expenditure Transfers:	1,453,848		
Net County Cost:	308,564		
Funding Sources:			
Expenditure Transfer	82%	\$1,453,848	
General Fund (Probation)	18%	308,564	
FTE:	10.4		

Health Services

Health and Human Services

4. Juvenile Justice Facilities (Youth Institutional Mental Health Services)

Description: Provides funding for crisis intervention, medication evaluation and critical consultation by Mental Health Department staff to inmates held at the Orin Allen Youth Rehabilitation Facility and Juvenile Hall.

Juvenile Justice Facilities Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditure:		\$699,687
Expenditure Transfers:		699,687
Net County Cost:		0
Funding Sources:		
Expenditure Transfer (Probation)	100.0%	\$699,687

Health Services Health and Human Services

Conservatorship/Guardianship

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	2,090,861	2,365,706	2,365,706	2,365,706	0
Services and Supplies	755,000	784,547	784,547	784,547	0
Expenditure Transfers	8,821	13,705	13,705	13,705	0
TOTAL EXPENDITURES	2,854,682	3,163,958	3,163,958	3,163,958	0
REVENUE					
Other Local Revenue	131,223	139,492	139,492	139,492	0
State Assistance	249,565	264,367	264,367	264,367	0
GROSS REVENUE	380,788	403,859	403,859	403,859	0
NET COUNTY COST (NCC)	2,473,894	2,760,099	2,760,099	2,760,099	0
Allocated Positions (FTE)	19	19	20	20	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	73%	75%	75%	75%	
% Change in Total Exp		11%	0%	0%	
% Change in Total Rev		6%	0%	0%	
% Change in NCC		12%	0%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	1,102,304	1,256,256	1,256,256	1,256,256	0
Temporary Salaries	100,228	75,560	75,560	75,560	0
Permanent Overtime	110	8,700	8,700	8,700	0
Deferred Comp	7,440	3,060	3,060	3,060	0
Comp & SDI Recoveries	(33,502)	(6,140)	(6,140)	(6,140)	0
FICA/Medicare	87,172	96,058	96,058	96,058	0
Ret Exp-Pre 97 Retirees	4,938	5,964	5,964	5,964	0
Retirement Expense	444,344	505,830	505,830	505,830	0
Employee Group Insurance	170,583	202,634	202,634	202,634	0
Retiree Health Insurance	117,679	126,288	126,288	126,288	0
OPEB Pre-Pay	57,472	57,572	57,572	57,572	0
Unemployment Insurance	4,398	3,747	3,747	3,747	0
Workers Comp Insurance	27,696	30,177	30,177	30,177	0

Description: This program has responsibility for managing the financial affairs and daily support coordination of clients who are mentally ill, frail elderly or otherwise deemed to be incapable of caring for themselves in these areas. The Public Conservator is mandated by state law and the

Public Guardian is responsible to the Board of Supervisors in the performance of these duties. Additionally, the program collects court-ordered Conservatorship related fees on behalf of other county departments.

Health Services

Health and Human Services

Workload Indicators: The recommended FY 2015-2016 budget is based on an average caseload of 877 clients per month.

Impact: The recommended budget maintains the current level of services.

Conservatorship/Guardianship Summary		
Service:		
Mandatory		
Level of Service:		
Mandatory		
Expenditures:		
\$3,163,958		
Financing:		
403,859		
Net County Cost:		
2,760,099		
Funding Sources:		
Local	4.4%	\$139,317
State	8.4%	264,542
General Fund	87.2%	2,760,099
FTE: 20.0		

Health Services

Health and Human Services

California Children's Services

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	7,012,410	8,259,050	8,319,556	8,319,556	0
Services and Supplies	1,663,163	1,284,231	1,483,385	1,483,385	0
Other Charges	300	600	600	600	0
TOTAL EXPENDITURES	8,675,873	9,543,881	9,803,541	9,803,541	0
REVENUE					
Other Local Revenue	347,011	298,450	404,200	404,200	0
State Assistance	6,063,808	6,697,820	6,696,916	6,696,916	0
GROSS REVENUE	6,410,819	6,996,270	7,101,116	7,101,116	0
NET COUNTY COST (NCC)	2,265,054	2,547,611	2,702,425	2,702,425	0
Allocated Positions (FTE)	57	57	57	57	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	81%	87%	85%	85%	
% Change in Total Exp		10%	3%	0%	
% Change in Total Rev		9%	1%	0%	
% Change in NCC		12%	6%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	3,752,834	4,375,886	4,574,703	4,574,703	0
Temporary Salaries	139,689	143,270	207,475	207,475	0
Permanent Overtime	3,013	5,413	5,400	5,400	0
Deferred Comp	16,350	15,900	19,500	19,500	0
Perm Physicians Salaries	218,535	224,805	241,297	241,297	0
Comp & SDI Recoveries	(13,836)	(8,400)	(8,400)	(8,400)	0
FICA/Medicare	295,650	350,250	365,040	365,040	0
Ret Exp-Pre 97 Retirees	17,310	18,900	18,900	18,900	0
Retirement Expense	1,548,686	1,859,750	1,695,637	1,695,637	0
Employee Group Insurance	539,798	736,018	653,561	653,561	0
Retiree Health Insurance	261,096	286,620	269,998	269,998	0
OPEB Pre-Pay	122,880	122,880	122,880	122,880	0
Unemployment Insurance	15,368	17,588	14,675	14,675	0
Workers Comp Insurance	95,035	110,170	138,890	138,890	0

Description: The California Children's Services (CCS) Program arranges, directs, authorizes and pays for medical care, equipment and rehabilitation for children and young adults under 21 years of age with CCS eligible

conditions whose families are unable to pay for all or part of their care. CCS currently provides case management and occupational and physical therapy for 3,900 Contra Costa children and youth with serious medically handicapping

Health Services

Health and Human Services

conditions. Twelve percent (12%) of these clients are covered by "Straight CCS", twelve percent (12%) by Medi-Cal TLICP, and seventy six percent (76%) by Medi-Cal Title XIX. Case management staff helps assure clients receive the appropriate pediatric specialty care. In collaboration with community physicians, Medical Therapy Program staff provides direct rehabilitation services at 5 public school sites in Contra Costa County.

Workload Indicators: The recommended budget for FY 2015/2016 is based on a monthly average of 4,046 active cases, 858 of whom are in the MTU, and 153 new applicants each month.

Impact: The recommended budget maintains the current level of services.

CCS Program Services Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$9,803,541
Financing:		7,101,116
Net County Cost:		2,702,425
Funding Sources:		
Local	68.3%	\$6,696,916
State	4.1%	404,200
General Fund	27.6%	2,702,425
FTE: 57.0		

Health Services Health and Human Services

Emergency Medical Services (SB12)

Emergency Medical Services Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Services and Supplies	2,395,766	2,263,129	1,692,403	1,692,403	0
TOTAL EXPENDITURES	2,395,766	2,263,129	1,692,403	1,692,403	0
REVENUE					
Other Local Revenue	2,237,019	2,143,328	1,692,403	1,692,403	0
GROSS REVENUE	2,237,019	2,143,328	1,692,403	1,692,403	0
NET FUND COST (NFC)	158,747	119,801	0	0	0
FINANCIAL INDICATORS					
% Change in Total Exp		(6%)	(25%)	0%	
% Change in Total Rev		(4%)	(21%)	0%	
% Change in NFC		(25%)	(100%)	0%	

Description: The Emergency Medical Services fund also known as SB12 or "Maddy Emergency Medical Services Fund" is used to reimburse physicians and hospitals for a percentage of the losses they incur in providing uncompensated emergency services. The fund is financed from court imposed motor vehicle fines assessed for moving violations. The fund is due to sunset on January 1, 2017 unless extended by the state legislation.

Impact: The recommended budget maintains the current level of services.

1. Administration

Description: Reimbursement for County incurred cost related to Emergency Medical Services program collections and disbursements.

Administration Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$161,934
Financing:		161,934
Net Fund Cost:		0
Funding Sources:		
Court Fines	100.0%	\$161,934

Health Services

Health and Human Services

2. Emergency Medical Services

Description: Reimbursement for the County operated Emergency Medical Services Program.

Emergency Medical Services Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$247,687	
Financing:	247,687	
Net Fund Cost:	0	
Funding Sources:		
Court Fines	100.0%	\$247,687

4. Hospitals

Description: Payments to hospitals for emergency room care provided to indigents.

Hospitals		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$364,241	
Financing:	364,241	
Net Fund Cost:	0	
Funding Sources:		
Court Fines	100.0%	\$364,241

3. Physicians

Description: Payments to physicians for emergency services to indigents.

Physicians Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$845,042	
Financing:	845,042	
Net Fund Cost:	0	
Funding Sources:		
Court Fines	100.0%	\$845,042

5. Pediatric Trauma Centers (Richie's Fund)

Description: Reimbursement to physicians and hospitals for uncompensated services provided at pediatric trauma centers.

Pediatric Trauma Centers		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$73,499	
Financing:	73,499	
Net Fund Cost:	0	
Funding Sources:		
Court Fines	100.0%	\$73,499

Health Services

Health and Human Services

Ambulance Service Area

(Administered by the Health Services Department and included here for information purposes. The cost center is part of the Special District Budget)

Ambulance Service Area EMA (Zones A and B)	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	968,616	1,280,605	1,259,456	1,259,456	0
Services and Supplies	1,686,703	5,579,182	1,951,674	1,951,674	0
Other Charges	2,223,059	2,325,990	2,300,871	2,300,871	0
Fixed Assets	0	50,000	0	0	0
Expenditure Transfers	0	456,000	0	0	0
TOTAL EXPENDITURES	4,878,378	9,691,777	5,512,001	5,512,001	0
REVENUE					
Other Local Revenue	4,724,406	6,645,184	5,512,001	5,512,001	0
GROSS REVENUE	4,724,406	6,645,184	5,512,001	5,512,001	0
NET FUND COST (NFC)	104,144	3,042,961	0	0	0
Allocated Positions (FTE)	8	8	9	9	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	20%	13%	23%	23%	
% Change in Total Exp		99%	(43%)	0%	
% Change in Total Rev		41%	(17%)	0%	
% Change in NFC		2,822%	(100%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	588,136	794,847	781,204	781,204	0
Deferred Comp	9,395	8,653	9,453	9,453	0
FICA/Medicare	43,912	100,898	57,808	57,808	0
Ret Exp-Pre 97 Retirees	2,422	3,075	3,359	3,359	0
Retirement Expense	220,323	248,850	271,859	271,859	0
Employee Group Insurance	88,591	104,188	113,822	113,822	0
Unemployment Insurance	2,242	2,717	2,968	2,968	0
Workers Comp Insurance	13,595	17,377	18,983	18,983	0

Description: Reduces deaths and complications resulting from medical emergencies in Contra Costa by making and continuing improvements in the Emergency Medical Services (EMS) System. Includes support for enhancements in emergency medical dispatch, first responder and paramedic service, equipment and technology; EMS

disaster and mass casualty communications; pre-hospital electronic records, EMS-Hospital health information exchange, Public Access Defibrillation; specified positions in the Health Services EMS Division to support EMS System coordination, provide comprehensive quality improvement and pre-hospital program coordination, training, and medical oversight;

Health Services

Health and Human Services

and administrative and levy collection costs funded by Measure H parcel levies collected with property taxes.

Impact: The recommended budget maintains the current level of services.

1. Zone A

Description: Includes support for enhancements in first responder service, equipment and technology; EMS and disaster communications; community CPR, Public Access Defibrillation; specified positions in the Health Services EMS Division to provide program coordination, training, and medical oversight; Cardiac Arrest, STEMI, Stroke, EMS for Children, Trauma Programs, and administrative and levy collection costs. The geographic area encompasses the territory of the San Ramon Valley Fire Protection District (San Ramon, Danville, and surrounding unincorporated areas).

Zone A Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$227,645	
Financing:	227,645	
Net Fund Cost:	0	
Funding Sources:		
Measure H	100.0%	\$227,645

2. Zone B

Description: Includes support for enhancements in first responder and paramedic service, equipment and technology; EMS and disaster communications; community CPR, Public Access Defibrillation; specified positions in the Health Services EMS Division to provide program coordination, training, and medical oversight; Cardiac Arrest, STEMI, Stroke EMS for Children and Trauma Programs, and administrative and levy collection costs. Funded by Measure H parcel levies collected with the property taxes. The geographic area encompasses all the remaining incorporated and

unincorporated territory of the County not included in Zone A.

Zone B Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$5,284,356	
Financing:	5,284,356	
Net Fund Cost:	0	
Funding Sources:		
Measure H	100.0%	\$5,284,356
FTE:	9.0	

CAO Recommendation

The 2015-16 Recommended Budget funds the General Fund programs within the Health Services Department at the baseline level. This is an increase in expenditures of \$17.5 million over the fiscal year 2014-15 level. The bulk of this increase is due to adjustments in outside funding. County general funds have been increased by \$161,356.

The Health Services Department 2015-16 Recommended Budget is based on what is currently known regarding federal and State revenue that will be available in the next fiscal year. The assumptions regarding State revenues are based on the 2015-16 fiscal year Governor's Budget and may change as the California State Legislature considers the Governor's recommendations. The Department will return to the Board of Supervisors in the fall with recommended adjustments should funding from either the State or the federal government significantly change.

The 2015-16 Recommended Budget for ALL programs and funding sources in the Health Services Department totals \$1.447 billion dollars. Of this amount, \$85.4 million, or 5.9% is County General Fund, including a \$26.7 million contribution to the Hospital and Clinics and a \$3.7 million contribution to the Contra Costa Health Plan. The balance of nearly

\$1.362 billion or 94.1% is funded by outside revenue.

The 2015-16 Recommended Budget maintains the current, baseline spending levels. Services levels may be adjusted depending up final budget actions at the State and federal level.

Performance Measurement

Hospital and Ambulatory Care Centers:

Goal: Continue to improve quality and safety measures as outlined in the DSRIP, regulatory measures, and accreditation requirements.

Outcome: Continuous improvement in quality and safety as outlined in the Delivery System Reform Incentive Program (DSRIP) as well as regulatory measures and accreditation requirements is key to the Hospital and Health Centers Division. This year we have continued to refine internal tracking and reporting mechanisms through our Performance Improvement Committee by streamlining reports, visible data walls, and regular report back of improvement progress. We have also made great strides in timely analysis, debriefing, and education feedback around serious events, near misses, and excellence in care.

Goal: To continue work begun with the Institute for Healthcare Improvement (IHI) last year, with a special emphasis on accountability and standardization. This will include a redesign of the Appointment Unit to understand ways improvement measures and realistic goals can be established. Goals will continue to include timeliness to primary care and specialty care. Continued improvement through measurement and tracking strategies of Ambulatory Care Sensitive Conditions.

Outcome: The Ambulatory Care Redesign (ACR) Team participated in four IHI Learning sessions that emphasized improved access for patients including the Advanced Access Model that makes appointments available when patients need them. The ACR Team continued to explore alternative models of care as outlined above through the redesigning of Care Teams throughout the Ambulatory Care System

Goal: Expand SBIRT (Screening Brief Intervention and Referral to Treatment) screening tool to Martinez and Pittsburg Health Centers. Expand Behaviorist position to Martinez, Pittsburg, and Antioch Health Centers. Continued refinement of the Patient Centered Health Home with expansion to all ambulatory care centers. Continued expansion of alternative models of care: Telephone Consult Clinic, MyccLink, group appointments, pharmacy. Expand group appointments, where appropriate, to Ambulatory Care Sensitive Conditions, including Congestive Heart Failure, Diabetes, Depression, and Substance Abuse.

Outcome: SBIRT screening tools were expanded to both Martinez and Pittsburg Health Centers. We have hired four Behaviorists who provide primary care behavioral health treatment onsite in the Health Centers. This care is delivered both individually and in groups. This year we have added a Diabetes Group, Substance Abuse Group, and a Depression Group component to both the West County Health Center and the Martinez Health Centers. We also continue to refine our Telephone Consult Clinic, other Group Appointments, and Pharmacy lead groups.

Goal: Continue to build MyccLink application for a selected pilot patients that will provide online access to their medical record, lab results, appointments, and access to the Primary Care Provider. Implement Epic/ccLink 2012 update in late 2014. Continue to update and build Epic/ccLink to provide data that accurately reflects achieved outcomes and measurements.

Outcome: Pilot for myccLink was rolled out in July 2014. We continue to hone and refine so that we might be able to expand in the coming year. The EPIC/ccLink 2012 upgrade was implemented successfully.

Goal: Continue to meet California Federal Medicaid requirements for delivery system reform (DSRIP) to improve the health of the population, improve patient experience and satisfaction, and reduce per capita costs.

Outcome: The overarching goal of the DSRIP is to improve the health of the population served

Health Services

Health and Human Services

by our delivery system. To accomplish this goal this year we have developed mechanisms to address not only the acute health crisis but to build trust in the health services system. Some of the non-traditional approaches to health included the implementation of the Health Leads program at the West County Health Center – a program to assist with issues that do not normally fall within the traditional provision of health care delivery. Health Leads provides navigation, information and assistance within key areas identified by patients as a need that indirectly affects their health i.e. housing assistance, food support and transportation. In addition, we have invited patient partners into each committee meeting held by the Hospital and Health Centers Division to inform and understand ways we can build health as a community. Finally, this year we did away with the traditional concept of “Visiting Hours” in the hospital and replaced it with a more friendly open approach that makes the hospital accessible 24 hours a day to family and loved ones of those receiving care at CCRMC.

Goal: Develop and train in-house staff to implement Value Stream Mapping and Rapid improvement events in key areas.

Outcome: We trained four internal staff to implement Value Stream Mapping and Rapid Improvement events, considerably reducing our reliance on contracted consultants.

Contra Costa Health Plan:

Goal: Contra Costa Health Plan (CCHP) will demonstrate improved scores on quality measures relating to the perinatal period through the activities of our Perinatal Quality Improvement Project.

Outcome: As of the budget submittal date, performance data on perinatal measures for 2014 are not available. CCHP is collaborating with CCRMC, Public Health, and the Community Federally Qualified Health Centers on initiatives to improve this care. We are also running our own pilot of providing follow up calls to new moms to encourage them to seek timely postpartum care

Goal: In 2014, CCHP will recertify in order to remain in the Covered California Exchange and will receive full National Committee for Quality Assurance (NCQA) accreditation in March 2015.

Outcome: CCHP achieved full three year NCQA Accreditation status on March 4, 2014. We have decided to terminate the Covered California product in 2015.

Goal: CCHP will increase the Community Provider Network (CPN) to provide care for new membership.

Outcome: The CCHP CPN network increased by 3% in FY 2014/15. This increase is due to active recruiting of Primary Care Providers (PCP's) and Specialists.

Goal: CCHP will continue marketing efforts to enroll individuals into Covered California CCHP Exchange products and the Medi-Cal program, with the goal of enrolling 1,000 individuals into the Exchange and increasing Medi-Cal enrollment by 10%.

Outcome: CCHP'S Marketing Department met and exceeded both goals. Over 1,000 individuals enrolled in our Covered California Exchange Programs. Our Medi-Cal program grew 47% in this fiscal year, due to the Affordable Care Act's Medi-Cal Expansion program.

Goal: In August 2013, CCHP hired a Family Nurse Practitioner (FNP) to round on CCHP members in Skilled Nursing Facilities (SNF). The goal of the program is to reduce the number of members transferring from SNFs back to the Emergency Department or to acute inpatient care for conditions which could be managed at the SNF. As this has already proven successful in the first six months of the program, the goal is to expand the program and add an additional FNP who will be able to round at 8-10 contracted SNF's as opposed to the current 3-4 SNFs. This should continue to help us reduce re-admittance rates.

Outcome: The number of Emergency Room visits within 30 days of discharge from Skilled Nursing Facilities has been reduced because of this intervention.

Health Services

Health and Human Services

Goal: For FY 2014/2015 the Advice Nurse unit will continue to work on decreasing their telephone abandonment rate to 5%. The Advice Nurse Manager will continue to monitor the need for additional Licensed Vocation Nurses (LVN) in order to decrease the number of nonclinical calls routed to the Advice Nurse Unit and assist in decreasing the abandonment rate. This will help to increase the patient satisfaction rate for those who use Advice Nurse Services.

Outcome: Didn't meet our abandonment rate of 5% goal. Hiring efforts continue but without the success we had hoped for. Many qualified nurses that we interviewed refused to work weekends and holidays. We are working with the Personnel Department to make sure the job requirements are updated to show that all nurses must take turns working weekends and holiday shifts.

Goal: For FY 2014/2015 Advice Nurse Unit will obtain a three year Utilization Review Accreditation Commission (URAC) reaccreditation.

Outcome: CCHP Advice Nurse Unit received full three year URAC reaccreditation.

Goal: The Health Plan will work on reclassification of key CCHP Management Personnel to embrace changes in health care and health insurance requirements.

Outcome: CCHP requested reclassification for three Nursing Director positions for our Advice Nurse Unit, Utilization Management Unit and Case Management Unit. CCHP has submitted skill requirement updates for the following classifications to allow for better hiring of qualified personnel for Operations Director; Health Plan Patient Services Supervisor; Assistant Director of Safety and Performance; Utilization Review Manager; and Utilization Review Coordinator.

Goal: CCHP will actively perform outreach to recruit and hire an Operations Director.

Outcome: County HR has finalized the addition of CCHP Chief Operating Officer (COO) to the current county job classifications. CCHP will

actively perform outreach to recruit and hire this position in FY 2015/2016.

Goal: Medi-Cal managed care plans were given expanded mental health and substance use disorder benefits that began January 2014. In order to meet the goal of timely access to these new expanded benefits, the Health Plan in coordination with Contra Costa Regional Medical Center and the Mental Health Division have selected a one-stop entry program for all Medi-Cal members needing these services. Members can contact their Primary Care Providers or call the 24 hour 7-days a week Mental Health Access Phone Line.

Outcome: The above goal has been fully met and is functioning extremely well. Operational meetings with CCHP and the Mental Health Division are held weekly to improve the system wherever necessary. A collaborative memorandum of understanding (MOU) has been established.

Mental Health:

Goal: Primary and behavioral health integration – coordinating the FQHC system with Behavioral Health Services.

Outcome: Primary and behavioral health integration resulted in the addition of an Alcohol and Other Drugs Specialist two days a week in each Children's Regional Clinic.

Goal: New Electronic Medical Record system for Specialty Mental Health Services – implementation and interfaces with primary health system.

Outcome: The Behavioral Health Electronic Medical Record Project was initiated to work with programs across the system of care to automate and integrate service delivery through the implementation of health information systems. This multi-year/multi-phase project has gone through a number of phases to achieve an integrated service delivery model across health services. Work completed during Fiscal Year 2014/2015 includes integration of primary care referrals to Behavioral Health's Mental Health Access Line/Care Management Unit (CMU),

Health Services

Health and Human Services

ePrescribing for Psychiatrists, opening of the Miller Wellness Center, which have provided Behavioral Health with proof that an integrated EHR is ideal, resulting in the organization taking the next step towards service integration with the Behavioral Health Tapestry Project which was approved in December 2, 2014 with a planned go-live of November 2, 2015. A brief summary of outcomes for each initiative follows:

- Implemented electronic referral processing and associated workflows in ccLink (Epic) from Primary Care Providers to Behavioral Health Access Line/Care Management Unit for Specialty Mental Health Services coordination of care
- Implemented ePrescribing for Psychiatrists in ccLink (Epic)
- Implemented Registration, Eligibility, Scheduling, Clinical Documentation, and Billing functionality in ccLink (Epic) for Integrated Primary Care/Behavioral Health Clinic at the Miller Wellness Center
- Selected Epic's Tapestry module for implementation to manage Specialty Mental Health's Network Providers Referrals, Contracts, Claims Processing, and Communications Management for implementation on November 2, 2015

Goal: MHSA 3-year plan with integration of programs into system of care.

Outcome: A comprehensive Community Program Planning Process, to include a Needs Assessment and Community Engagement, was completed. This process informed the construction of the MHSA Three Year Program and Expenditure Plan, which was approved by the Board of Supervisors. The Three Year Plan integrated the five MHSA components into the Children and Adult Systems of Care

Goal: New Access Line call system – current system has deficiencies and Access Line is in need of a new system.

Outcome: Behavioral Health Services began evaluation of alternative call system options in the second half of 2014. In coordination with Health Services IT and Department of Information Technology (Dolt), user groups are currently reviewing demonstrations from potential vendors. Pending final approval,

expected implementation time is 90 - 120 days following execution of purchase agreements.

Goal: Continue IMD demonstration project. Implement more outcome measures, including more focus on CANS, CA/LOCUS, and outcomes for evidence based programs now implemented in the CCMHP.

Outcome: The Medicaid Emergency Psychiatric Demonstration Project (MEPD) is conducted by the Centers for Medicare & Medicaid Services under the provisions of the Patient Protection and Affordable Care Act of 2010. This was originally a three-year demonstration with a potential extension which permits participating States to provide Medicaid payment to private psychiatric hospitals, or Institutions for Mental Disease (IMDs), for inpatient emergency psychiatric care to Medicaid recipients aged 21 to 64 determined to be experiencing a psychiatric emergency medical condition. For the purpose of the demonstration, this is defined as individuals who are suffering from suicidal and/or homicidal thoughts or gestures, or who are otherwise determined to be dangerous to self or others.

The goal of the demonstration is to assess whether expansion of Medicaid coverage to include services provided in private, free-standing inpatient psychiatric facilities, improves access to and quality of medically necessary care, and whether this change in reimbursement policy is cost-effective. The objective of Contra Costa Behavioral Health has been to enroll 12 individuals in the MEPD Demonstration Project during each quarter of the projects duration. The summary data indicates that Contra Costa enrolled 126 clients total (23 first quarter, 39 second quarter, 31 third quarter, and 33 fourth quarter).

Goal: New 3-year Cultural Competency Strategic Plan.

Outcome: Contra Costa Behavioral Health (CCBH), like other California counties, is charged to create a cultural competency plan to address the needs of multicultural communities by implementing culturally and linguistically competent mental health services. In FY 2014/15, CCBH developed an annual update to the existing 3-year plan. The Department of

Health Care Services will require Counties to submit a revised Cultural Competency Plan for 2015-2018 in the Fall of 2015. Contra Costa Behavioral Health will revise its plan accordingly to include the newly integrated systems of Alcohol and Other Drugs and Homeless Programs.

Goal: Computer skills training – improve staff ability to use computers in anticipation of the electronic health record.

Outcome: Contra Costa Behavioral Health provided computer literacy training opportunities through Contra Costa Adult School classes and hosted additional internal trainings. CCBH offered a week of training opportunities at the Contra Costa Behavioral Health Administrative Offices from December 9th through December 11th for all Behavioral Health staff. Offered courses included Microsoft Word and Excel. All courses included beginner and intermediate sessions. Eight courses were offered to staff each 2 hours in length. There were 56 attendees who enrolled and completed the courses (please note: some attendees attended multiple courses). CCBH plans to implement additional trainings in the spring of 2015, which will include step-by-step tutorials on how to complete and save electronic versions of Mental Health's frequently used clinical forms (e.g. Progress Notes, Clinical Assessment, and Psychiatric Assessment).

Goal: Establish staff recognition program (Vision Award).

Outcome: It was created for the Behavioral Division. Staff are nominated for a vision award if they show effort to promote service integration within a division. These vision award are included in the quarterly behavioral newsletters.

Goal: Enhanced outreach efforts, including Behavioral Health brochure and stakeholder outreach opportunities (focus groups, surveys, etc).

Outcome: The Behavioral Health brochure was created in FY 14/15.

Goal: Improve access to service processes, including single point of entry for mental health, alcohol and drug, and homeless services.

Outcome: Behavioral Health is working to integrate Mental Health access line to be a single point of entry for mental health, alcohol and drug, and homeless services. To date, an alcohol and drug counselor has been added to the MH access line so patients could get referrals to AOD services. Behavioral Health is continuing to work on integrating Homeless services in the upcoming fiscal year.

Goal: The Contra Costa Health Plan (CCHP) and the Contra Costa Mental Health Plan (CCMHP) will develop an MOU that details how the mental health benefit for Medi-Cal eligible beneficiaries will be parceled out based on the acuity level of the referral. There are an estimated 6,000 beneficiaries in the CCMHP system of care who are Medi-Cal eligible and have assigned themselves to CCHP. This creates a challenge in terms of assigning an acuity level to each beneficiary and maintaining an accurate tracking system for billing purposes and record keeping. Without a reliable database, tracking this many clients will be nearly impossible.

For continuity of care purposes as well as capacity issues, CCHP is negotiating with CCMHP to use its network of fee-for-service network providers for the lower acuity cases. The increased demand for the provision of mental health services will be a challenge. Many clinicians in the community have low caseloads with CCMHP because of low reimbursement rates, high no-show rates, and paperwork demands. There is an effort to increase the reimbursement rates for the provider network to encourage more clinicians to join the panel and to encourage higher caseloads of those who are on the panel.

The CCMHP and CCHP are nearing completion on an agreement to establish provider rates and to define the process for CCHP to reimburse CCMHP for services rendered by the provider network. The final version of the MOU between CCHP and CCMHP will be sent to DHCS by July 1, 2014.

Health Services

Health and Human Services

Outcome: An MOU was developed and contracts were amended to increase the reimbursement rates in order to incentivize providers to take on higher caseloads.

Alcohol and Other Drugs (AOD):

The Division will continue its efforts in reaching those goals set in the past fiscal years while at the same time setting goals for new and major programs and policy changes that affect our staff, providers, programs and consumers of services. Those changes include: The Affordable Care Act and related treatment programs funded through Medi-Cal and Medi-Cal Expansion, and the realignment of lower level offenders from State provision to the County.

Goal: With Medi-Cal expansion, recently released inmates will be qualified for healthcare coverage. As a result, one projected effect of the mandated expansion of Medi-Cal is a reduction in the recidivism rate among those that we serve in our treatment services.

Outcome: AOD worked in partnership with the Behavioral Health Benefits Unit to enroll clients in Medi-Cal immediately upon release. In October, AOD sponsored a kick-off work session to introduce the Benefits Outreach and Engagement staff who would be conducting benefits screening and enrollment. We piloted a new process to sign up clients for medical benefits with Health Care for the Homeless, and added venues which link clients to medical care.

To reduce the early termination rate among formerly incarcerated individuals in Substance Use Disorder (SUD) treatment, we conducted a Think Tank with providers to develop a set of ideas and best practices aimed at increasing the retention rate in treatment. Coupled with training, we continue to slightly adapt program policies and procedures which support successful engagement of this population while adhering to regulatory State mandates.

Goal: In addition to getting newly eligible persons to sign up for Medi-Cal, the staff will work to set up a network of health care providers appropriate to the diverse needs of those persons receiving services in Behavioral Health.

Outcome: (DMC) conducted two Drug Medi-Cal Workshops to recruit and expand our provider network and develop the necessary program structure that meets the diverse needs of clients with substance use disorders.

Goal: Establish new services and SUD treatment options made available under the ACA, which include intensive outpatient services, ambulatory and medical detoxification; residential SUD care including all services related to sub-acute residential substance use disorders.

Outcome: The DMC workshops were designed to meet the previous goal but also to ensure that new providers would be encouraged to implement other levels of care to expand the continuum of services. The number of new services was essential in meeting the goal, but quality was as important. In 2014, AODS was able to obtain free technical assistance through the Department of Health Care Services to conduct 3 trainings intended to strengthen DMC programmatic areas, thereby increasing service quality.

Goal: Gain more knowledge about the Health Benefits Exchange and how it works; develop strategies to expand the workforce to meet increased demand, and develop an Outreach and Enrollment Plan.

Outcome: AOD participated in all of the webinars and trainings coordinated by the State Department of Health Care Services (DHCS) as well as conferences and meetings convened by various groups to understand the administration and financial structure of the Health Benefits Exchange and its implications in service delivery. This will continue in FY15-16.

Goal: Increase the knowledge of local AOD issues, particularly underage drinking, and promote the benefits of AOD prevention as Behavioral Health integrates under Primary Health Care.

Outcome: AOD Prevention created greater visibility within primary health care through the continued implementation of Screening, Brief Intervention and Referral (SBIR) within the 3 Prenatal Clinics in partnership with Healthy Start and WIC. In April and March, we conducted

Health Services

Health and Human Services

campaigns within the clinics and the hospital to raise awareness about the dangers of alcohol and prescription drug abuse.

Goal: Support ongoing activities that align and further the goals and objectives of the newly implemented County Strategic Plan for Prevention Services.

- Increase the number of screenings and referrals of youth in school based programs, and women receiving prenatal care.
- Reduce underage alcohol consumption by 5% within a 30 day period.
- Reduce easy access rates by five percent (5%) among 7th graders.
- Reduce youth access marijuana rates.
- Reduce onset rates of early use among middle schoolers.
- Collaborate with other County Public Health Department efforts such as Tobacco and Nutrition intended to address the Alcohol Retail Environment.
- Support local efforts to increase awareness about prescription drug abuse prevention and policy efforts that promote safe disposal of unused and expired medication.

Outcome: In 2014, AOD increased the number of screenings and referrals conducted from the previous year by 5%.

Underage drinking rates and youth access to alcohol remain steady at same levels, while marijuana use among youth has slightly shifted due to an increase in access and availability. We collaborated with our local Tobacco Project and conducted the Healthy Retailers, Healthy Communities Initiative survey in strong partnership with local prevention providers, youth, and the State. The results indicated a significant prevalence of Alcopops (malt-based alcohol fruity flavored drinks) present in the stores. We initiated a policy response along with the Department of Conservation and Development to remove such products from retail establishments, in alignment with one of our objectives which is to reduce youth access to alcohol and reduce underage drinking.

AOD continued to support local policy and awareness efforts to reduce unsafe disposal of unused and expired medications through Take

Back Your Medications Day and participation in the Rx Safe Contra Costa coalition.

Goal: Develop formal agreements with FQHCs to provide screening, brief intervention and referral for treatment (SBIRT), which is now a "funded" benefit.

Outcome: This is an ongoing effort. AOD continues to collaborate in the development of SBIRT related activities.

Goal: Provide technical assistance and training as appropriate to providers requiring comprehensive patient financial assessment as well as assistance with medical benefit eligibility.

Outcome: Worked in conjunction with the Behavioral Health Benefits Unit to enroll clients in Medi-Cal immediately upon release. We developed a system for referring clients in treatment programs to the Benefits Specialist. With support from HSD's Patient Accounting Unit, two separate trainings were offered to help community based providers reduce the number of disallowed DMC services due to other health care insurance, which is a revenue management challenge.

Goal: Facilitate/Advocate for the development of interagency collaboration and communication between Employment & Human Services Department (EHSD) and providers to ensure seamless processing of AOD client's Medi-Cal applications.

Outcome: This goal was met through the activities coordinated with the Behavioral Health Benefits Unit; however, we do plan to reach out to EHSD on other related matters.

Goal: Assist or encourage providers to develop/form/create linkages/agreements/MOUs with primary care and mental health and housing for provision of services to AOD clients.

Outcome: AOD successfully convened multiple brainstorming sessions with the Chief Psychiatrist at PES and Mental Health Detention to resolve issues related to medication refills for clients in our treatment programs. Collaborated with Health Care for the Homeless to allow clients in SUD programs to receive their physical

Health Services

Health and Human Services

examinations in addition to TB tests at the Mobile Clinics or at the Respite Center Clinic in Concord. A Housing Specialist was assigned at the Discovery House by our Homeless program to help clients prepare housing arrangements before discharge and support long-term recovery.

Goal: Establish an ongoing forum composed of community based AOD providers by modality to discuss ACA implementation updates and address emerging issues as a mechanism for cross-training, accountability and support.

Outcome: In 2014, we convened a total of three system of care meetings to provide regular updates on emerging issues related to ACA implementation and the 1115 DMC Waiver implications.

Homeless Programs:

Accomplish the goals as defined in the updated Strategic Plan to End Homelessness.

In addition, the Homeless Program aims to successfully integrate housing and services with other programs within the new Behavioral Health Division to provide an even more effective system of care for consumers with complex needs.

Housing

Goal: Add more permanent supportive housing through various resources that provide rental vouchers and other support services.

Outcome: An additional 40 rental assistance vouchers were added to the Continuum of Care. Overall, 1,451 homeless consumers obtained permanent housing during FY 14-15.

Goal: Continue to plan for the development of permanent housing units with supportive services for homeless individuals and families through the homeless conveyance process for the Concord Naval Weapons Station.

Outcome: Work continues towards the development of permanent supportive housing units for homeless individuals and families. The Homeless Program, in concert with the

Interagency Council on Homelessness, continues to work with the City of Concord to develop a timeline to bring the units on-line.

Goal: Develop a coordinated assessment screening tool (vulnerability index) to quickly identify homeless individuals with special needs and match them with the most appropriate housing to meet their needs.

Outcome: The Contra Costa Homeless Continuum of Care has selected the Vulnerability Index – Service Prioritization Decision Assistance Tool (VI-SPDAT). Training for all Homeless Service providers was completed 1/15/15. The administration of the VI-SPDAT continuum-wide will commence February 2015.

Services

Goal: Continue to provide case management and housing services to homeless veterans and re-entry populations.

Outcome: The Homeless Program, through its adult interim housing program, continues to provide emergency housing and case management services to those re-entering the community after incarceration as well as to homeless veterans.

Goal: Increase the availability of case management and other support services to persons residing in Permanent Supportive Housing Rental Assistance Programs.

Outcome: The Homeless Program's Supportive Housing unit added a Mental Health Clinical Specialist to increase counseling and case management support to those with mental health disabilities residing in MHSA and homeless supportive housing.

Goal: Integrate benefits assistance services offered through Homeless Services with the Mental Health program to create an integrated model of benefits services for Behavioral Health consumers.

Outcome: In April 2014, benefits services offered through the Homeless Program were combined with Mental Health's patient financial services to provide greater access, and achieve

Health Services

Health and Human Services

greater efficiency and more responsiveness to consumers needing benefits.

Outreach/Engagement/Community Awareness

Goal: Continue efforts to hold Project Homeless Connect events throughout the year.

Outcome: Project Homeless Connect was held in June 2014. 639 homeless individuals were provided a variety of services that included health care, vision screenings, benefits enrollment, and pet vaccinations.

Goal: Work with the Inter-jurisdictional Council on Homelessness and homeless service providers to update the strategic plan for homeless services within the continuum of care.

Outcome: The Strategic Plan Update was approved by the County Board of Supervisors November 2014. The updated plan emphasizes that the only solutions to homelessness are permanent housing and homeless prevention services.

Goal: Conduct a countywide point-in-time count in January 2015 of homeless individuals who are residing in shelters and other temporary, transitional housing situations, or who are living on the streets and in homeless encampments in our community.

Outcome: The point in time homeless census was conducted January 28-30, 2015.

Goal: Strengthen the multidisciplinary outreach team in Contra Costa that targets individuals who are living outside, particularly those living in homeless encampments.

Outcome: The Homeless Program continues to work to increase homeless multi-disciplinary outreach teams in the community.

Public Health:

Goal: Increase PHN staff to meet the need of comprehensive case management services.

Outcome: One FTE PHN added. Continue with long wait list for comprehensive case management.

Goal: Continue expansion of the School Based Health Center services to school aged children in the West County Unified School District to include the addition of a permanent clinic site to be constructed at Kennedy High School.

Outcome: Kennedy High clinic was opened and licensed. Five elementary schools and one middle school in WCCUSD were added to the SBHC schedule.

Goal: Assist in the expansion of the Health Officer influenza vaccination/masking mandate to staff working in assisted residential living facilities for the elderly. Continue support of licensed health care facilities already under mandate. Collect data to monitor vaccination coverage in mandated facilities.

Outcome: Health Officer influenza mandate expanded to staff working in assisted living facilities and education and materials provided to facilities. Data from health care facilities analyzed and distributed to all facilities.

Goal: Continue providing school-located influenza vaccine clinics at Head Start facilities for children, families, and staff. Expand school-located influenza clinics to elementary schools.

Outcome: Clinics postponed due to staff priority being redirected to Ebola preparedness and response.

Goal: Assist child care facilities, schools, and health care providers with implementation of AB 2109 which changes the personal belief exemption process for school-required immunizations. Continue to collect immunization assessment data for impact of change.

Outcome: Education was provided to childcare facilities and schools regarding new law, and data collected and provided to the State Department of Public Health, and Contra Costa's personal belief exemption rate (families choosing not to vaccinate) slightly declined.

Health Services

Health and Human Services

Goal: Identify strategies for developing or strengthening partnerships with durable medical equipment providers and home health agency staff to locate home-bound, medically dependent clients needing evacuation or assistance to safely shelter-in-place.

Outcome: Strategies identified and further work needed with the Contra Costa Health Plan.

California Children's Services

Goal: Secure MSW position and hire to support CCS families particularly in the area of transition to adult services (request to create position has been submitted).

Outcome: Secured approval to hire. Expecting to fill position in February 2015. Transition to adult services (request to create position has been submitted). Expecting to fill position in February 2015.

Goal: Implement a nurse liaison assignment to John Muir Medical Center, Walnut Creek Campus.

Outcome: Nurse liaison was assigned as of July 1, 2014

Goal: Review OnBase features to determine if it meets CCS program's electronic record needs, implement electronic based case management work process, and utilize the iSite CCS Team Folder as an additional electronic tool to store program forms.

Outcome: Continue to use OnBase for electronic record storage and maintain thinner charts. Implement the usage of iSite CCS Team Folder to access CCS forms and use the discussion forum to relay case management information.

Goal: CCS Medical Consultants will participate in CCHP Provider Relations meeting regarding collaboration with CCHP providers, present at CCHP Community Provider Network meetings to educate providers about CCS, and encourage provider paneling by actively recruiting providers via office visits, e-mail and phone contact.

Outcome: CCS Medical Consultants meet with CCHP quarterly. CCS Medical Consultants work in collaboration with the CCS Nurse Case Managers in discussing paneling and actively encouraging providers to become paneled.

Goal: Pilot new process by having new CCS medical case management client families come to the administrative office for in-person orientation to the CCS program.

Outcome: Four family orientations have been conducted. Family response was positive. Continue to make improvement to the process.

Environmental Health:

Goal: Protect the waterways and groundwater of the County. Finish drafting new on-site wastewater treatment system (OWTS) ordinance and regulations which incorporate new technology and new state requirements. Conduct public outreach and other steps to have the ordinance and regulations adopted by the Board of Supervisors. Develop and make available well destruction guidelines, provide dewatering guidelines, and develop and make available pump test guidelines. Continue implementing the alternative on-site wastewater system permit process that meets current, local ordinance and anticipated state regulations. Increase the number of participating owners of alternative water systems, and implement a process to address owners of alternative on-site wastewater systems who are not responding to the requirements for permitting and inspection.

Outcome:

- Draft on-site wastewater treatment system ordinance and regulations are now being reviewed by county counsel.
- One hundred forty-four inspections of alternative on-site wastewater treatment systems have taken place; Nine require additional work to correct inadequate operations.
- For the 58 alternative on-site wastewater treatment systems we have not been able to inspect because of recalcitrant owners, letters have been sent to the owners and added to the property files indicating non-compliance and warning of the dangers of

having a system not working properly may damage the groundwater and nearby surface water.

Goal: Ensure that solid waste is properly treated and disposed. Obtain Board of Supervisor approval for the appeal process for a Local Enforcement Agency decision as required by the state regulatory agency. Obtain Board of Supervisor approval for a revised illegal hauler ordinance which is needed to reduce illegal dumping. Implement a permitting program for closed and abandoned landfills, and for facilities operating under Enforcement Notification procedures as defined by the state oversight agency.

Outcome:

- In July 2014, the Board of Supervisors approved the third member for the for the LEA appeal to an Independent Hearing Panel.
- Finalized hearing protocols and handbook for the LEA Independent Hearing Panel.
- Draft hauler ordinance is being vetted with those entities holding Franchise Agreements.
- Investigated over 468 solid waste complaints, primarily illegal dumping, and as of January 26, 2015 had resolved 397.

Goal: Improve food safety. Provide consistent and user-friendly information about retail food establishment inspection results. Field standardize all staff to incorporate Federal Food Program Standardization. Inspect all food facilities one to three times per year based on risk. Post a placard at all food facilities that reflects a risk-based inspection score. Work with local environmental health jurisdictions and other stakeholders to improve the new cottage food program through clean-up legislation. Create guidelines and procedures for EH inspectors, and provide additional training for staff that will need to enter private residences for inspections.

Outcome:

- Hired and trained ten new inspectors.
- Conducted 4,119 unannounced, routine inspections of retail food facilities.
- Due to the number of vacant districts and then the training of the new inspectors,

expected inspection frequencies were not met.

- Placarding postponed to 2015-2016.
- All veteran staff have been field standardized per Food and Drug Administration procedures.

Goal: Improve EH enforcement outcomes and promote EH services via an effective and comprehensive outreach effort. Carry out all annual activities as defined in the EH Outreach Plan, carry out all one-time activities as defined in the calendar year outreach plan, develop and implement a tracking system of the outreach efforts, review content on website annually to ensure the most up to date material and valid links are available.

Outcome:

Outreach activities that occurred:

- yearly letter to city managers and chambers of commerce;
- division brochure updated with new statistics, and distributed at more than 20 events, and posted on the website;
- participated in several health fairs, chamber of commerce events, student fairs;
- provided food safety training at the adult schools in Richmond, Concord, Martinez and Pittsburgh.

Goal: Increase health and safety for users of pools, including spray grounds and water features. Continue to participate in the process to rewrite Title 22 which focuses on the operation of pools and spas and other water features. If passed within the year, implement the new laws, first by training staff and stakeholders.

Outcome:

- Created and used in the 2014 summer inspections a checklist Official Inspection Report for public pools and spas.
- Created a comparison chart of the old and new Title 22 regulations which is being used by jurisdictions state-wide.
- Revised the Official Inspection Report to address Title 22 changes and this was placed into software format for tablet usage.

Goal: Increase safety for customers of tattoo and body artists. Continue permitting as

Health Services

Health and Human Services

required by state law of all tattoo and body artists, inspect fixed facilities at a minimum of twice a year, establish a process to inspect mobile tattoo and body artists at least twice a year, and establish and implement a process to inspect temporary events with tattoo and body artists.

Outcome:

- Thirty eight body art facilities were inspected, and 136 body artists were registered.
- No mobile inspections required, under revisions to law no mobile tattoo facilities allowed.
- One temporary event involving body art occurred in the county, and was inspected.
- Began working with the district attorney to enlist unpermitted body art facilities found advertising on the internet to become legal.

Goal: Increase efficiency of office processes. Continue process of scanning historic documents to move from paper to paperless; move from paper inspection and desktop to tablet based field operations, incorporate web-based payment for services, conduct efficiency studies of work practices especially related to customer service and EH interface with the Finance Division.

Outcome:

- Finished scanning and inputting into OnBase the Code Enforcement, Mobile Food, Solid Waste, Waste Tire, and Public Pool current and historical files.
- Tablets are used for routine inspection of fixed food facilities and waste tire and solid waste complaint investigations.
- Eliminated the use of paper for internal tracking of complaint resolution.

Goal: Be prepared to provide excellent EH emergency response, provide two trainings for on-call response, evaluate responsiveness of on-call inspectors, actively participate in County and departmental emergency preparedness teams and training, and actively participate in at least one disaster drill.

Outcome:

- Conducted quarterly drills with EH staff.
- Actively participated in the department's Emergency Management Team quarterly meetings and the planning group for that team.
- Division was activated, management and staff participated in the department and county operations centers as part of the Med Health Branch statewide drill in fall 2014.

Additional Outcomes in Other Program

Areas:

- Streamlined plan review for food facilities and public pools/spas, and changed from fee for service to set fees.
- With additional fees from the state, began working with the 171 small water systems in the county to have those input data through the web.

Hazardous Materials:

Goal: California Accidental Release Prevention Program: Complete 13 California Accidental Release Prevention Program audits.

Outcome: 16 inspections were performed for fiscal year 2014/2015.

Goal: Unannounced Inspections: Perform nine unannounced inspections during fiscal year 2014-2015.

Outcome: 9 unannounced inspections were performed in fiscal year 2014/2015

Goal: Aboveground Petroleum Storage Act Program: Inspect approximately 105 facilities that are covered by this program.

Outcome: 75 Aboveground Petroleum Storage Act Program inspections were performed in fiscal year 2014/2015

Goal: Incident Response Program: Respond to all incidents within one hour, and ensure that all incidents are mitigated safely and effectively without injuries.

Health Services

Health and Human Services

Outcome: All incidents were responded within one hour and all were mitigated without incident in fiscal year 2014/2015

Goal: Hazardous Materials Business Plan Program: Complete approximately one-half of all of the facility inspections that are subject to the program, or approximately 1,144 facility inspections. The goal is to ensure that all Hazardous Materials Businesses will have been inspected within the last two years.

Outcome: 693 Hazardous Materials Business Plan Program inspections were performed in fiscal year 2014/2015.

Goal: Hazardous Waste Generator Program: Complete one-half of all of the facility inspections that are subject to the program, or approximately 844 facility inspections. The goal is to ensure that all facilities that generate hazardous materials will have been inspected within the last two years.

Outcome: 667 Hazardous Waste Generator inspections were performed in fiscal year 2014/2015

Goal: Underground Storage Tank Program: Complete an inspection of all underground storage tank facilities in fiscal year 2014-2015. Approximately 396 facilities are subject to the underground storage tank regulations.

Outcome: 315 Underground Storage Tank Program inspections were performed in fiscal year 2014/2015

Detention Facilities Programs:

Goal: Continue to plan and implement the 5S workplace organization methodology to improve work space efficiency and effectiveness in all adult detention facilities with the goal to improve and standardize workflows, workplace efficiency and patient care.

Outcome:
The Nursing Medication Room at the Martinez Detention Facility was remodeled/redesigned for staff safety and efficiency.

Video Translation Services to be installed at the West County Detention Facility in all patient treatment areas.

Development of a centralized medical supply storage area is underway for the Martinez Detention Facility.

All staff workstations at the West County Detention Facility have had the first extensive ergonomic rehab/redesign since 1991.

Goal: Promote, support and sustain the Detention Health Services Safety Committee Program, and provide on-going staff development through a variety of safety training programs/modalities.

Outcome: Two Detention Health managers completed the 32 hour Worker Occupational Safety and Health (WOSH) Certification.

Detention Health Services published the third revision to their Injury and Illness Prevention Program.

Goal: Develop the Detention Services Hazardous Materials Communication Plan and distribute the plan to all staff. Conduct a comprehensive training program for all Detention Services staff that will cover ordering, maintenance, handling, and exposure to hazardous substances in the workplace.

Outcome: Detention Health Services published their Hazardous Materials Communication Plan in December 2014. Division wide training on the plan/program will occur for all staff in 2015.

Goal: Initiate the division wide Crisis Prevention Institute re-certification process for all staff.

Outcome: Division wide Crisis Prevention Institute re-certification for Detention Health staff commenced March 19, 2014. To date, eight classes have been held and 58 staff members have completed the class. On-going recertification classes are scheduled for the 2015 calendar year.

Goal: Assist in the implementation, management and staff training of three major

Health Services

Health and Human Services

Division projects to improve patient and staff safety and efficiency:

- a. ccLink 2012 software update
- b. Yayuma Medication Packager installation/upgrade/training
- c. Martinez Detention Facility Intake Remodel

Outcome:

ccLink 2012 update for Detention Health was successfully installed in May 2014.

Yayuma Medication Packagers were installed at the Martinez Detention Facility, West County Detention Facility and Juvenile Hall to replace the outdated medication packagers in the Spring of 2014.

The Intake Remodel at the Martinez Detention Facility is expected to be completed in the Winter of 2015

Goal: Detention Health Services will continue to collaborate and work directly with the Community Corrections Partnership to enhance and improve care for AB109 detainees as well as assist in the development of a data collection system to better track the needs of this population

Outcome: Detention Health Services provided Research Development Associates and the Community Corrections Partnership patient services/contact data specific to the AB109 inmate population housed in the County's Adult Detention Facilities.

Detention Health Services continues to work with STAR to extract patient contact data from ccLink on all services provided to AB109 inmates housed in the county's detention facilities.

Administrative and Program Goals

Hospital and Ambulatory Care Centers:

Goal: Continue to improve quality and safety measures as outlined in the DSRIP, regulatory measures and accreditation requirements.

Goal: Continue to meet California Federal Medicaid requirements for delivery system reform (DSRIP) to improve the health of the population, improve patient experience and satisfaction and reduce per capita costs.

Goal: Develop and implement a Division-wide Strategic Plan with the ambitious goal of creating optimal health for all by working together with patients, staff, and the community. In the coming year we will present this plan at every worksite within the Hospital and Health Centers Division in a variety of ways including individual and group meetings, multimedia campaigns, and outreach.

Goal: Continued refinement and expansion of Ambulatory Care Redesign work including the Advanced Access Model, the Patient Centered Health Home with expansion of alternative models of care.

Contra Costa Health Plan:

Goal: CCHP will increase the Community Provider Network by 5% to provide care for new membership.

Goal: CCHP will launch a new Quality Improvement Project (QIP) for FY 2015/16. The topic will be chosen in collaboration with the State and other Medi-Cal plans.

Goal: CCHP will conduct a mock audit to ensure that all areas are in compliance and ready for the December 2016 submission for renewal of our NCQA Accreditation.

Goal: CCHP's Case Management Unit will increase by 10% the number of CCHP members assigned a case manager.

Goal: CCHP will become core certified with the Council for Affordable Quality Healthcare (CAQH). The CAQH system is designed to:

1. Enhance interoperability between providers and payers;
2. Streamline eligibility, benefits, and claim data transactions

Health Services

Health and Human Services

Goal: For FY 2015/16 the Advice Nurse Unit will continue to work on decreasing their telephone abandonment rate to 5%. Due to an increase in lab calls and follow up telephone clinician consultation calls, the LVN's are not able to assist with many of the nonclinical calls. Most of these calls are being handled by the Advice Nurses which means longer waits for clinical calls and higher abandonment rates. CCHP must fill vacancies and hire additional LVN positions in order to meet demands of the nonclinical and lab calls.

Goal: Fill all vacant Advice Nurse positions and work on updating step criteria for permanent nurses.

Goal: Pay less interest fees to providers by improving the timing of claim payments.

Goal: CCHP Member Services will lower their telephone abandonment rate to less than 10%, achievable with increased staffing.

Goal: CCHP Pharmacy staff will turn around pharmacy authorization requests within 24 business hours 80% of the time.

Goal: CCHP will Implement home infusion pharmacy billing through PBM.

Mental Health:

Goal: Children's will continue to move to offer all three current best practices in each regional clinic and expand our MST and MDFT Programming.

Goal: Children's will partner with Employment and Human Services Department to complete the implementation of Katie A. services and hire a Katie A. Program Manager.

Goal: Children's and Alcohol and Other Drugs will integrate Alcohol and Other Drugs Services into each of the Regional Clinics two days per week.

Goal: Develop a plan for achieving a structurally balanced MHSA budget, where projected revenues match projected expenditures.

Goal: Implement the mental health treatment portion of Laura's Law, or AB 1421.

Goal: Fully implement all planned Innovation Projects, to include the Wellness Coaches, Partners in Aging, and Transportation projects.

Goal: Develop an updated Cultural Competency Plan for 2015-2018.

Goal: Continue to offer computer training courses to Behavioral Health staff, with particular focus on the most frequently used clinical forms.

Goal: The Behavioral Health Tapestry Project will replace the antiquated NetPro Authorization and Claims Processing System for the CMU with Epic's Tapestry modules, which include Customer Relationship Management (CRM), Referrals, Accounts Payable and Contracts (AP Claims and Contracts), and Plan Link. Additionally, third party applications such as Provider Management Information Systems (PMIS), Hyland OnBase Document Imaging, and claims processing services (DocuStream) are included as part of this project to further automate and integrate both information systems and the systems of care workflows and processes. The purpose of this project is to implement an integrated system which will allow Behavioral Health to realize the following benefits:

- Improve efficiency of the Behavioral Health's Care Management Unit's Access Line through the implementation of Epic's Customer Relationship Management (CRM) module
- Improve quality of Behavioral Health's Provider profiles used for referring clients to Network Providers through the utilization of Provider Management Information System (PMIS)
- Improve efficiency of initial referral entry and re-authorization of services with Behavioral Health's Network Providers through Tapestry Referrals module
- Improve communications and coordination of care with Behavioral Health's Network Providers through the use of PlanLink Web Portal
- Improve accuracy of authorizations and claims adjudication by front end eligibility checking through the implementation of Epic's Registration, Eligibility, and Enrollment modules

Health Services

Health and Human Services

- Automate claims processing workflows with the coding of business rules and contracts for providers through the implementation of AP Claims, Contracts, and Benefits Engine within Epic's Tapestry module
- Automate claims processing data entry with the implementation of Claims EDI Processing Services to allow for the automatic loading of claims to Epic's Tapestry module
- Implement document imaging of hard copy documents for inclusion in the consumer chart for improved coordination of care within Behavioral Health
- Implement In Basket Messaging to allow for improved care and coordination of services amongst the care management team and across Behavioral Health
- Meet Medi-Cal requirements of logging all consumer calls received through the Access Line to ensure appropriate access to services and care through the implementation of Epic's Customer Relationship Management (CRM) module

Alcohol and Other Drugs (AOD):

AOD has a long history of working in partnership with stakeholders which include community based providers, clients, and the AOD Board, along with Support4Recovery. We will continue efforts to reach previous goals, as we position AOD services to adequately respond to emerging policy changes and an increased demand for the provision of SUD treatment given that most systems are eagerly waiting for DMC expansion as a way to leverage their own resources. Those changes include the Medi-Cal eligibility expansion, criminal justice realignment and realignment of the oversight of lower level offenders from State to the County, and the newly passed Proposition 47. Additionally, recent developments at the Federal and State levels have increased expectations for County oversight of quality control and program utilization, consequently requiring the development of stronger and sound local administrative and fiscal structures, currently weak due to lack of staff.

In FY15/16 AOD will initiate a community engagement process to identify gaps and develop readiness for a county SUD Implementation/Strategic Plan that identifies

clear, measurable and attainable goals across service delivery.

Goal: Develop processes and formal structures to facilitate enrollment and access to benefits through Medi-Cal expansion, and obtain Medi-Cal coverage for populations not traditionally eligible, such as formerly incarcerated individuals.

Goal: Establish a baseline penetration rate within the first quarter of FY15/16 by assessing current caseload in our MIS, and expand the baseline rate by 10%.

Goal: Expansion of Drug Medi-Cal provider base from four (4) to six (6). Encourage existing and potential providers to expand or modify their services into diverse levels of care, and/or to target culturally diverse populations. Encourage providers to increase utilization of DMC revenue among all DMC eligible clients proportionate to Block Grant allocations.

By adding new providers we increase access to services, decrease wait list time, expand underutilized resources, and reduce health disparities.

Goal: Support local efforts to establish the development of Medication Assisted Treatment (MAT) for opioid dependent individuals as a new SUD treatment benefit option under ACA.

Goal: Support the goals of the Behavioral Health Division Integration efforts in Contra Costa. AOD will integrate services within Mental Health and Homeless Services to provide efficient and effective care to individuals with complex and diverse needs through the following objectives or initiatives:

1. Continue to improve quality of implementation processes of SUD treatment at the Mental Health El Portal Clinic, a behavioral health integrated treatment, and apply for State DMC certification for sustainability reasons. In FY15/16, increase the number of admissions into SUD treatment at El Portal by 10% from current admission level data for FY14/15.
2. Continue providing outreach, engagement, groups and linkages to treatment at the

Homeless Adults Shelter and Calli House. Strengthen the structure of POWER programs in collaboration with Anka to ensure immediate access to SUD treatment for homeless clients. Continue to support the presence of the Housing Specialist at the Discovery House and expand model to an additional residential facility.

3. Support discussions and activities intended to update the BH Cultural Competency Work Plan and Workforce Development.
4. Participate in Primary and BH Integration efforts including Miller Wellness Center, Case Management, HealthCare for the Homeless, and SBIRT.
5. Maintain staff support in the newly Integrated Access Line, support the development of procedures intended to streamline referrals and co-location. Track referral data and follow up to clients. Participate in Value Stream Mapping and Rapid Improvement Kaizen events.
6. Continue documenting admission of clients with co-occurring disorders at Discovery House; develop formal internal and external protocols for meeting their needs, and supporting long term recovery.
7. Continue work at West County Mental Health Children and Adolescent Clinic
8. Maintain SBIR Women Services at the three Healthy Start Clinics and WIC programs, and increase the number of screenings and referrals by 5%.

Goal: Increase the engagement and retention rate among clients connected to realignment who are served in our treatment services.

Goal: Continue supporting the goals and objectives of the AOD Prevention Strategic Plan.

Goal: Expand and Enhance SAMHWorks: Wellness to Independence behavioral health services to individual clients to include new CalWORKS Family Stabilization services for SAMHWorks families.

Homeless Programs:

Housing

Goal: Add more permanent supportive housing through various resources that provide rental vouchers and other support services.

Goal: Continue to plan for the development of permanent housing units with supportive services for homeless individuals and families through the homeless conveyance process at the Concord Naval Weapons Station.

Goal: Fulfill our commitment as a Community Solutions Zero:2016 participating community to end homelessness for veterans in Contra Costa by end of 2015.

Services

Goal: Continue to provide case management and housing services to homeless veterans and re-entry populations.

Goal: Increase the availability of case management and other support services to persons residing in Permanent Supportive Housing Rental Assistance Programs.

Outreach/Engagement/Community Awareness

Goal: Continue efforts to hold Project Homeless Connect events throughout the year.

Goal: Conduct a countywide point-in-time count in January 2016 of homeless individuals who are residing in shelters and other temporary, transitional housing situations, or who are living on the streets and in homeless encampments in our community.

Goal: Strengthen the multidisciplinary outreach team in Contra Costa that targets individuals who are living outside, particularly those living in homeless encampments.

Data/Evaluation/Policy and Planning

Goal: Increase community-based homeless service provider participation in the Homeless Management information system to achieve a greater than 95% bed coverage rate.

Health Services

Health and Human Services

Goal: Work with the Inter-jurisdictional Council on Homelessness and homeless service providers to set continuum-wide performance measures for homeless services within the continuum of care.

Goal: Work with the Inter-jurisdictional Council on Homelessness to draft and approve a governance charter for the advisory board.

Public Health:

Goal: Collect data to monitor influenza vaccination coverage of staff in assisted living facilities to measure compliance with the Health Officer influenza vaccination mandate.

Goal: Collect immunization assessment data for compliance with child care and school vaccination mandate, including personal belief exemptions in Contra Costa.

California Children's Services

Goal: Continue to assess the program's needs as the number of active cases increases.

Goal: Full implementation of OnBase to be used as an active and closed electronic record system.

Goal: CCS Medical Consultants to continue to support John Muir Walnut Creek in its objective to secure certification for its PICU.

Goal: CCS Nurse Case Managers to continue to participate in roundtable meetings to improve care coordination.

Goal: Hire an account clerk to assist families and providers in reaching medical claims resolution, process MTP Patient Therapy Claims (PTRs), and assist with various other fiscal and accounting duties.

Environmental Health:

Goal: Protect the waterways and groundwater of the county while incorporating new technology and new state requirements. Share draft of on-

site wastewater treatment system (OWTS) ordinance and regulations with the public, take to the Board of Supervisors for approval and submit to the Regional Water Quality Control Boards. Incorporate new OWTS ordinance and regulations into current work practice including training staff.

Goal: Ensure that solid waste is properly treated and disposed. Obtain Board of Supervisor approval for a revised illegal hauler ordinance which is needed to reduce illegal dumping. Implement a permitting program for closed and abandoned landfills, recycling centers, and facilities operating under Enforcement Notification procedures as defined by the state oversight agency. Adjust tonnage fee and permit fees to cover costs of the program.

Goal: Food Program - Improve food safety. Provide consistent and user-friendly information about retail food establishment inspection results. Field standardize new Food Team staff and non-Food Team staff to incorporate Federal Food Program Standardization. Inspect all food facilities one to three times per year based on risk. Obtain Board of Supervisor approval to begin a placard program at all food facilities that reflects a risk-based inspection score.

Goal: Outreach - Improve EH enforcement outcomes and promote EH services via an effective and comprehensive outreach effort. Carry out all annual activities as defined in the EH Outreach Plan, carry out all one-time activities as defined in the calendar year outreach plan, develop and implement a tracking system of the outreach efforts, review content on website annually to ensure the most up to date material and valid links are available.

Goal: Collaboration - Improve programs locally via active participation and leadership of environmental health collaborations in venues including the California Conference of Directors of Environmental Health regional and policy committees and associated Technical Advisory committees, roundtables, and workshops bringing local jurisdictions together to create cross collaboration.

Goal: Efficiently process, with primary concern for public safety, new plans for food facilities and

public pools. Evaluate new tracking mechanism to see if less denials occur, lessening the amount of time between initial submittal and approval of the plans. Evaluate adequacy of new fees to cover the costs of the program.

Goal: Increase health and safety for users of pools, including spray grounds and water features. Train staff on and incorporate new pool operation state regulations contained within Title 22. Input routine inspection results into revised report on tablet either in the field or in the office.

Goal: Increase knowledge of small water system owners/operators about critical issues of regulatory oversight, and increase the number of small water system owners who can provide system information directly to the state through a web interface.

Goal: Increase safety for customers of tattoo and body artists. Inspect fixed facilities at a minimum once a year, and if necessary, inspect any temporary events with tattoo and body artists. Actively pursue and bring into compliance any illegally operating body art facilities and artists.

Goal: Increase efficiency of office processes. Continue process of scanning historic documents to move from paper to paperless, move from paper inspection and desktop to tablet based field operations, incorporate web-based payment for services, conduct efficiency studies of work practices especially related to customer service and EH interface with the Finance Division.

Goal: Optimize the organizational structure of the division. Complete several personnel actions and job classification expansions so as to meet the current and future program management, field and office staffing, and supervision needs.

Goal: Be prepared to provide excellent EH emergency response, provide two trainings for on-call response, evaluate responsiveness of on-call inspectors, actively participate in County and departmental emergency preparedness teams and training, and actively participate in at least one disaster drill.

Hazardous Materials:

Goal: California Accidental Release Prevention Program: Complete 15 California Accidental Release Prevention Program audits for fiscal year 2015/2016.

Goal: Unannounced Inspections: Perform 10 unannounced inspections during fiscal year 2015-2016.

Goal: Aboveground Petroleum Storage Act Program: Inspect approximately 136 facilities that are covered by this program during fiscal year 2015/2016.

Goal: Incident Response Program: Respond to all incidents within one hour, and ensure that all incidents are mitigated safely and effectively without injuries.

Goal: Hazardous Materials Business Plan Program: Complete approximately one-half of all of the facility inspections during fiscal year 2015/2016 that are subject to the program, or approximately 970 facility inspections. The goal is to ensure that all Hazardous Materials Businesses will have been inspected within the last two years.

Goal: Hazardous Waste Generator Program: Complete one-half of all of the facility inspections during fiscal year 2015/2016 that are subject to the program, or approximately 908 facility inspections. The goal is to ensure that all facilities that generate hazardous materials will have been inspected within the last two years.

Goal: Underground Storage Tank Program: Complete an inspection of all underground storage tank facilities in fiscal year 2015-2016. Approximately 396 facilities are subject to the underground storage tank regulations.

Detention Facilities Programs

Goal: Implement a Hazardous Communication Plan for Detention Health Services

- Provide training to all Detention Health staff on the division's newly implemented Hazardous Communication Plan.

Health Services

Health and Human Services

- b. Develop Inventory/Ordering System for all facilities.
- c. Create SDS Manuals for each facility.

Goal: Promote, support, and sustain the Detention Health Services Safety Committee and Program, and provide on-going staff development through a variety of safety training programs/modalities.

Goal: Develop internal Nursing/MH discharge planning resources to assist inmates in transitioning back to the community upon release. Resource will include:

- a. Discharge Medications
- b. Medi-Cal application assistance
- c. Inter-departmental collaboration
- d. Develop patient resource guide/card for inmates to be released.

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	697,840	752,767	829,958	829,958	0
Services and Supplies	178,301	140,660	179,855	179,855	0
Expenditure Transfers	6,687	0	6,887	6,887	0
TOTAL EXPENDITURES	882,828	893,427	1,016,700	1,016,700	0
REVENUE					
Other Local Revenue	75,000	75,000	75,000	75,000	0
State Assistance	189,656	117,147	126,700	126,700	0
GROSS REVENUE	264,656	192,147	201,700	201,700	0
NET COUNTY COST (NCC)	618,172	701,280	815,000	815,000	0
Allocated Positions (FTE)					
	8	8	8	8	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	80%	84%	82%	82%	
% Change in Total Exp	0%	1%	14%	0%	
% Change in Total Rev	0%	(27%)	5%	0%	
% Change in NCC	0%	13%	16%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	411,100	424,610	482,983	482,983	0
Temporary Salaries	1,779	12,500	26,500	26,500	0
Deferred Comp	10,530	13,080	14,100	14,100	0
FICA/Medicare	31,561	32,477	36,942	36,942	0
Ret Exp-Pre 97 Retirees	1,659	2,367	2,367	2,367	0
Retirement Expense	151,410	166,452	162,819	162,819	0
Employee Group Insurance	48,156	59,446	59,789	59,789	0
Retiree Health Insurance	29,166	29,406	30,700	30,700	0
OPEB Pre-Pay	7,718	7,718	7,718	7,718	0
Unemployment Insurance	1,583	1,279	1,455	1,455	0
Workers Comp Insurance	3,179	3,432	4,585	4,585	0

Department Description

The Veterans Service Department provides assistance to those who served in the Armed Forces of America, their dependents and survivors in obtaining Veteran's benefits and services from the U.S. Department of

Veterans Affairs (VA), Department of Defense (DOD), California Department of Veterans Affairs (CDVA), as well as other State and local programs for Veterans and their families.

Veterans Service

Health and Human Services

Major Department Responsibilities

There are three components to Veterans Service.

- 1. Program Assistance:** Provides information, referral and assistance to Veterans and their families in obtaining disability compensation and pension benefits, medical benefits, education and vocational rehabilitation benefits, home loans, life insurance, survivor benefits and burial benefits. Services include comprehensive benefit counseling, claim preparation, case management, initiation and development of appeals and networking with federal, state and local agencies.
- 2. Welfare Referral:** Review of Veteran welfare applicants referred by the Employment and Human Services Department, Social Security Administration and VA Homeless programs for review of receipt and assistance in applying for Veterans benefits.
- 3. Medi-Cal Cost Avoidance:** Review of Veteran Medi-Cal applicants to determine those who may be eligible for Veteran's benefits, including health care.

Veterans Service Summary			
Service:		Discretionary	
Level of Service:		Discretionary	
Expenditures:		\$1,016,700	
Financing:		201,700	
Net County Cost:		815,000	
Funding Sources:			
State	12.5%	\$126,700	
Misc Revenue	7.4%	75,000	
General Fund	80.1%	815,000	
FTE: 7.5			

CAO's Recommendation

The Department's baseline budget fully funds on-going services for FY 2015-16. Total expenditures have increased by \$123,273 from the current year largely due to increases in permanent salary and benefit costs.

The County Administrator is recommending no reduction to the Veterans Service Office baseline budget. Services and supplies reflect an increase of \$39,195, which will support the department's outreach efforts to better serve veterans and their families.

The department is expecting a \$9,553 increase of revenues in FY 2015-16 from State Aid Veteran Affairs, which will slightly offset the increased operational costs.

Performance Measurements

During the 2013/2014 fiscal year, the Veterans Service Department processed \$8,891,170 in retroactive and lump sum monetary benefits for Veterans. New recurrent benefits totaled \$769,286. These figures show an increase in benefits.

College Fee Waivers represented \$2,099,568 in additional benefits to Veteran's dependents.

Staff conducted 6,078 office interviews, 109 field visits and participated in 39 outreach events which resulted in 2,538 claims being filed.

The Veterans Service Office received a perfect score from the California Department of Veterans Affairs audit thereby preserving subvention funding.

Administrative and Program Goals

Refine the department's strategic plan involving staffing levels at the various Veterans Services Office locations to better serve Veterans who reside in distant communities. This may include increasing the level of service capability in Martinez while maintaining the current level of service in Danville, and increasing service

capability at the Brentwood and Richmond outstations.

The Veterans Service Office will continue their outreach efforts to increase the delivery of services to the increasing number of Veterans and the increasing level of difficulty regarding physical and mental disabilities by:

1. Maintaining outreach efforts, as fulfilled by the outreach coordinator to enhance programs for female Veterans.
2. Supporting the aging Veteran population which deals with profound geriatric issues such as dementia, Alzheimer's, and post-stroke recovery, as well as the need for skilled nursing and long term care.
3. Responding resourcefully as casualties from the wars in Afghanistan, Iraq and troops returning home present new cases of Veterans with multiple amputations, brain trauma injuries, Post Traumatic Stress Disorder (PTSD) and other physical wounds and injuries.
4. Continuing to support ongoing clients (Veterans of past wars and eras) with recurring needs such as, updating disability evaluations, filing of new disability and death claims based upon presumptive disabilities, and service related deaths respectively.

Complete the department's conversion to electronic files, which will enable the office to interact with the VA through electronic processing, claim submission, and decision notification.

Veterans Service
Health and Human Services

The background of the entire page is a scenic photograph of a body of water, likely a bay or estuary, with a grassy shoreline and hills in the distance under a blue sky with white clouds. Overlaid on this background is a large, semi-transparent circular seal. The seal features a central illustration of a ship on the water, with a cityscape and hills in the background. The words "SEAL OF" are at the top, and "CONTRA COSTA COUNTY CALIFORNIA" are at the bottom, separated by stars.

County of Contra Costa Law & Justice

Page intentionally left blank

Functional Group Summary

Law & Justice

Table Description

This table presents information in aggregate format summarizing General Fund expenditures, revenues, and net County costs for the **Law & Justice Functional Group**. Included is data for the following

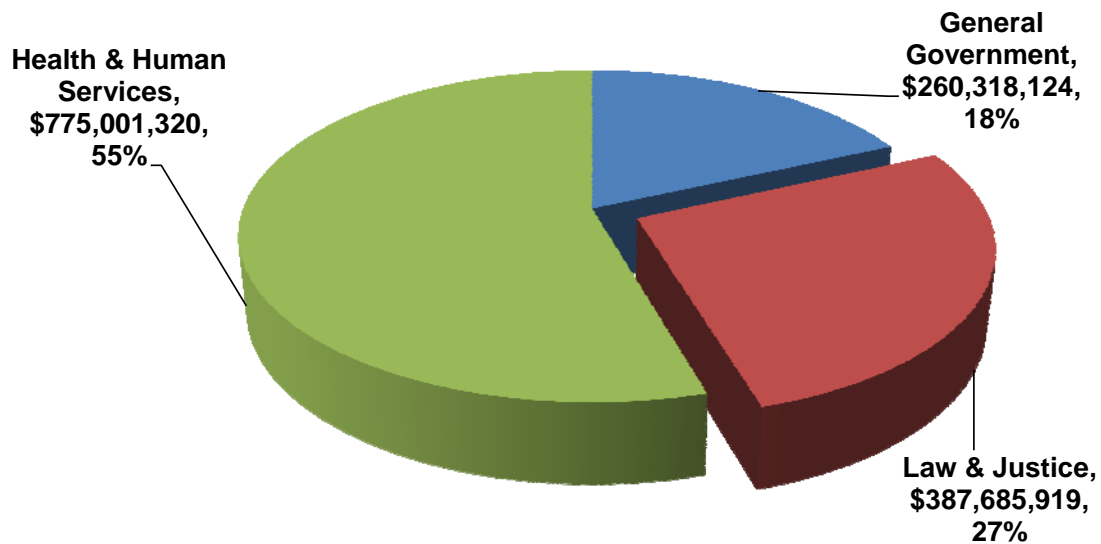
departments: Animal Services, Conflict Defense, District Attorney, Justice Systems Development/ Planning, Probation, Public Defender, Sheriff-Coroner, and Superior Court Related Functions.

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	275,957,218	302,357,454	304,498,047	307,605,132	3,107,085
Services and Supplies	42,723,736	49,951,909	47,261,115	47,149,537	(111,578)
Other Charges	25,717,266	23,515,888	25,035,914	25,163,914	128,000
Fixed Assets	2,915,839	12,325,716	7,799,982	7,823,520	23,538
Expenditure Transfers	(794,590)	(2,080,095)	(56,184)	(56,184)	0
TOTAL EXPENDITURES	346,519,468	386,070,872	384,538,874	387,685,919	3,147,045
REVENUE					
Other Local Revenue	101,239,560	112,429,659	112,286,293	111,986,293	(300,000)
Federal Assistance	12,434,526	8,575,503	4,391,813	4,391,813	0
State Assistance	87,144,971	90,414,643	91,482,813	91,482,813	0
GROSS REVENUE	200,819,057	211,419,805	208,160,919	207,860,919	(300,000)
NET COUNTY COST (NCC)	145,700,411	174,651,067	176,377,955	179,825,000	3,447,045
Allocated Positions (FTE)	1,729	1,749	1,755	1,778	23
FINANCIAL INDICATORS					
Salaries as % of Total Exp	79%	78%	79%	79%	
% Change in Total Exp		11%	0%	1%	
% Change in Total Rev		5%	(2%)	0%	
% Change in NCC		20%	1%	2%	
COMPENSATION INFORMATION					
Permanent Salaries	123,622,273	134,931,609	141,829,354	143,928,197	2,098,843
Temporary Salaries	6,242,092	4,640,015	4,779,893	4,433,063	(346,830)
Permanent Overtime	13,289,952	13,331,931	13,274,555	12,933,150	(341,405)
Deferred Comp	284,937	534,681	708,528	712,956	4,428
Comp & SDI Recoveries	(746,080)	(516,549)	(516,549)	(516,549)	0
FICA/Medicare	5,225,730	5,444,657	6,120,594	6,187,417	66,823
Ret Exp-Pre 97 Retirees	935,703	1,045,691	1,045,009	1,047,059	2,050
Retirement Expense	84,267,131	98,819,579	91,102,514	92,465,654	1,363,140
Excess Retirement	223,145	0	147,028	147,028	0
Employee Group Insurance	19,015,238	20,968,819	21,110,724	21,422,653	311,929
Retiree Health Insurance	12,911,486	13,358,117	13,391,473	13,391,473	0
OPEB Pre-Pay	4,932,656	4,932,656	4,932,656	4,932,656	0
Unemployment Insurance	532,550	402,771	430,516	436,784	6,268
Workers Comp Insurance	4,588,234	4,463,729	6,141,752	6,083,591	(58,161)
Labor Received/Provided	632,172	(252)	0	0	0

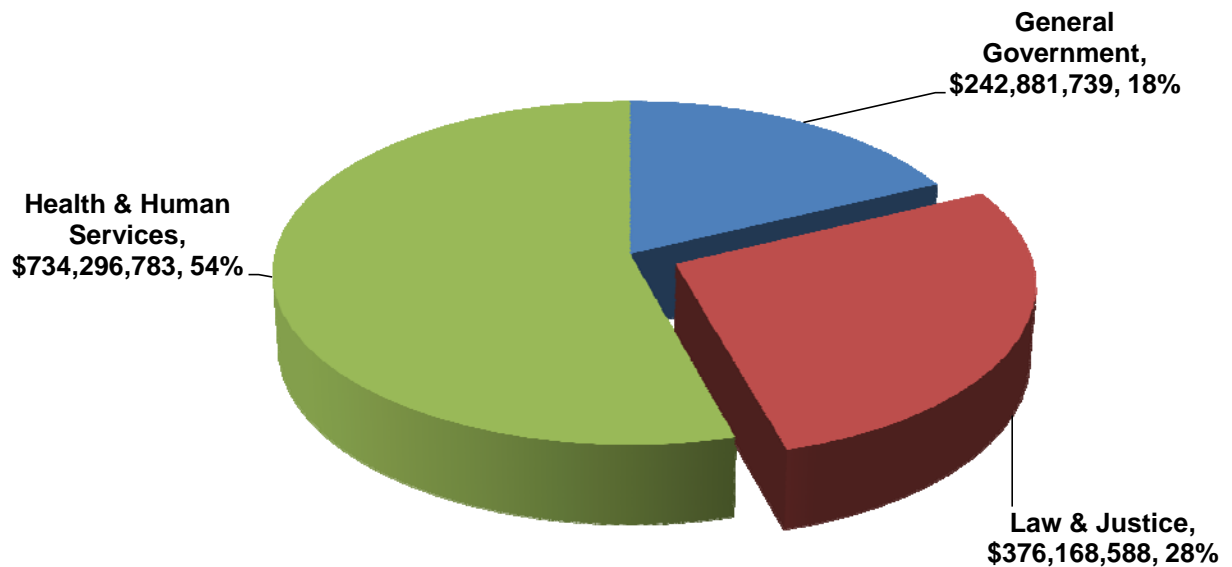
Functional Group Summary

Law & Justice

FY 2015-16
Recommended General Fund Expenditures



FY 2014-15
Recommended General Fund Expenditures



General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	7,142,910	8,403,707	8,635,990	8,335,990	(300,000)
Services and Supplies	2,755,224	2,200,000	2,572,609	2,572,609	0
Other Charges	10,717	0	0	0	0
Fixed Assets	18,445	0	0	0	0
Expenditure Transfers	331,383	279,225	394,727	394,727	0
TOTAL EXPENDITURES	10,258,679	10,882,932	11,603,326	11,303,326	(300,000)
REVENUE					
Other Local Revenue	6,973,638	7,560,432	7,678,326	7,378,326	(300,000)
GROSS REVENUE	6,973,638	7,560,432	7,678,326	7,378,326	(300,000)
NET COUNTY COST (NCC)	3,285,042	3,322,500	3,925,000	3,925,000	0
Allocated Positions (FTE)	78	78	83	83	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	72%	79%	77%	76%	
% Change in Total Exp		6%	7%	(3%)	
% Change in Total Rev		8%	2%	(4%)	
% Change in NCC		1%	18%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	3,515,775	4,250,565	4,419,041	4,419,041	0
Temporary Salaries	475,870	265,953	265,953	150,000	(115,953)
Permanent Overtime	94,792	93,425	93,425	50,000	(43,425)
Deferred Comp	16,830	32,462	58,320	58,320	0
Comp & SDI Recoveries	(163,735)	(4,549)	(4,549)	(4,549)	0
FICA/Medicare	288,329	325,380	337,765	337,765	0
Ret Exp-Pre 97 Retirees	15,459	17,733	17,733	17,733	0
Retirement Expense	1,395,998	1,720,418	1,509,146	1,509,146	0
Employee Group Insurance	655,405	775,231	783,282	783,282	0
Retiree Health Insurance	436,385	443,446	398,465	398,465	0
OPEB Pre-Pay	203,727	203,727	203,727	203,727	0
Unemployment Insurance	14,858	12,850	13,702	13,702	0
Workers Comp Insurance	193,217	267,066	539,980	399,358	(140,622)

Department Description

The preceding table presents information in aggregate format summarizing expenditures, revenues, and net County costs for four General

Fund budget units administered by the Animal Services Department. Included are data for the following cost centers:

Animal Services

Law and Justice

3330 – Animal Services Operations
3335 – Animal Licensing
3340 – Animal Services Centers
3345 – Spay/Neuter Clinic

The cost center for Animal Services Centers has been further functionally divided into Animal Care and Housing and Field Enforcement in the narrative below.

Major Department Responsibilities

The Animal Services Department is responsible for protecting residents of the County from animal-related diseases, preventing cruelty, abuse and neglect of animals by enforcing all State and County animal laws and through education encouraging responsible pet ownership and humane treatment of animals.

The Department enforces State law and County ordinances related to rabies and licensing requirements to ensure all dogs are licensed in the county. Through outreach with the community and coordination with adoption partners, the Department strives to increase the adoption of shelter animals. Department responsibilities are accomplished through operation of a state-of-the-art animal shelter, a Countywide animal licensing program which includes on-line access to license pets, round-the-clock officer patrols, and a modern, low-cost spay/neuter clinic open to the public.

Animal Licensing

Description: As a function of the State mandated Rabies Control Program the Department maintains a licensing program for dogs throughout the county to assist in identification of lost animals and to partially offset the cost of operating animal control and spay/neuter services. The State Health and Safety Code and the State Agriculture Code require the licensing of dogs in rabies endemic areas. The State Agriculture Code also requires dog licensing. The Department uses a computerized system to identify owners who have vaccinated their dogs against rabies but who have not obtained a license. Recently the

department added new scanning software to upload rabies certificates from veterinary offices.

Animal Licensing Summary			
Service:	Mandatory		
Level of Service:	Discretionary		
Expenditures:			\$176,980
Financing:			176,980
Net County Cost:			0
Funding Sources:			
License Sales	100.0%		\$176,980
FTE:	1.0		

Animal Care and Housing

Description: Provides humane care and veterinary treatment to animals at the Martinez and Pinole Centers that are being held pending location of owners or other disposition.

- Operate and maintain a shelter management system;
- Quarantine biting animals as a part of the rabies control program;
- Conduct low-cost rabies vaccination clinics;
- Operate lost and found, animal socializing, fostering, mobile adoption, and community events. More than 260 volunteers provided over 23,600 hours assisting with the lost and found program, animal socializing, mobile adoption, and community events;
- Humanely euthanize sick, old, and unwanted animals by injection; and euthanize aggressive animals to protect the public.
- Operate a humane education program. This program provides information to thousands of school children, library programs, Girl Scout troops, non-profit groups, faith based groups, and a variety of corporate business groups. The humane education program also provides a wide array of education programs and community events to inform the public about Pet Emergency Preparedness.

Animal Services *Law and Justice*

Animal Care and Housing Summary

Service:	Mandatory
Level of Service:	Mandatory
Expenditures:	\$6,085,554
Financing:	3,833,275
Net County Cost:	2,252,279
Funding Sources:	
City Contract	40.9% \$2,491,570
License Sales	12.6% 769,069
Humane Services	7.9% 483,671
Animal Benefit Fund	1.2% 70,000
Animal Sales	0.3% 18,965
General Fund	37.0% 2,252,279
FTE: 48.0	

- Dead animal pick-up – Dead animals pose a health risk – the department receives requests to pick-up dead animals and Animal Services Officers perform this function as a part of their regular duties.
- Police search warrant assistance – Drug dealers often protect their property with aggressive and potentially dangerous dogs. The Department assists various police agencies by subduing these animals when a warrant is served.
- Citizen requests for service – Animals create many problems for citizens living in urban and suburban environments. Calls include animal rescue, loose exotic animals (large snakes, alligators, lizards, etc.), wild animal complaints, loose livestock, etc.

Field Enforcement

Description: Enforces state laws and County ordinances in the unincorporated area and the cities that have agreements with the County:

- Animal bite investigation - Biting incidents are investigated by Animal Services Officers.
- Leash law enforcement –The Agriculture Code and County Animal Control Ordinance require that dogs be kept on a leash when not on the property of their owner. Owners in violation may be cited and/or have their animal impounded.
- Animal cruelty investigation – Cruelty to animals is a violation of the State Penal Code. Reports of cruelty are investigated by Animal Services Officers. If the investigation substantiates the allegation then officers testify in court and criminal charges are brought.
- Dangerous animal investigation – Biting incidents and citizen complaints of aggressive dogs are investigated by Animal Services Officers. Owners charged with possession of a dangerous animal are allowed to challenge this assertion at a public hearing conducted by a Hearing Officer.

Field Enforcement Summary

Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$4,383,348
Financing:	2,710,627
Net County Cost:	1,672,721
Funding Sources:	
City Contract	40.9% \$1,794,633
License Sales	12.6% 553,951
Humane Services	7.9% 348,383
Animal Sales	0.3% 13,660
General Fund	38.2% 1,672,721
FTE: 32.0	

Spay/Neuter Clinic

Description: Provides low cost pet spay/neuter services to the public. This program has, in part, been responsible for the decrease in the number of dogs and cats coming into the County shelter from 45,000 in 1971 to 11,939 in 2013.

Animal Services

Law and Justice

Spay/Neuter Clinic Summary			
Service:			Discretionary
Level of Service:			Discretionary
Expenditures:		\$	657,444
Financing:			657,444
Net County Cost:			0
Funding Sources:			
Spay Fees	63.1%	\$	415,000
City Contract	36.9%		242,444
FTE:	2.0		

CAO's Recommendation

The Animal Services Department FY 2015-16 Baseline Budget increased by 6.6% compared to the FY 2014-15 Budget through increases in operating expenses.

The Department will implement a variety of strategies to increase revenues to offset the increased expenses. These include the utilization of new scanning software to upload rabies certifications from veterinary offices, the implementation of a new ordinance that requires all dog owners to license their animals or face an enforceable fine, the automated mailing of multiple notices to new and existing dog owners, and online purchasing of animal licenses. In addition, the Department anticipates an additional \$249,728 in City Contract revenue in FY 2015-16. City Contract revenues are determined on a per capita basis. A slight increase in Contra Costa population, as determined by the California State Department of Finance, in concert with a fee increase of \$0.25 per capita, will result in the increased City Contract revenue.

The Recommended Budget reflects modest increases in Spay & Neuter revenues and Pet Sales in the amounts of \$9,846 and \$2,000, respectively. Revenues resulting from the above listed sources, along with an increase of \$625,000 in County General fund allocation are projected to be sufficient to accommodate the increased expenses. The Animal Care and

Housing cost center includes a \$70,000 transfer from the Animal Benefit Fund to partially fund improved cat habitats to increase adoptions.

Performance Measurement

Goal: Increase animal adoptions with the use of modern technology to better showcase animals on our website and on Facebook pages, and in the shelter; create video presentations to improve the visibility of the animals and our adoption programs; and increase the number and locations of mobile adoption events.

Measurement: The Department increased its use of modern technology to better showcase adoptable animals through the following efforts:

- volunteers continue to film hundreds of adoption videos and posting them on YouTube,
- the Department's Facebook page, and
- newly installed monitors in the shelter lobby; and
- special events were advertised on the Department website, Facebook page, and canine magazine resulting in calls from out of state on shelter animals up for adoption.

Goal: Enhance the Department's education program by implementing a series of dog obedience and training programs for the public, and expanding behavioral information on the Department's website.

Measurement: The Department has made available to the public a series of low cost dog obedience classes. The series consists of five one hour classes that are held on Saturdays. The Department's website contains Information about the classes, the cost, and how to register.

The Department is further continuing the low cost dog obedience classes with its new sign up procedures which afford dog owners the opportunity to join a class as soon as they express interest.

Goal: Total implementation of the newly created animal husbandry training curriculum that will raise the professionalism and expand the knowledge base of staff while addressing the complexities of animal care in shelters; with the expanded goal of being accepted at the university level for college credit.

Measurement: The Department has created a multi-tiered training program that will enhance staff performance and animal well-being by utilizing up to date training techniques. Presentations include interactive training sessions, which include hands on, visual and audio tools. The training addresses all aspects of Shelter care and Maintenance, as well as Animal Behavior and Customer Service. The Department will complete the final phases of the project by getting the curriculum transferred onto Target Solutions and accepted at the university level for college credit.

Goal: Increase our licensing compliance rate by implementation of the Administrative Penalties Ordinance and continued emphasis on enhancing our marketing and education efforts.

Measurement: The Department is implementing new strategies for license compliance with inclusion of the Administrative Penalties Ordinance which addresses failure to comply with state mandated licensing. The process will include multiple notices which will make it more difficult for pet owners to forget or ignore the licensing of their pets. With the inclusion and implementation of the Administrative Penalties Ordinance, for the first time the licensing program contains measures

that affords the department to ability to collect fees for failure to license pets.

Goal: Implement new Field Officer protocols to respond to the changing demands being set by the industry.

Measurement: The Department has increased our opportunities for additional field training through outside schools. These schools provide advanced officer training and also develop basic skills that reduce liability. These schools include: Drivers Training, Range Master School, Field Training Officer, Basic and Advanced Humane Education, Crisis Intervention Training, and Report Writing.

In addition, the Department continues to develop more structured in-house training protocols.

Administrative and Program Goals

Goal: Enhance the animal shelter experience for the public by increasing access to more information through various media.

Goal: Expand and increase opportunities for appointment based counseling for owners considering relinquishing their animal. Offer alternative resources, and educate the owner on alternatives.

Goal: Improve and increase adoptions by providing training to staff and volunteers focusing on those dogs that do not adjust well to the shelter environment.

Animal Services

Law and Justice

FY 2015-16 Program Modification List

Order	Reference to Mand/Disc List	Program Name	Service	FTE	Net County Cost Impact	Impact
1	3	Animal Services	Field Enforcement	0.0	(\$300,000)	This reduction will be handled using adjustments to staffing levels through, overtime reductions, and reduced use of temporary employees.
2	3	Animal Services	Licensing Revenue	0.0	\$300,000	Anticipated reduction in Animal Licensing revenue.
			Total	0.0	0	

Conflict Defense Law and Justice

Conflict Defense

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	1,174	0	1,500	1,500	0
Services and Supplies	3,652,878	4,500,000	4,998,500	4,998,500	0
TOTAL EXPENDITURES	3,654,052	4,500,000	5,000,000	5,000,000	0
REVENUE	0	0	0	0	0
GROSS REVENUE	0	0	0	0	0
NET COUNTY COST (NCC)	3,654,052	4,500,000	5,000,000	5,000,000	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	0%	0%	0%	0%	
% Change in Total Exp		23%	11%	0%	
% Change in NCC		23%	11%	0%	
COMPENSATION INFORMATION					
Temporary Salaries	1,061	0	1,500	1,500	0
FICA/Medicare	81	0	0	0	0
Unemployment Insurance	4	0	0	0	0
Workers Comp Insurance	28	0	0	0	0

Conflict Defense

Description: Provides Court-ordered legal representation of accused indigents where the Public Defender or Alternate Defender has a legal conflict of interest or is otherwise unavailable or is relieved for other reasons. Reasons the Public or Alternate Defender may be relieved include: motions of defendants for reasons other than "Conflict of Interest" (e.g., Marsden); representation of a witness; acting as a standby, advisory or co-counsel in a criminal case.

Conflict Defense Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$5,000,000	
Financing:	0	
Net County Cost:	5,000,000	
Funding Sources:		
General Fund	100.0%	\$5,000,000

Conflict Defense Law and Justice

CAO's Recommendation

The County currently and has for many years contracted with the Contra Costa County Bar Association to provide conflict legal defense services through private attorneys. Costs had been trending upward due to an increase in the number of homicide and capital cases referred to the Bar, many of which involved multiple defendants requiring separate legal representation. In 2010, the County negotiated a new contract with the Bar that incorporated improved cost controls and presumptive maximum fees, which have helped to reduce overall program costs.

The Recommended Budget provides for the continuation of services with the Bar. Due to a continued rise in caseloads referred by the Public Defender during fiscal years 2013-14 and 2014-15, the Recommended Budget includes appropriations estimated to be required to reach a final disposition for the bulk of those cases.

The level of service for this program is mandated pursuant to constitutional requirements. Should the recommended appropriations prove insufficient to fund the requisite level of defense services, it will be necessary to shift resources to this budget center from other programs or County reserve.

District Attorney Summary

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	29,864,163	31,290,955	31,366,131	32,686,605	1,320,474
Services and Supplies	3,608,717	3,364,961	3,715,734	3,715,734	0
Other Charges	33,526	33,400	33,400	33,400	0
Fixed Assets	96,566	15,000	5,000	5,000	0
Expenditure Transfers	(739,437)	(828,198)	(829,792)	(829,792)	0
TOTAL EXPENDITURES	32,863,535	33,876,118	34,290,473	35,610,947	1,320,474
REVENUE					
Other Local Revenue	3,688,274	4,081,986	3,476,434	3,476,434	0
Federal Assistance	135,264	132,531	105,323	105,323	0
State Assistance	15,555,129	15,261,601	15,629,190	15,629,190	0
GROSS REVENUE	19,378,667	19,476,118	19,210,947	19,210,947	0
NET COUNTY COST (NCC)	13,484,867	14,400,000	15,079,526	16,400,000	1,320,474
Allocated Positions (FTE)	184	186	186	193	7
FINANCIAL INDICATORS					
Salaries as % of Total Exp	89%	90%	89%	90%	
% Change in Total Exp		3%	1%	4%	
% Change in Total Rev		1%	(1%)	0%	
% Change in NCC		7%	5%	9%	
COMPENSATION INFORMATION					
Permanent Salaries	16,037,855	17,816,612	18,412,045	19,082,186	670,141
Temporary Salaries	1,600,652	434,532	434,532	434,532	0
Permanent Overtime	206,865	70,000	138,290	138,290	0
Deferred Comp	74,650	89,146	152,880	152,880	0
Comp & SDI Recoveries	(4,728)	0	0	0	0
FICA/Medicare	1,099,705	1,086,432	1,154,916	1,164,123	9,207
Ret Exp-Pre 97 Retirees	78,199	83,865	83,865	83,865	0
Retirement Expense	7,036,631	8,273,831	7,371,579	7,858,513	486,934
Excess Retirement	561	0	0	0	0
Employee Group Insurance	1,715,119	1,776,271	1,887,595	2,006,714	119,119
Retiree Health Insurance	1,016,635	1,065,194	1,049,617	1,049,617	0
OPEB Pre-Pay	391,276	391,276	391,276	391,276	0
Unemployment Insurance	66,238	51,987	55,396	57,275	1,879
Workers Comp Insurance	544,504	151,809	234,140	267,334	33,194

District Attorney

Law and Justice

Office Description

The preceding table represents information in aggregate format summarizing expenditures, revenues, and net County costs for three budget units administered by the District Attorney. Included are data for the following budget units:

0242 – District Attorney
0245 – Public Assistance Fraud
0364 – Public Administrator

Major Office Responsibilities

The mission of the Contra Costa District Attorney's Office is to seek justice and to enhance public safety for all county residents through the fair, ethical, aggressive, and efficient prosecution of those who violate the law and by working to prevent crime.

District Attorney Budget

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	29,149,003	30,595,040	30,808,787	32,129,261	1,320,474
Services and Supplies	3,570,459	3,346,975	3,711,870	3,711,870	0
Other Charges	33,526	33,400	33,400	33,400	0
Fixed Assets	96,566	15,000	5,000	5,000	0
Expenditure Transfers	(423,885)	(422,198)	(415,792)	(415,792)	0
TOTAL EXPENDITURES	32,425,669	33,568,217	34,143,265	35,463,739	1,320,474
REVENUE					
Other Local Revenue	3,469,740	3,881,986	3,276,434	3,276,434	0
Federal Assistance	135,264	132,531	105,323	105,323	0
State Assistance	15,555,129	15,261,601	15,629,190	15,629,190	0
GROSS REVENUE	19,160,133	19,276,118	19,010,947	19,010,947	0
NET COUNTY COST (NCC)	13,265,536	14,292,099	15,132,318	16,452,792	1,320,474
Allocated Positions (FTE)	181	183	183	190	7
FINANCIAL INDICATORS					
Salaries as % of Total Exp	89%	90%	89%	90%	
% Change in Total Exp		4%	2%	4%	
% Change in Total Rev		1%	(1%)	0%	
% Change in NCC		8%	6%	9%	
COMPENSATION INFORMATION					
Permanent Salaries	15,747,762	17,459,004	18,118,627	18,788,768	670,141
Temporary Salaries	1,472,400	434,532	434,532	434,532	0
Permanent Overtime	206,865	70,000	138,290	138,290	0
Deferred Comp	72,938	85,966	151,140	151,140	0
Comp & SDI Recoveries	(4,728)	0	0	0	0
FICA/Medicare	1,070,058	1,060,848	1,133,099	1,142,306	9,207
Ret Exp-Pre 97 Retirees	76,923	80,658	80,658	80,658	0
Retirement Expense	6,922,286	8,128,053	7,266,701	7,753,635	486,934
Excess Retirement	561	0	0	0	0
Employee Group Insurance	1,665,339	1,715,880	1,841,689	1,960,808	119,119
Retiree Health Insurance	960,321	1,000,034	997,460	997,460	0
OPEB Pre-Pay	361,873	361,873	361,873	361,873	0
Unemployment Insurance	64,661	50,880	54,516	56,395	1,879
Workers Comp Insurance	531,745	147,312	230,202	263,396	33,194

District Attorney

Law and Justice

1. Mainline Prosecution

Description: Attends the courts and conducts, on behalf of the people, all prosecutions for public offenses occurring in Contra Costa County. Mainline Prosecution includes homicide, gang crimes, sexual assault, juvenile, general felony, misdemeanor and investigative units.

2. Special Prosecution

Description: Addresses specific areas of criminal activity. Many of these units are funded by state or federal grants and special revenue funds. The units within Special Prosecution are:

a. Auto Insurance Fraud – Works with public and private sector agencies to investigate and prosecute individuals who fraudulently enhance or file totally fictitious auto insurance claims in the county.

b. Environmental Crimes – Prosecutes violations of state environmental laws including regulations pertaining to hazardous waste and materials, water and air pollution, and provisions of the Fish and Game Code.

c. High Tech Crimes – Prosecutes computer-based crimes such as computer hacking, counterfeit rings, Internet scams, identity theft, and other crimes where there is a need for high technology expertise.

d. Real Estate Fraud – Investigates and prosecutes common real estate fraud crimes such as forging deeds or loan documents, instances of foreclosure fraud, filing false real property documents and committing securities fraud violations.

e. Family Violence Assault – Prosecutes all felony sexual assaults by adults, against adults and minors.

f. Vertical Prosecution Units – In Vertical Prosecution cases, a prosecutor is assigned to the case from the initial point of referral to the completion of the prosecution. This method results in continuity and improved prosecution success. The following specialized vertical prosecution areas are currently part of the operations of the office: Major Narcotics

Vendor, Elder Abuse, Child Abuse, Statutory Rape, and Career Criminal prosecution.

g. Workers' Compensation Fraud – Investigates and prosecutes individuals who submit false claims for workers' compensation insurance as well as employers who submit false documentation for workers' compensation insurance.

District Attorney Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$35,879,531	
Financing:	19,426,739	
Net County Cost:	16,452,792	
Funding Sources:		
Sales Tax	36.1%	\$12,949,671
Intergov Rev	8.5%	3,043,434
Misc State Aid	7.1%	2,534,519
Transfers	1.2%	415,792
Miscellaneous Rev	0.6%	233,000
State Aid Realignmt	0.4%	145,000
Fed Aid Crime Ctrl	0.3%	105,323
General Fund	45.8%	16,452,792
FTE:	189.5	

Public Assistance Fraud Budget

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	417,289	400,873	264,186	264,186	0
Services and Supplies	20,978	5,127	3,616	3,616	0
Expenditure Transfers	(315,552)	(406,000)	(414,000)	(414,000)	0
TOTAL EXPENDITURES	122,715	0	(146,198)	(146,198)	0
REVENUE	0	0	0	0	0
GROSS REVENUE	0	0	0	0	0
NET COUNTY COST (NCC)	122,715	0	(146,198)	(146,198)	0
Allocated Positions (FTE)	1	1	1	1	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	95%	99%	99%	99%	
% Change in Total Exp		(100%)	0%	0%	
% Change in NCC		(100%)	0%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	130,557	198,740	129,786	129,786	0
Temporary Salaries	127,022	0	0	0	0
Deferred Comp	692	2,160	720	720	0
FICA/Medicare	18,161	13,440	9,301	9,301	0
Ret Exp-Pre 97 Retirees	563	2,560	2,560	2,560	0
Retirement Expense	50,637	79,370	46,438	46,438	0
Employee Group Insurance	19,289	30,439	15,774	15,774	0
Retiree Health Insurance	44,226	53,167	40,164	40,164	0
OPEB Pre-Pay	17,313	17,313	17,313	17,313	0
Unemployment Insurance	973	639	388	388	0
Workers Comp Insurance	7,856	3,045	1,742	1,742	0

District Attorney

Law and Justice

Public Assistance Fraud

Description: Works with personnel from various social service agencies to detect, investigate and successfully prosecute individuals who attempt to defraud various public assistance programs.

Public Assistance Fraud Summary			
Service:	Mandatory		
Level of Service:	Discretionary		
Expenditures:	\$267,802		
Financing:	414,000		
Net County Cost:	(146,198)		
Funding Sources:			
Transfers	100.0%	\$414,000	
FTE: 1.0			

Public Administrator Budget

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	297,871	295,042	293,158	293,158	0
Services and Supplies	17,279	12,859	248	248	0
TOTAL EXPENDITURES	315,150	307,901	293,406	293,406	0
REVENUE					
Other Local Revenue	218,535	200,000	200,000	200,000	0
GROSS REVENUE	218,535	200,000	200,000	200,000	0
NET COUNTY COST (NCC)	96,616	107,901	93,406	93,406	0
Allocated Positions (FTE)	2	2	2	2	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	95%	96%	100%	100%	
% Change in Total Exp		(2%)	(5%)	0%	
% Change in Total Rev		(8%)	0%	0%	
% Change in NCC		12%	(13%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	159,537	158,868	163,632	163,632	0
Temporary Salaries	1,230	0	0	0	0
Deferred Comp	1,020	1,020	1,020	1,020	0
FICA/Medicare	11,487	12,144	12,516	12,516	0
Ret Exp-Pre 97 Retirees	713	647	647	647	0
Retirement Expense	63,708	66,408	58,440	58,440	0
Employee Group Insurance	30,491	29,952	30,132	30,132	0
Retiree Health Insurance	12,089	11,993	11,993	11,993	0
OPEB Pre-Pay	12,090	12,090	12,090	12,090	0
Unemployment Insurance	604	468	492	492	0
Workers Comp Insurance	4,903	1,452	2,196	2,196	0

Public Administrator

Description: Investigates and may administer the estates of persons who are residents of Contra Costa County at the time of death and have no will or appropriate person willing or able to administer their estate.

District Attorney Law and Justice

Public Administrator Summary

Service: Mandatory
Level of Service: Discretionary

Expenditures: \$293,406
Financing: 200,000
Net County Cost: 93,406

Funding Sources:

Estate Fees	68.2%	\$200,000
General Fund	31.8%	93,406

FTE: 2.0

Narcotics Forfeiture Summary

Service: Discretionary
Level of Service: Discretionary

Expenditures: \$70,000
Financing: 190,000
Net Fund Cost: (120,000)

Funding Sources:

Seizures	100.0%	\$190,000
----------	--------	-----------

Miscellaneous Programs (Non-General Fund)

Consumer Protection

Description: Receives *Cy pres* restitution funds from court-ordered settlements for District Attorney consumer protection projects, when individual restitution in a particular case cannot be determined or is not feasible.

Consumer Protection Summary

Service: Discretionary
Level of Service: Discretionary

Expenditures: \$350,000
Financing: 200,000
Net Fund Cost: 150,000

Funding Sources:

Fines/Forfeitures	57.1%	\$200,000
Fund Balance	42.9%	150,000

Environmental/OSHA

Description: Funds the investigation and prosecution of environmental/occupational health and safety violations. In addition, this fund supports staff professional development on subjects of environmental law.

Environmental/OSHA Summary

Service: Discretionary
Level of Service: Discretionary

Expenditures: \$ 306,910
Financing: 200,000
Net Fund Cost: 106,910

Funding Sources:

General Fines	65.2%	\$ 200,000
Fund Balance	34.8%	106,910

Narcotics Forfeiture

Description: State law requires that the District Attorney Office's portion of distributed forfeited narcotics assets be used for enhancement of prosecution.

**DA Federal Forfeiture –
Dept of Justice**

Description: Federal law requires that the District Attorney Office's portion of distributed forfeited narcotics assets be used for enhancement of prosecution.

Federal Forfeiture-Dept of Justice Summary			
Service:			Discretionary
Level of Service:			Discretionary
Expenditures:		\$	20,500
Financing:			50,000
Net Fund Cost:			(29,500)
Funding Sources:			
General Fines	100.0%	\$	50,000

Real Estate Fraud Prosecution

Description: Pursuant to State law, pays for District Attorney cost of deterring, investigating, and prosecuting real estate fraud crimes, using fees from recording real estate instruments.

Real Estate Fraud Prosecution Summary			
Service:			Discretionary
Level of Service:			Discretionary
Expenditures:		\$	457,400
Financing:			500,000
Net Fund Cost:			(42,600)
Funding Sources:			
Recording Fees	100.0%	\$	500,000

**Supplemental Law Enforcement
Services Fund (SLESF) –
Criminal Prosecution**

Description: As provided by AB 3229 (Chapter 134, Statutes of 1996), the State supplements otherwise available funding for local public safety services ("COPS"). These funds are used locally to enhance prosecution of domestic violence cases. Under AB 109 Public Safety Realignment, SLESF allocations are now subsumed under the County's Local Revenue Fund for Public Safety Realignment.

SLESF – Criminal Prosecution Summary			
Service:			Mandatory
Level of Service:			Mandatory
Expenditures:		\$	325,317
Financing:			325,317
Net Fund Cost:			0
Funding Sources:			
Public Safety Realign	100.0%	\$	325,317

**Local Revenue Fund (AB 109) for
District Attorney**

Description: Special fund to provide legal representation at parole revocation hearings for State parolees transferring to county jurisdiction under public safety realignment (AB 109).

Public Safety Realignment Local Revenue Fund (AB 109) District Attorney Summary			
Service:			Mandatory
Level of Service:			Mandatory
Expenditures:		\$	232,960
Financing:			232,960
Net Fund Cost:			0
Funding Sources:			
Public Safety Realign	100.0%	\$	232,960

District Attorney

Law and Justice

CAO's Recommendation

The FY 2015-16 Baseline Budget increases expenditure appropriations by \$414,355, or 1.2% and decreases estimated revenue by \$265,171, or 1.4%, resulting in an increase to net County cost of \$679,526.

The Recommended Budget increases net County cost by \$2 million, which funds the baseline budget and augments department operations by an additional \$1.3 million. The additional \$1.3 million funds 7 new positions: four Deputy District Attorney-Basic positions, one Administrative Services Assistant II position to serve as the departmental grant writer, one Crime Scene Investigator (CSI) Specialist and one Victim/Witness Program Specialist position. In addition, the budgeted vacancy factor is reduced by \$252,697 from the FY 2014-15 level to a new vacancy factor of \$432,391 for FY 2015-16.

The District Attorney's office continues to work aggressively on new crime prevention initiatives in addition to managing responsibilities associated with AB 109. The County Administrator's Office acknowledges this continued effort and believes that the Recommended Budget reflects a balance between continued funding of new initiatives and preserving mandated, mainline prosecution responsibilities within the District Attorney's Office.

Note: The County Administrator has developed recommendations based on service level impacts communicated by the District Attorney's Office. It is acknowledged that the District Attorney is an elected official and has ultimate discretion on how to best deploy resources within his Office using appropriations allocated by the Board of Supervisors.

Performance Measurement

With 1.1 million residents and 25 law enforcement agencies within the 19 cities of Contra Costa County, the District Attorney's Office reviews every police report in its

jurisdiction. In 2014, the Office prosecuted over 4,100 felony cases, 7,900 misdemeanor cases, including 133 felony trials (its highest number in at least 7 years) and 189 misdemeanor jury trials. Despite the high numbers of cases and heavy workload, the Office managed to maintain an overall felony conviction rate of 80%--one of the highest in the Bay Area. The District Attorney's Office is also called upon to investigate and to prosecute public corruption, and to enforce environmental and consumer protection laws both civilly and criminally.

Administrative and Program Goals

1. Crime Prevention Programs

The District Attorney's Office continues to implement new crime prevention initiatives.

(A) West County Anti-Violence Coalition

The Office holds quarterly meetings jointly with Richmond Police Department, the Sheriff's Office, the Probation Department, San Pablo Police Department, and federal agencies to strategize regarding new and on-going anti-violence efforts.

Ceasefire

The District Attorney's Office continues to be very involved with the anti-gang initiative known as "Ceasefire" in the city of Richmond in an attempt to stem gang violence at its source, before it erupts into shootings and before the taking of innocent lives. The Office holds "call-ins" where gang members are called into meetings and told of an impending crackdown if the violence continues. This is done in partnership between law enforcement, community members, clergy, and service providers.

The District Attorney's Office continues to work closely with the West County community to keep this momentum going in a positive direction. From a high of 47 murders in 2009, the number of homicides in the city of Richmond has been reduced to 14 in 2014. **This is the lowest**

homicide rate in three decades and is a remarkable improvement for that community.

(B) East County Anti-Violence Coalition

The District Attorney's Office holds quarterly meetings jointly with the Pittsburg, Antioch, Brentwood, and Oakley Police Departments, the Sheriff's Office, the Probation Department, and several federal agencies to strategize regarding new and on-going anti-violence efforts.

(C) Safe Streets Task Force

In collaboration with the FBI, the Office has formulated a county-wide task force to fight violent crime on a county-wide basis. The task force includes several FBI agents, two investigators from the District Attorney's Office, and officers from the Pittsburg, Antioch, and Richmond Police Departments, and the Sheriff's Office. This task force will operate throughout the county in innovative ways to reduce violent crime.

(D) Anti-Truancy Initiative

Since January 2011 the District Attorney's Office has focused on preventing crime by trying to help kids stay in school. This program focuses on increasing school attendance by sending letters to truant students, and their parents, and meeting with those individuals. A 0.5 FTE Deputy District Attorney is responsible for working with schools in the county to teach classes on bullying, gun violence, drug abuse, and gang intervention. Over the last year, she has taught this curriculum to over 700 middle school students in East County and is expanding this program to West County in the Spring.

Additionally, the Deputy District Attorney is an active participant on the Student Attendance Review Board panels in several districts including San Ramon, Acalanes, Pittsburg, Mount Diablo and the newly formed County "SARB" panel which serves the charter schools. The Office also partners with community-based organizations such as the Jr. Achievement Group (the largest national organization dedicated to helping students plan for academic and economic success), the Youth Intervention Network in Antioch, and Kops for Kids, to further

serve Contra Costa County's youth. In a coordinated effort with Jr. Achievement, over 20 prosecutors from the District Attorney's Office have participated in Law Enforcement Career Days at Pinole Valley and Deer Valley High Schools, and several middle schools in Antioch.

The District Attorney's Office has established a partnership with the Youth Intervention Network ("YIN")--a community organization based in Antioch that had tremendous success in curbing truancy in the San Francisco Unified School District--to devise a pilot program to combat chronic absenteeism in one of the county's largest districts. The program will allow the Office to assess factors contributing to chronic absenteeism and provide the appropriate resources. If the pilot program is successful in curbing the rate of chronic absenteeism, the model will be considered for implementation throughout the county.

Finally, the District Attorney is working closely with Judge Rebecca Hardie and Judge John Laettner to establish a Parent Truancy Court, modeled after that which has been successful in Alameda County, to compel the attendance of elementary school students throughout Contra Costa County.

(E) Gun Buy Back Program

The District Attorney's Office led a county-wide gun buyback program in 2013 and raised approximately \$100,000 from private and public sources to buy back weapons off the streets. The gun buyback was conducted on one day in several different geographic locations around the county. Over 500 weapons were removed from the streets.

In partnership with Pittsburg Police Department, the Office conducted another gun buyback in the Summer of 2014 and removed an additional 200 guns from the streets.

(F) Human Trafficking Awareness Campaign

The Office sponsored a Human-Trafficking Awareness campaign in 2014 and again in February 2015. This included addressing the Board of Supervisors on the issue, and conducting training for law enforcement. The

District Attorney

Law and Justice

Office also placed public notices in busses, bus shelters, BART stations and on billboards throughout the county.

(G) Realignment (AB 109)

In October 2011, the Legislature drastically changed the sentencing and punishment structure California. Most individuals convicted of felonies are now housed locally, instead of being sent to state prison. This caused a significant impact on county public safety services, including the Probation Department, the Sheriff's Office and the District Attorney's Office. The Office continues to work closely with our Community Corrections Partnership to meet these challenges, entailing a great deal of time and effort in discussions and meetings .

Significant resources have been required to address these changes, including more victim witness personnel to work with victims and to determine restitution; more prosecutors to handle parole revocations; additional prosecutions because of these individuals now serving less custody time; and training of prosecutors regarding new sentencing alternatives.

(H) Proposition 47

The recently enacted Proposition 47 changed all drug possession cases from felonies to misdemeanors. This resulted in the resentencing of hundreds of defendants. The Office anticipates that these changes will result in greater recidivism by drug addicts as they will have even less motivations to seek treatment for their addictions. Because the Proposition only recently took effect however, it's unclear how this will ultimately affect the workload in the District Attorney's Office.

2. Administrative Goals

(A) Case Management System

The Office needs a new case management system to effectively prosecute the thousands of cases we process each year and has been working on this project for over 4 years. The new system is expected go "live" in May 2015.

This will continue to take significant time and effort to successfully implement.

(B) Staffing

The District Attorney will continue to need adequate staffing to maintain the ability to prosecute the full spectrum of criminal offenses and work on crime prevention initiatives. The Office continues to work with the County Administrator's Office as staffing issues arise.

(C) Management Training

The Office has spent numerous days engaged in management training to help fulfill its mission and help better serve our citizens. The goal is to be more of a "learning organization" that learns from each other and understands better how each employee's work affects the other employees in the office.

FY 2015-16
Program Modification List

Order	Reference to Mand/Disc List	Program Name	Service	FTE	Net County Cost Impact	Impact
1	1	Mainline Prosecution	Mainline Prosecution	4.0	\$767,080	Add four (4) Deputy District Attorney – Basic positions to augment program staffing in the District Attorney's Office
2	7	Administration	Administration	1.0	\$120,000	Add one (1) Administrative Services Assistant II position to serve as the grant writer to originate, manage and report on grant funding for the department
3	3	Investigation	Investigation	1.0	\$101,625	Add one (1) Crime Scene Investigation (CSI) Specialist position to expand investigative capabilities with the department.
4	4	Victim/Witness Advocacy	Victim/Witness Advocacy	1.0	\$79,027	Add one (1) Victim/Witness Program Specialist position to assist with Victim/Witness program caseloads
5	1	Mainline Prosecution	Reduce Vacancy Factor	0.0	\$252,697	Reduce budgeted vacancy factor within the department providing additional flexibility to hire into vacant positions
			Total	7.0	\$1,320,474	

Justice Systems Development/Planning

Law and Justice

Summary Law and Justice Budgets

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	304,986	385,991	376,041	376,041	0
Services and Supplies	1,032,360	7,455,977	3,442,903	3,314,903	(128,000)
Other Charges	575,366	577,000	0	0	0
Fixed Assets	0	128,000	25,000	25,000	0
Expenditure Transfers	(49,579)	(254,240)	(258,264)	(258,264)	0
TOTAL EXPENDITURES	1,863,133	8,292,728	3,585,680	3,457,680	(128,000)
REVENUE					
Other Local Revenue	497,789	1,245,483	129,315	129,315	0
State Assistance	937,865	905,623	930,000	930,000	0
GROSS REVENUE	1,435,654	2,151,106	1,059,315	1,059,315	0
NET COUNTY COST (NCC)	427,479	6,141,622	2,526,365	2,398,365	(128,000)
Allocated Positions (FTE)	3	3	3	3	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	16%	5%	10%	10%	
% Change in Total Exp		345%	(57%)	(4%)	
% Change in Total Rev		50%	(51%)	0%	
% Change in NCC		1337%	(59%)	(5%)	
COMPENSATION INFORMATION					
Permanent Salaries	166,528	210,072	189,354	189,354	0
Temporary Salaries	0	0	51,264	51,264	0
Deferred Comp	2,820	4,620	4,620	4,620	0
FICA/Medicare	12,068	16,116	14,485	14,485	0
Ret Exp-Pre 97 Retirees	736	973	973	973	0
Retirement Expense	65,833	85,080	67,513	67,513	0
Employee Group Insurance	28,368	40,006	28,606	28,606	0
Retiree Health Insurance	19,776	20,009	10,034	10,034	0
OPEB Pre-Pay	7,275	7,275	7,275	7,275	0
Unemployment Insurance	632	632	575	575	0
Workers Comp Insurance	949	1,208	1,342	1,342	0

Justice Systems Development/Planning

Law and Justice

Department Description

The preceding table represents information in aggregate format summarizing expenditures, revenues, and net County costs for two budget units administered by the County Administrator's Office:

0235 – Law and Justice System Development
0265 – Vehicle Theft

Major Department Responsibilities

The mission of Justice System Programs is to provide administration and coordination of data systems that affect and support the entire County justice system. Besides Law & Justice Systems Development, the County Administrator's Office oversees the several special funds, which are summarized on the following pages: Automated Identification (ID) and Warrant; Courthouse Construction; Criminal Justice Facilities' DNA Fingerprint Identification; Supplemental Law Enforcement Services (SLESF) funds; Local Revenue Fund-Supplemental Law Enforcement Services (SLESA); and the Local Revenue Fund-Community Corrections Program.

Justice Systems Development/Planning

Law and Justice

Law & Justice Systems Development

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	304,986	385,991	376,041	376,041	0
Services and Supplies	215,608	5,698,114	2,512,903	2,384,903	(128,000)
Other Charges	575,366	577,000	0	0	0
Fixed Assets	0	128,000	25,000	25,000	0
Expenditure Transfers	(49,579)	(254,240)	(258,264)	(258,264)	0
TOTAL EXPENDITURES	1,046,382	6,534,865	2,655,680	2,527,680	(128,000)
REVENUE					
Other Local Revenue	497,789	1,245,483	129,315	129,315	0
GROSS REVENUE	497,789	1,245,483	129,315	129,315	0
NET COUNTY COST (NCC)	548,593	5,289,382	2,526,365	2,398,365	(128,000)
Allocated Positions (FTE)	3	3	3	3	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	28%	6%	13%	13%	
% Change in Total Exp		525%	(59%)	(5%)	
% Change in Total Rev		150%	(90%)	0%	
% Change in NCC		864%	(52%)	(5%)	
COMPENSATION INFORMATION					
Permanent Salaries	166,528	210,072	189,354	189,354	0
Temporary Salaries	0	0	51,264	51,264	0
Deferred Comp	2,820	4,620	4,620	4,620	0
FICA/Medicare	12,068	16,116	14,485	14,485	0
Ret Exp-Pre 97 Retirees	736	973	973	973	0
Retirement Expense	65,833	85,080	67,513	67,513	0
Employee Group Insurance	28,368	40,006	28,606	28,606	0
Retiree Health Insurance	19,776	20,009	10,034	10,034	0
OPEB Pre-Pay	7,275	7,275	7,275	7,275	0
Unemployment Insurance	632	632	575	575	0
Workers Comp Insurance	949	1,208	1,342	1,342	0

Description: Develops, coordinates, and installs automated information systems for justice departments including project management, training and technical assistance. Plans and manages the implementation of the case management information system for the District Attorney, Public Defender and Probation

departments. Coordinates regularly with the Superior Court and local law enforcement agencies on system upgrades, testing, and troubleshooting. Plans, maintains and coordinates countywide justice systems and interfaces – currently, the All County Criminal Justice Information Network (ACCJIN), the

Justice Systems Development/Planning

Law and Justice

Justice Automated Warrant System (JAWS), and the Law & Justice Information System (LJIS).

Law & Justice Systems Development Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$ 2,785,944	
Financing:	387,579	
Net County Cost:	2,398,365	
Funding Sources:		
Fees from Participants	13.6%	378,114
Miscellaneous Rev	0.3%	9,465
General Fund	86.1%	2,398,365
FTE:	2.5	

Justice Systems Development/Planning

Law and Justice

Vehicle Theft Program

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Services and Supplies	816,751	1,757,863	930,000	930,000	0
TOTAL EXPENDITURES	816,751	1,757,863	930,000	930,000	0
REVENUE					
State Assistance	937,865	905,623	930,000	930,000	0
GROSS REVENUE	937,865	905,623	930,000	930,000	0
NET COUNTY COST (NCC)	(121,114)	852,240	0	0	0
FINANCIAL INDICATORS					
% Change in Total Exp		115%	(47%)	0%	
% Change in Total Rev		(3%)	3%	0%	
% Change in NCC		(804%)	(100%)	0%	

Description: Special budget unit created pursuant to California Vehicle Code section 9250.14; provides local funding for programs relating to vehicle theft crimes.

Vehicle Theft Program Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$ 930,000	
Financing:	930,000	
Net County Cost:	0	
Funding Sources:		
Vehicle License Fees	100.0%	\$ 930,000

Justice Systems Development/Planning

Law and Justice

Miscellaneous Programs (Non-General Fund)

1. Automated ID & Warrant

Description: Special fund to finance a countywide warrant system and to replace and enhance the automated fingerprint identification (CAL-ID) equipment. Also provides funding for the Automated Regional Information Exchange System (ARIES).

Automated ID & Warrant Summary			
Service:	Discretionary		
Level of Service:	Mandatory		
Expenditures:	\$2,804,252		
Financing:	625,001		
Net Fund Cost:	2,179,251		
Funding Sources:			
Fines & Forfeits	14.3%	\$	400,000
Participant Fees	8.0%		225,001
Fund Balance	77.7%		2,179,251
Fund 114000			

2. Courthouse Construction

See Superior Court Related Functions.

3. Criminal Justice Facility Construction

See Superior Court Related Functions.

4. DNA Identification Fund

Description: As provided by Government Code section 76104.6, adds \$1 penalty for every ten dollars upon every fine, penalty, or forfeiture imposed and collected by the courts for criminal offenses, including Vehicle Code violations, except parking offenses. These funds are deposited into a separate DNA Identification Fund in the County Treasury. After required transfers to the State, remaining funds may be used to reimburse the Sheriff or other law

enforcement agencies to collect DNA specimens, samples, and print impressions.

DNA Identification Fund Summary			
Service:	Discretionary		
Level of Service:	Mandatory		
Expenditures:	\$285,000		
Financing:	285,000		
Net Fund Cost:	0		
Funding Sources:			
Penalty Assessments	100.0%	\$285,000	
Fund 115600			

5. Local Community Corrections (AB 109) **Public Safety Realignment**

Description: Within the County's Local Revenue Fund pursuant to AB 109 and AB 118, this account provides the State funding allocation for Community Corrections Grant. The local Community Corrections Partnership, as defined by statute, develops plans for utilization of these funds solely to enhance the capacity of County probation, mental health, sheriff and other County departments to provide appropriate rehabilitative, housing and supervision services to adult criminal offenders who have been realigned from State to County jurisdiction. The plans are deemed approved by the Board of Supervisors unless rejected by a super-majority vote of the Board.

Local Community Corrections (AB 109)	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$25,237,218
Financing:	25,237,218
Net Fund Cost:	0
Funding Sources:	
Public Safety Realign 100.0%	\$25,237,218
Fund 115300 (2982)	

Justice Systems Development/Planning

Law and Justice

6. Supplemental Law Enforcement Services Account (SLESA) - (AB 109) Public Safety Realignment

Description: Within the County's Local Revenue Fund pursuant to AB 109 and AB 118, this account provides the State Supplemental Law Enforcement funding for the Sheriff and Contra Costa cities.

Supplemental Law Enforcement Services (AB 109)	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$6,316,840
Financing:	6,316,840
Net Fund Cost:	0
Funding Sources:	
Public Safety Realign 100%	\$6,316,840
Fund 115300 (2981)	

CAO's Recommendation

The Baseline Budget is reduced from the current year by \$4,707,048 due to the removal of prior-year fund balance in the amount of \$3,878,185 from Law & Justice Systems Development and \$827,863 from the Vehicle Theft program. Revenues are reduced from the current year levels by \$1,091,791 due to the elimination of a one-time recoupment of lease-purchase financing for the abandoned Justware case management system in the amount of \$1,083,518 and a reduction in user charges in the amount of \$32,650, offset by an increase in Vehicle License Fees of \$24,377.

The Recommended Budget reduces appropriations in Law & Justice Systems Development by \$128,000 in order to fund the first year of Superior Court costs of the County's implementation of Laura's Law, a court-ordered assisted outpatient mental health treatment program. For additional information, see Superior Court Related Functions.

Performance Measurement

Contract negotiation and implementation of new District Attorney and Probation Department Case Management Systems

- Negotiated contracts the District Attorney and Probation case management systems
- Began implementation of the District Attorney and Probation case management systems

Maintain and modernize other justice data systems

- *Law and Justice Information System (LJIS) Mainframe* - Analyzed, researched, and resolved production issues; maintained system tables; defined, designed, and tested system reports for justice partners.
- *Warrant System* – Drafted a Request for Proposals to replace the aged automated warrant system;

Is providing business system analysis for the JAWS enhancement that will standardize the reporting of scars, marks and tattoos; and initiated a planning effort to migrate the system to a modern software platform.

- *All County Criminal Justice Information Network* – Began the effort to convert the network from traditional frame relay circuitry to higher speed, higher capacity fiber optic communication.
- *Disposition Reporting* - Analyzed and produced juvenile disposition reports.

Administrative and Program Goals

Completion of Phase 1 of the New District Attorney case management system and commence implementation of the Probation Department case management system

Needs Assessment of Public Defender's Office Case Management System

- Discover and prioritize requirements

Justice Systems Development/Planning

Law and Justice

- Develop and publish an RFP (Request For Proposals) seeking bids.
- Complete the conversion of the ACCJIN (justice information network) from traditional frame relay circuitry to higher speed, higher capacity fiber optic communication

System Modernization

- Modernize JAWS software platform

FY 2015-16

Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	1	Law & Justice Systems Development	Reduce project reserve	0.0	(\$128,000)	Will reduce funds available for the case management systems replacement project in order to subsidize the first-year cost of the Superior Court to implement Laura's Law.
			Total	0.0	(\$128,000)	

Probation Department Summary

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	50,275,855	54,635,852	54,775,164	54,775,164	0
Services and Supplies	8,468,856	7,323,253	7,198,788	7,198,788	0
Other Charges	8,233,261	7,182,700	9,153,238	9,153,238	0
Fixed Assets	157,969	31,000	0	0	0
Expenditure Transfers	(1,800,085)	(1,169,539)	(844,469)	(844,469)	0
TOTAL EXPENDITURES	65,335,855	68,003,266	70,282,721	70,282,721	0
REVENUE					
Other Local Revenue	16,012,131	15,224,992	17,433,119	17,433,119	0
Federal Assistance	4,787,826	4,420,004	2,761,470	2,761,470	0
State Assistance	8,061,820	7,932,992	8,588,132	8,588,132	0
GROSS REVENUE	28,861,778	27,577,988	28,782,721	28,782,721	0
NET COUNTY COST (NCC)	36,474,077	40,425,278	41,500,000	41,500,000	0
Allocated Positions (FTE)	339	348	347	347	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	75%	79%	77%	77%	
% Change in Total Exp		4%	3%	0%	
% Change in Total Rev		(4%)	4%	0%	
% Change in NCC		11%	3%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	21,264,232	22,905,073	23,911,098	23,911,098	0
Temporary Salaries	1,272,234	1,315,000	1,315,000	1,315,000	0
Permanent Overtime	1,781,045	786,000	811,000	811,000	0
Deferred Comp	66,947	102,413	155,808	155,808	0
Comp & SDI Recoveries	(117,066)	(47,000)	(47,000)	(47,000)	0
FICA/Medicare	587,623	576,929	593,221	593,221	0
Ret Exp-Pre 97 Retirees	185,657	182,397	182,397	182,397	0
Retirement Expense	16,771,647	20,181,757	18,719,373	18,719,373	0
Excess Retirement	152,684	0	147,028	147,028	0
Employee Group Insurance	3,327,360	3,619,203	3,627,431	3,627,431	0
Retiree Health Insurance	2,683,902	2,726,870	2,614,191	2,614,191	0
OPEB Pre-Pay	1,294,036	1,294,036	1,294,036	1,294,036	0
Unemployment Insurance	90,493	68,730	73,689	73,689	0
Workers Comp Insurance	836,745	924,696	1,377,892	1,377,892	0
Labor Received/Provided	78,316	(252)	0	0	0

Probation

Law and Justice

Department Description

This table represents information in aggregate format summarizing expenditures, revenues, and net County costs for three budget units administered by the Probation Department. Included are data for the following budget units.

0308 – Probation Programs
0309 – Probation Facilities
0310 – Care of Court Wards

Major Department Responsibilities

The mission of the Probation Department is to serve and support, in collaboration with the justice partners, our communities, courts and crime victims. The Department is committed to the preservation of public safety by providing evidence-based prevention, investigation and supervision services, as well as a safe environment for staff and those placed in its custodial care.

The Probation Department operates to ensure that offenders are held accountable for criminal law violations by completing their court-ordered sentences. Probation is the lynchpin that ensures compliance as well as the opportunity of services that include but are not limited to counseling, substance abuse treatment, community services, victim restitution, home supervision, intensive supervision, and detention at a County juvenile institution or in a group home placement.

The Chief Probation Officer is the statutorily designated Chair of the Community Corrections Partnership (CCP). The CCP is the advisory board involved in the planning, implementation and oversight of the County Plan for the realignment of State prisoners to County jurisdiction under Public Safety Realignment (AB 109).

Probation Programs Budget

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	27,344,517	30,485,908	29,583,993	29,583,993	0
Services and Supplies	3,889,749	2,958,170	2,490,039	2,490,039	0
Other Charges	40,145	22,500	33,038	33,038	0
Fixed Assets	157,969	31,000	0	0	0
Expenditure Transfers	(1,857,107)	(1,356,239)	(1,041,619)	(1,041,619)	0
TOTAL EXPENDITURES	29,575,272	32,141,339	31,065,451	31,065,451	0
REVENUE					
Other Local Revenue	11,043,991	10,308,946	11,041,693	11,041,693	0
Federal Assistance	3,089,045	3,395,004	855,470	855,470	0
State Assistance	586,228	492,504	548,818	548,818	0
GROSS REVENUE	14,719,264	14,196,454	12,445,981	12,445,981	0
NET COUNTY COST (NCC)	14,856,009	17,944,885	18,619,470	18,619,470	0
Allocated Positions (FTE)	186	186	185	185	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	87%	91%	92%	92%	
% Change in Total Exp		9%	(3%)	0%	
% Change in Total Rev		(4%)	(12%)	0%	
% Change in NCC		21%	4%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	11,625,869	12,593,441	12,748,927	12,748,927	0
Temporary Salaries	71,750	0	0	0	0
Permanent Overtime	63,357	50,000	75,000	75,000	0
Deferred Comp	36,060	61,073	69,348	69,348	0
Comp & SDI Recoveries	(13,659)	0	0	0	0
FICA/Medicare	278,348	325,333	309,525	309,525	0
Ret Exp-Pre 97 Retirees	100,188	94,397	94,397	94,397	0
Retirement Expense	9,038,228	10,913,807	9,752,256	9,752,256	0
Excess Retirement	20,299	0	0	0	0
Employee Group Insurance	1,697,395	1,880,331	1,833,114	1,833,114	0
Retiree Health Insurance	2,683,902	2,726,870	2,614,191	2,614,191	0
OPEB Pre-Pay	1,294,036	1,294,036	1,294,036	1,294,036	0
Unemployment Insurance	43,924	37,860	40,282	40,282	0
Workers Comp Insurance	404,819	509,012	752,917	752,917	0
Labor Received/Provided	0	(252)	0	0	0

Probation

Law and Justice

1. Adult Field Services

Description: Investigates and supervises criminal offenders referred by the Courts.

- a. **Investigations** – Prepares more than 3,500 felony investigative reports annually for the Superior Court. These include pre-plea reports for plea and bail considerations and assessment and recommendation reports for sentencing.
FTE: 18
- b. **Superior Court Probation Officers** – Provides information on probation cases to the judges and represents the Probation Department in the Superior Court to assist in arriving at the appropriate disposition. Positions are funded through Court Revenues.
FTE: 4
- c. **Active Felony Supervision (SB 678)** - Supervises a daily average of 1,500 felons convicted of violent and serious crimes, and monitors the specific and general conditions of probation, order by the court as well as provides the opportunity for services directly related to the clients identified needs.
FTE: 19
- d. **Public Safety Realignment (AB 109)** - The Community Corrections Partnership (chaired by the County Probation Officer) has instituted the county-wide plan and budget that was approved by the Board of Supervisors. The elements of the plan include the Post Release Community Supervision clients released from prison to the supervision of the probation department, and clients sentenced to local jail commitments and mandatory supervision. The Pre-Trial Pilot Program is aimed at reducing pre-trial detention for low risk offenders.
FTE: 19
- e. **Second Chance Act Reentry Program** - Provides a comprehensive response to the previously incarcerated adults who are released from prison and returning to the local community and works to make that adjustment as seamless as possible.
FTE: 2
- f. **Smart Probation Program** – Provides evidence-based supervision strategies aimed at improving probation success rates, which would in turn improve public safety, and reduce admissions to prisons and jails.
FTE: 1
- g. **Drug Grant (Narcotics Enforcement Team)** - Provides intensive monitoring and supervision for drug related offenders. The Deputy Probation Officer (DPO) works closely with county Narcotic Enforcement Teams.
FTE: 1
- h. **Vehicle Theft** – Collaborative program including the California Highway Patrol, Sheriff, District Attorney, and Probation Departments that enhances the capacity of local police and prosecutors to deter, investigate and prosecute vehicle theft crimes. Provides close supervision to a caseload of auto thieves placed on felony probation. This program is funded by State vehicle license fees.
FTE: 1
- i. **Domestic Violence** – Provides intensive supervision of high-risk offenders who have been court-ordered to complete a mandated 52-week batterer's treatment program. The DPOs also work with the victims of domestic violence and facilitate the collection of restitution and restraining orders when necessary. They also provide intensive supervision to domestic violence offenders assigned to Drug Court.
FTE: 6
- j. **DUI Enhanced Supervision Program** – Collaboration with the California Office of Traffic Safety that provides for intensified supervision of felony drunk drivers.
FTE: 2
- k. **Banked Caseload** – The DPO provides supervision and monitoring of probation violations. Unfortunately the daily average population of this caseload is approximately 700 felons and continues to grow with staffing shortages.
FTE: 1

2. Juvenile Field Services

Description: Provides juvenile delinquency investigations and reports to the Juvenile Court on approximately 3,000 matters annually. Supervises a daily average of 1,500 juveniles on probation, providing individualized controls, counseling, supervision, placement, and referral services to minors and their parents. The DPOs also offer evidence-based cognitive services to those youth identified through a risk needs assessment. Regular deputy probation office caseloads average approximately 40 juveniles per officer. Services are provided for detained minors and as they prepare to transition back into the community. It also includes clients in the community, and in out of home residential treatment programs.

- a. **Intake** – Conducts initial investigation into alleged offenses, processes petitions (charges) for court consideration as well as provide recommendation for the Court to consider involving detention or release.
FTE: 5
- b. **Investigation** – Conducts investigations that include the nature of the offense, family and school background and other related issues for the court consideration during the dispositional process. The Department performs over 3,500 intake and court investigations annually.
FTE: 11
- c. **Court Probation Officers** – Represents Probation in court hearings and provides appropriately related information on probation cases to the judges to assist in arriving at the appropriate disposition.
FTE: 5
- d. **Supervision** – Supervises minors placed on probation or made wards of the Court. The probation officer has the responsibility to protect the community and to help minors and their families to recognize the problems that contributed to the delinquent behavior and to make the necessary adjustments to prevent further delinquency.
FTE: 15

Placement – Formulates alternative living plans for approximately 220+ youth annually, who cannot remain at home or attend local schools because of serious delinquency, behavioral problem, and/or family dysfunction.

FTE: 8

- e. **School Probation Officers** – Provides case management services for juveniles referred by school districts as well as those on active probation. This program is funded through the Juvenile Justice Crime Prevention Act (JJCPA), and increases the presence of probation officers on school campuses throughout the County.
FTE: 9
- f. **Juvenile Behavioral Mental Health Collaborative** – Supervises youth with co-occurring disorders (mental health/substance abuse) with the goal of reducing recidivism. The program is a collaborative of Children's Mental Health, Alcohol and Other Drugs, Health Services and Probation.
FTE: 1
- g. **Community Probation** – Deputy probation officers join with various police jurisdictions to provide intensive supervision to high-risk youth and provide referral opportunities for the youth and their family. Funding is provided by the JJCPA.
FTE: 6
- h. **Youthful Offender Treatment Program (YOTP)/Girls in Motion (GIM)** – DPOs provide in custody transition services and out of custody monitoring for those youth in the treatment programs. Intense supervision and service opportunities are provided to ensure compliance and provide for meaningful interventions in the community.
FTE: 4 YOTP; 1 GIM

Probation

Law and Justice

3. Other Services

- a. **Training** – Includes ensuring state mandated Standards and Training for Corrections (STC) training requirements. Staff also establish and coordinate approved training for Probation staff.
FTE: 3
- b. **Field Support Services** – Provides clerical support to the Probation Department.
FTE: 23

4. Administration

Description: Provides fiscal management, central records, automated systems, contract management, employee and facility safety, purchasing and payroll, facility and office management, and resource development services. Staff also serves on many local and state-wide agencies/boards to not only represent Contra Costa County but learn the best practices that could be considered for local implementation.
FTE: 16

5. Probation Collections Unit

Description: The Collections Unit was added to the Probation Department in FY2010/11 upon the closure of the County's Office of Revenue Collections. The unit is responsible for collecting various fees for services received that include, but are not limited to, Juvenile Hall, the Orin Allen Youth Rehabilitation Facility, and the Electronic Monitoring Program.
FTE: 4

Probation Programs Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:		\$32,107,070
Financing:		13,487,600
Net County Cost:		18,619,470
Funding Sources:		
State	22.4%	\$7,182,746
AB 109 Realignment	10.7%	3,440,466
Transfers	3.2%	1,041,619
Charges for Services	3.0%	967,299
Title IV-E	1.6%	500,000
Federal	1.1%	355,470
General Fund	58.0%	18,619,470
FTE: 185.0		

Juvenile Facilities Budget

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	22,931,338	24,149,944	25,191,171	25,191,171	0
Services and Supplies	2,731,541	2,513,395	2,555,214	2,555,214	0
Other Charges	10,693	10,200	10,200	10,200	0
Expenditure Transfers	57,022	186,700	197,150	197,150	0
TOTAL EXPENDITURES	25,730,593	26,860,239	27,953,735	27,953,735	0
REVENUE					
Other Local Revenue	2,602,234	2,715,701	3,591,426	3,591,426	0
Federal Assistance	60,592	0	0	0	0
State Assistance	7,135,850	7,090,000	7,628,826	7,628,826	0
GROSS REVENUE	9,798,676	9,805,701	11,220,252	11,220,252	0
NET COUNTY COST (NCC)	15,931,917	17,054,538	16,733,483	16,733,483	0
Allocated Positions (FTE)	153	162	162	162	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	89%	91%	91%	91%	
% Change in Total Exp		4%	4%	0%	
% Change in Total Rev		0%	14%	0%	
% Change in NCC		7%	(2%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	9,638,363	10,311,632	11,162,171	11,162,171	0
Temporary Salaries	1,200,484	1,315,000	1,315,000	1,315,000	0
Permanent Overtime	1,717,688	736,000	736,000	736,000	0
Deferred Comp	30,887	41,340	86,460	86,460	0
Comp & SDI Recoveries	(103,407)	(47,000)	(47,000)	(47,000)	0
FICA/Medicare	309,275	251,596	283,696	283,696	0
Ret Exp-Pre 97 Retirees	85,469	88,000	88,000	88,000	0
Retirement Expense	7,733,419	9,267,950	8,967,117	8,967,117	0
Excess Retirement	132,385	0	147,028	147,028	0
Employee Group Insurance	1,629,964	1,738,872	1,794,317	1,794,317	0
Unemployment Insurance	46,569	30,870	33,407	33,407	0
Workers Comp Insurance	431,925	415,684	624,975	624,975	0
Labor Received/Provided	78,316	0	0	0	0

Probation

Law and Justice

1. Probation Facilities

Description: A continuum of court-ordered custodial care and treatment services for juveniles ordered into custody by the court.

- a. **Juvenile Hall** – The maximum security facility is designed for the mandated detention of minors before and after court hearings. Approximately 1,600 juveniles are booked annually.

FTE: 117.5

- b. **Orin Allen Youth Rehabilitation Facility (OAYRF) (Byron Boys' Ranch)** – Rehabilitation facility that provides 100 beds for seriously delinquent boys committed by the courts. Approximately 225 juveniles are admitted annually for an average stay of six months.

FTE: 41

- c. **Girls in Motion** - A gender-specific countywide effort for girls that provide local programming services in a safe and controlled environment. Both cognitive and trauma-based treatment enrich the secure program. Referrals to local resources and collaborative supervision methodology are utilized upon transition from custody.

FTE: 1

- d. **Electronic Monitoring** – Provides electronic monitoring / GPS support to juvenile probation deputies and intensive supervision to minors released to the community prior to sentencing.

FTE: 1

- e. **Youthful Offender Treatment Program (YOTP)** – Specific commitment treatment program for male youthful offenders utilizing cognitive / evidence-based practices. The program encompasses a specialized living unit for participants who are in custody and provide appropriate referrals to community-based services and intensive supervision for participants who are returning to the community.

FTE: 1

Juvenile Facilities Summary

Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$27,953,735
Financing:		11,220,225
Net County Cost:		16,733,483
Funding Sources:		
State	38.7%	\$10,806,752
Federal	1.5%	410,000
Misc Revenue	0.0%	3,500
General Fund	59.9%	16,733,483

FTE: 161.5

Care of Court Wards Budget

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Services and Supplies	1,847,566	1,851,688	2,153,535	2,153,535	0
Other Charges	8,182,423	7,150,000	9,110,000	9,110,000	0
TOTAL EXPENDITURES	10,029,989	9,001,688	11,263,535	11,263,535	0
REVENUE					
Other Local Revenue	2,365,907	2,200,345	2,800,000	2,800,000	0
Federal Assistance	1,638,189	1,025,000	1,906,000	1,906,000	0
State Assistance	339,742	350,488	410,488	410,488	0
GROSS REVENUE	4,343,838	3,575,833	5,116,488	5,116,488	0
NET COUNTY COST (NCC)	5,686,151	5,425,855	6,147,047	6,147,047	0
FINANCIAL INDICATORS					
% Change in Total Exp		(10%)	25%	0%	
% Change in Total Rev		(18%)	43%	0%	
% Change in NCC		(5%)	13%	0%	

Description: Court-ordered custodial care outside of County facilities, and medical care for juvenile residents within County facilities.

- a. **Out-of-Home Placement** – Provides federal, State and County funding for the board and care costs of minors placed in private residential care by the Juvenile Court.
- b. **Division of Juvenile Justice (DJJ) Fees** – Fees paid to the DJJ for the incarceration cost of juveniles placed under the care and control of the state.
- c. **Medical Services in Juvenile Facilities-** Fees paid to the Health Services Department for rendering medical service to the residents of Juvenile Hall and the Orin Allen Youth Rehabilitation Facility.

Care of Court Wards Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$11,263,535
Financing:		5,116,488
Net County Cost:		6,147,047
Funding Sources:		
Gov/Gov	24.9%	\$2,800,000
Federal	16.9%	1,906,000
State	3.6%	410,488
General Fund	54.6%	6,147,047

Probation

Law and Justice

Miscellaneous Programs (Non-General Fund)

1. Juvenile Justice Crime Prevention Act (JJCPA) - SLESF – Probation

Description: This Special Revenue Fund provides State resources from the Juvenile Justice Crime Prevention Act of 2000 (JJCPA) to support juvenile prevention initiatives.

The State funds are used to support 21 FTE positions in the School and Community Probation Programs. Deputy Probation Officers are stationed at high schools throughout the county, as well as various police departments. In addition to juvenile prevention activities, Probation personnel provide investigation and supervision services to juvenile offenders and other at-risk youth as well as provide referral services that directly relate to the needs identified in the risk needs assessment completed.

SLESF – Probation Summary			
Service:	Discretionary		
Level of Service:	Discretionary (Limited to Juvenile Prevention Services)		
Expenditures:	\$3,158,420		
Financing:	3,158,420		
Funding Sources:			
State	100.0%	\$3,158,420	

2. Probation Ward Welfare Fund

Description: Pursuant to Welfare and Institutions Code 873, provides for the revenues associated with the detention commissary and commission from detention pay telephones. These revenues are used to fund essential clothing and transportation for emancipating youth and educational opportunities for detained youth.

Probation Ward Welfare			
Service:	Discretionary		
Level of Service:	Discretionary		
Expenditures:	\$262,500		
Financing:	30,500		
Net Fund Cost:	232,000		
Funding Sources:			
Misc Revenue	11.6%	\$30,500	
Fund Balance	88.4%	232,000	

3. Community Corrections Performance Incentives Fund

Description: SB 678, known as the California Community Corrections Act of 2009, established the Community Corrections Performance Incentives Fund (CCPIF). The State transfers a portion of the cost savings realized by the California Department of Corrections and Rehabilitation (CDCR) from reduced referrals of certain probationers to State Prison. CCPIF revenue is to be used for evidence-based probation supervision activities with the ultimate goal of reducing recidivism among adult probationers between the ages of 18 and 25.

CCPIF			
Service:	Discretionary		
Level of Service:	Discretionary		
Expenditures:	\$3,677,015		
Financing:	3,868,228		
Net Fund Cost:	(191,213)		
Funding Sources:			
State	100.0%	\$3,868,228	

CAO's Recommendation

The FY 2015-16 Recommended Budget increases expenditure appropriations by \$2.3 million or 3.4%, and estimated revenue by \$1.2 million or 4.4%. The resulting net County cost is an increase of \$1.1 million, which funds the department's negotiated and anticipated salary and benefit increases as well as nine new positions at Juvenile Hall added in FY 2014-15.

The Department is facing a \$2 million reduction in federal assistance, namely Title IV-E pre-placement administration claims for youth at imminent risk of foster care placement. Additionally, the Department is anticipating increased operating costs attributable to detention medical expenses as well as court-ordered custodial care placement trends.

The recommended budget funds the baseline services with minimal impact to the Department. One Collection position was eliminated due to decreasing caseloads in the Probation Collection Unit, but there is no impact to the department's continued vacancy factor of \$1.37 million.

Performance Measurement

Complete the implementation of a case management system (CMS).

Probation has selected Capita Technologies as their case management system vendor. Probation is in the final stages of implementation that include the design of a CMS system to measure outcomes and improve efficiency.

Continue to develop State-recognized evidence-based programming (EBP) in facilities and field probation.

The Department has continued to keep this Performance Measurement in the forefront of its mission. The Department was awarded a grant to evaluate "Thinking for a Change" (T4C) (an evidenced-based program) to ensure fidelity to the model. The Department has also trained its own trainers who train other Probation staff, as well as Community Based Partners. The

Department continues to solicit evaluations from experts.

Implement and train staff in gender- specific programming.

In 2010, the Department opened the Girls in Motion Program in direct response to a need for girls' services in the community. The Department has invested in training staff to identify and refer girls who have been commercially exploited. Staff on the unit and aftercare staff have received enhanced training in gender-specific issues and Girls' Circle.

Seek possible funding sources to rehabilitate, at no County cost, two units of Juvenile Hall.

The Department has successfully remodeled one unit in the old Juvenile Hall facility. The remodel has the goal of providing space for a comprehensive educational and vocational opportunity for those youth transitioning out of the Youthful Offender Treatment Program.

Improve collaborative efforts among departments to improve service delivery to clients.

The rapid implementation of AB 109 and creation of the mandatory Community Corrections Partnership defined partnerships and facilitated healthy communication to provide supportive services to adults re-entering the community from prison as well as providing improved services to the probation population now serving time in jail. The Chief Probation Officer is an active member of the Contra Costa County Police Chief's Association and continues to work on enhancing collaborative opportunities with local law enforcement as well as local community-based organizations. Partnerships are further fostered through the Smart Probation Federal grant award.

Probation

Law and Justice

Administrative and Program Goals

Provide improved services to Commercially Sexually Exploited Children (CSEC).

The Department will be working in collaboration with the Employment and Human Services Department (Children and Family Services and Zero Tolerance) to develop and implement a county protocol to more adequately serve sexually exploited children.

Continue to implement and evaluate all aspects of AB 109 Public Safety Realignment and its impact on the community, as well as integration of services provided to clients.

Complete the implementation of a computerized case management system.

Analyze all programs for enhancement opportunities presented by new technology.

Continue to develop best practices and, as a standardized case management system comes on line, use it to measure and validate programming.

Public Defender Summary

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	16,531,518	18,340,507	18,929,425	19,505,546	576,121
Services and Supplies	2,356,203	1,970,564	2,156,414	2,156,414	0
Other Charges	16	5,000	0	0	0
Fixed Assets	33,128	84,088	0	23,538	23,538
Expenditure Transfers	(17,461)	(43,029)	(302,539)	(302,539)	0
TOTAL EXPENDITURES	18,903,403	20,357,130	20,783,300	21,382,959	599,659
REVENUE					
Other Local Revenue	1,316,479	1,420,002	1,532,884	1,532,884	0
Federal Assistance	0	0	105,324	105,324	0
State Assistance	46,821	53,040	44,751	44,751	0
GROSS REVENUE	1,363,300	1,473,042	1,682,959	1,682,959	0
NET COUNTY COST (NCC)	17,540,103	18,884,088	19,100,341	19,700,000	599,659
Allocated Positions (FTE)	94	100	100	106	6
FINANCIAL INDICATORS					
Salaries as % of Total Exp	87%	90%	90%	90%	
% Change in Total Exp		8%	2%	3%	
% Change in Total Rev		8%	14%	0%	
% Change in NCC		8%	1%	3%	
COMPENSATION INFORMATION					
Permanent Salaries	8,958,132	10,310,561	11,132,572	11,635,140	502,568
Temporary Salaries	1,372,283	1,104,110	1,227,583	996,706	(230,877)
Permanent Overtime	0	0	24,200	24,200	0
Deferred Comp	50,865	71,980	88,440	92,868	4,428
Comp & SDI Recoveries	(1,943)	0	0	0	0
FICA/Medicare	718,558	685,415	747,160	792,052	44,892
Ret Exp-Pre 97 Retirees	38,800	51,175	50,493	52,543	2,050
Retirement Expense	3,486,541	4,188,862	3,783,492	3,986,757	203,265
Excess Retirement	49,183	0	0	0	0
Employee Group Insurance	881,818	992,423	919,939	964,549	44,610
Retiree Health Insurance	657,731	627,715	622,130	622,130	0
OPEB Pre-Pay	217,825	217,825	217,825	217,825	0
Unemployment Insurance	38,667	31,494	33,643	35,435	1,792
Workers Comp Insurance	63,059	58,947	81,948	85,341	3,393

Public Defender

Law and Justice

Department Description

1. Main Office

Description: Provides mandated legal representation, advice and investigative services to qualifying indigent adults and juveniles charged with criminal offenses and/or probation or parole violations in Contra Costa County. Also provides mandated legal representation and advice to persons who have been committed to state hospitals pursuant to Penal Code Section 1026 (Not Guilty by Reason of Insanity), as mentally disordered offenders, or as sexually violent predators. The main office also provides legal representation to persons facing contempt charges in civil proceedings and persons who are the subject of probate guardianships. The main office operates one branch in Richmond and one branch in Martinez.

FTE: 84.6

2. Alternate Defender Office

Description: Provides mandated legal representation, advice and investigative services to indigent adults and juveniles charged with criminal offenses in cases in which the main office has declared a conflict of interest.

FTE: 13.0

3. Public Safety Realignment (AB 109) Programs

Description: The Office of the Public Defender has several positions and programs that are specifically funded through AB 109 public safety realignment monies.

FTE: 8.5

- a. **Clean Slate program** – Provides consultation and files petitions for expungement on behalf of persons seeking to clear their criminal records.
- b. **AB 109 Social Worker** – Social worker dedicated to preparing social histories and needs assessments on behalf of the low-level felony population.

- c. **Pretrial Services program** – Two paralegals dedicated to a collaborative county program designed to more appropriately assess, supervise and manage the pretrial jail population.
- d. **ACER program (Arrestment Court Early Representation)** – Provides representation for all in-custody clients at the first court appearance.
- e. **Reentry Resource Coordinator** – Coordinates and collaborates with county departments regarding reentry programs and resources; works directly with the community and organizations providing services to the reentry population to ensure continuity of services for clients.

Public Defender Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$21,685,498	
Financing:	1,985,498	
Net County Cost:	19,700,000	
Funding Sources:		
Public Safety Realignment	6.9%	\$1,499,552
Transfers	1.4%	302,539
Federal Aid	0.5%	105,324
Intergov. Revenue	0.2%	44,751
Grants	0.2%	33,332
General Fund	90.8%	19,700,000
FTE:	106.1	

Miscellaneous Programs
(Non-General Fund)

Public Safety Realignment Local
Revenue Fund-Public Defender

Description: Special fund to provide legal representation at parole revocation hearings for State parolees transferring to County jurisdiction under Public Safety Realignment (AB 109).

Public Safety Realignment Local Revenue Fund (AB 109) Public Defender Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:		\$232,960
Financing:		232,960
Net Fund Cost:		0
Funding Sources:		
Intergov Revenue	100.0%	\$232,960

CAO's Recommendation

The Public Defender's FY 2015-16 Baseline Budget increases expenditure appropriations by \$426,170 or 2.1%, and estimated revenue by \$209,917 or 14.3%, resulting in an increase in net County cost of \$216,253 or 1.2%.

The Recommended Budget increases net County cost by \$815,912, which reflects the addition of six positions. Three new Deputy Public Defenders will alleviate the department's increasing reliance on temporary special assignment attorneys. Due to recent changes in law, one Deputy Public Defender is needed to advise non-citizen clients on the immigration consequences of their cases. Another part-time Deputy Public Defender and a part-time Legal Assistant will implement Laura's Law. Finally, one additional Investigator position is needed to relieve the workload for investigators who are currently over capacity. The staffing augmentation for FY 2015-16 acknowledges

increased caseloads and will facilitate new programs and compliance requirements.

Performance Measurements

Continue Development and Implementation of a County-wide Pretrial Services Program

The Pre-Trial Services program successfully launched in March 2014. The program relies on an evidence-based risk assessment tool to assist the court in making informed decisions about accused persons who can safely be returned to the community while their cases are pending in court. Reports show that over 90% of those released do return to court and do not commit a new offense. The model designed by the County has garnered state-wide attention as a successful collaborative approach to pretrial services.

Expansion of Client Services within the Department

The Public Defender's Office has increased its ability to assist clients with access to services and support through a holistic approach. The department employs two social workers, a juvenile advocate, a juvenile justice fellow, and a small team of social work interns. In addition, the department's immigration law expert provides immigration advice and assistance to undocumented clients. These services enable clients to address the root causes of their contacts with the criminal justice system without detracting from the concurrent responsibility of providing excellent criminal defense services for all clients.

Update and Improve the Department's Management Structure

The department has successfully restructured the responsibilities of the management team in a manner that provides more efficient and more productive oversight of units within the department.

Public Defender

Law and Justice

Continue to Work on Updating and Modernizing our Website

The department has dedicated extensive time and resources to updating and modernizing its website. The project will be completed in FY 2015-16.

Administrative and Program Goals

Services under Proposition 47

The recent passage of Proposition 47 provides opportunity for persons with certain criminal records to have their prior felony convictions reduced to misdemeanor status. Many persons currently serving time in custody or under probation supervision are now eligible to petition the court for release under this new law. The Public Defender's Office will manage the court petitions for current and former clients. The department's goal is to file petitions on behalf of all eligible clients and to work collaboratively with community organizations to reach former clients who are eligible for relief under Proposition 47.

Youth Justice Initiative

The Public Defender's Office will work with County partners to launch the Youth Justice Initiative, funded by the Edward Byrne Memorial Justice Assistance Grant. The department will sponsor a pilot program to expand enhanced reentry services to a target population of juvenile offenders in West County. In the coming year, the department will implement a new Reentry Success Team to include a juvenile justice attorney and a youth education and community advocate to provide post-disposition advocacy and reentry support for juvenile offenders.

Assistant Outpatient Treatment under Laura's Law

Following the implementation of Assisted Outpatient Treatment (AOT) under Laura's Law, the Public Defender's Office will provide the needed support and services for the new client population and will work with all involved parties to make the new program a success.

Case Management System

This Department anticipates securing a case management system in the coming year.

FY 2015-16 Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	2	Investigations	Various	1.0	\$132,039	Addition of one Investigator I position and one vehicle.
2	3	Adult and Criminal	Salaries and Benefits	5.0	\$698,497	Addition of one and a half Deputy Public Defender IIIs, three Deputy Public Defender IIs, one half-time Legal Assistant.
3	Various	Various	Temporary Salaries	0	(\$230,877)	Reduction in temporary salary appropriations.
			Total	6.0	\$599,659	

Sheriff-Coroner Summary

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	171,220,788	189,213,417	190,380,396	191,890,886	1,510,490
Services and Supplies	20,001,423	20,722,701	21,506,714	21,523,136	16,422
Other Charges	582,430	280,700	378,333	378,333	0
Fixed Assets	2,609,731	12,067,628	7,769,982	7,769,982	0
Expenditure Transfers	1,466,767	(84,314)	1,764,153	1,764,153	0
TOTAL EXPENDITURES	195,881,139	222,200,132	221,799,578	223,326,490	1,526,912
REVENUE					
Other Local Revenue	64,684,855	75,776,198	75,306,054	75,306,054	0
Federal Assistance	7,511,436	4,022,968	1,419,696	1,419,696	0
State Assistance	62,501,398	66,223,387	66,230,740	66,230,740	0
GROSS REVENUE	134,697,689	146,022,553	142,956,490	142,956,490	0
NET COUNTY COST (NCC)	61,183,450	76,177,579	78,843,088	80,370,000	1,526,912
Allocated Positions (FTE)	1,032	1,035	1,037	1,047	10
FINANCIAL INDICATORS					
Salaries as % of Total Exp	88%	85%	87%	87%	
% Change in Total Exp		13%	0%	1%	
% Change in Total Rev		8%	(2%)	0%	
% Change in NCC		25%	3%	2%	
COMPENSATION INFORMATION					
Permanent Salaries	73,679,751	79,438,726	83,765,244	84,691,378	926,134
Temporary Salaries	1,462,951	1,440,420	1,454,061	1,454,061	0
Permanent Overtime	11,207,249	12,382,506	12,207,640	11,909,660	(297,980)
Deferred Comp	72,824	234,060	248,460	248,460	0
Comp & SDI Recoveries	(458,607)	(465,000)	(465,000)	(465,000)	0
FICA/Medicare	2,515,002	2,748,185	3,270,047	3,282,771	12,724
Ret Exp-Pre 97 Retirees	616,852	709,548	709,548	709,548	0
Retirement Expense	55,510,482	64,369,631	59,651,411	60,324,352	672,941
Excess Retirement	20,717	0	0	0	0
Employee Group Insurance	12,407,169	13,765,685	13,863,871	14,012,071	148,200
Retiree Health Insurance	8,097,056	8,474,883	8,697,036	8,697,036	0
OPEB Pre-Pay	2,818,517	2,818,517	2,818,517	2,818,517	0
Unemployment Insurance	321,442	236,753	253,411	256,008	2,597
Workers Comp Insurance	2,949,384	3,059,503	3,906,150	3,952,024	45,874

Sheriff-Coroner

Law and Justice

Department Description

The preceding table represents information in aggregate format summarizing expenditures, revenues, and net County costs for five budget units administered by the Sheriff-Coroner. Included are data for the following budget units:

0255 – Field Enforcement
0277 – Sheriff Contract Services
0300 – Custody Services Bureau (Detention)
0359 – Coroner
0362 – Office of Emergency Services

Major Department Responsibilities

The mission of the Sheriff is to provide the most efficient and effective law enforcement services possible. The department shall provide administrative, investigative, technical, forensic, coroner, emergency, detention, and court security services.

Field Enforcement Budget

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	92,565,801	100,560,199	102,908,096	104,418,586	1,510,490
Services and Supplies	10,100,041	10,295,690	11,753,255	11,769,677	16,422
Other Charges	422,940	266,200	363,833	363,833	0
Fixed Assets	1,572,473	6,129,019	2,672,190	2,672,190	0
Expenditure Transfers	1,500,620	971,284	1,532,105	1,532,105	0
TOTAL EXPENDITURES	106,161,875	118,222,392	119,229,479	120,756,391	1,526,912
REVENUE					
Other Local Revenue	38,043,144	44,276,819	43,414,089	43,414,089	0
Federal Assistance	255,425	1,009,618	1,206,346	1,206,346	0
State Assistance	34,513,759	36,154,916	36,166,655	36,166,655	0
GROSS REVENUE	72,812,328	81,441,353	80,787,090	80,787,090	0
NET COUNTY COST (NCC)	33,349,547	36,781,039	38,442,389	39,969,301	1,526,912
Allocated Positions (FTE)	513	516	528	538	10
FINANCIAL INDICATORS					
Salaries as % of Total Exp	88%	86%	87%	88%	
% Change in Total Exp		11%	1%	1%	
% Change in Total Rev		12%	(1%)	0%	
% Change in NCC		10%	5%	4%	
COMPENSATION INFORMATION					
Permanent Salaries	38,451,423	40,472,808	43,682,031	44,608,165	926,134
Temporary Salaries	970,782	921,920	932,187	932,187	0
Permanent Overtime	4,847,798	5,832,204	5,657,338	5,359,358	(297,980)
Deferred Comp	51,996	138,720	159,360	159,360	0
Comp & SDI Recoveries	(255,013)	(458,000)	(458,000)	(458,000)	0
FICA/Medicare	1,431,004	1,512,100	1,701,026	1,713,750	12,724
Ret Exp-Pre 97 Retirees	319,211	412,822	412,822	412,822	0
Retirement Expense	27,985,482	31,977,476	30,076,859	30,749,800	672,941
Excess Retirement	20,717	0	0	0	0
Employee Group Insurance	6,199,166	6,824,490	7,133,090	7,281,290	148,200
Retiree Health Insurance	8,097,056	8,474,883	8,697,036	8,697,036	0
OPEB Pre-Pay	2,818,517	2,818,517	2,818,517	2,818,517	0
Unemployment Insurance	164,089	119,863	132,618	135,215	2,597
Workers Comp Insurance	1,463,573	1,512,396	1,963,212	2,009,086	45,874

Sheriff-Coroner

Law and Justice

Description: Supports the basic law enforcement functions of the Sheriff's Office: patrol, investigations, criminalistics, communications, support services and administrative control.

1. Administrative Services Bureau

Description: Provides leadership and management of the department, including personnel matters, budgetary control, enforcement of operational standards, crime prevention services, and the analysis of crime trends. This division provides the central administrative support for the entire department.

The division staff has responsibility for training, internal affairs, central records, personnel administration and fiscal management.

FTE: 51.0

Administrative Services Bureau Summary

Service:	Discretionary
Level of Service:	Discretionary
Expenditures:	\$22,911,967
Financing:	1,603,480
Net County Cost:	21,308,487
FTE:	51.0

2. Field Operations Bureau

- a. **Patrol Services Division** - Provides 24-hour per day law enforcement services to the unincorporated area of the county and contract agencies. Officers on patrol respond to emergency calls for service through the 911-dispatch function, as well as provide law enforcement services through self-initiated activity.

(1) In the unincorporated area, law enforcement services are coordinated through four station houses (Bay Station, Delta Station, Valley Station, and Muir Station) that provide a community-based policing model. Each station house is commanded by a Lieutenant, who reports to the Division Commander (Captain). In addition to officers patrolling established areas, or "beats", the division staffs a special enforcement "J" team, which is able to

provide a mobile, flexible response to increasing crime patterns or other special enforcement needs throughout the county.

FTE: 156.0

(2) Contract Police services provides 24-hour per day law enforcement services to the contract agencies including the cities of Danville, Lafayette, Oakley, and Orinda; and other entities such as AC Transit. Officers on patrol respond to emergency calls for service through the 911-dispatch function, as well as provide law enforcement services through self-initiated activity.

FTE: 98.0

(3) The Marine Patrol division remains responsible for patrol of the navigable waterways within the County and enforcement of all applicable laws.

FTE: 12.0

Patrol Services Division

Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$56,246,802
Financing:	66,716,369
Net County Cost:	(10,469,567)
FTE:	266.0

- b. **Investigation Division** – Conducts follow-up investigation of all reported serious crimes that occur in the unincorporated area of Contra Costa County, as well as in the cities and districts that contract for investigative services. The objectives of such investigations are the identification and prosecution of persons responsible for and the recovery of stolen property.

(1) General Criminal Investigations is the largest unit in the division and is responsible for the investigation and preparation of evidence for the prosecution of offenders involved in both felony crimes and cases involving juveniles. The Juvenile Assault/Sexual Assault Unit is responsible

for follow-up investigations of child abuse cases and all sexual abuse cases.

FTE: 39.0

(2) The Property Unit is responsible for the storage, disposition, and record keeping of all property and evidence related to pending cases.

FTE: 4.0

(3) The DA Investigations Unit provides investigator positions to the District Attorney's Office under contract.

FTE: 1.0

Investigation Division	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$9,762,238
Financing:	444,805
Net County Cost:	9,317,433
FTE: 44.0	

and other controlled substances; and the analysis of physical evidence using highly sophisticated scientific equipment.

(3) The CAL-ID Unit operates a computerized system for the identification of fingerprints. The Automated Latent Print System provides the same search capabilities for crime scene latent prints for the purpose of criminal identification. CAL-ID is a joint cities/County program in which the cities pay their share of expenses.

Forensic Services Division	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$11,808,185
Financing:	6,279,322
Net County Cost:	5,528,863
FTE: 56.0	

3. Support Services Bureau

- a. **Forensic Services Division** – Provides the objective examination, evaluation, and comparison and interpretation of physical evidence related to the investigation of crimes. The Lab provides physical evidence examination to all government agencies in the County. These functions are offset by fees paid either contractually or on a fee-for-service basis.

FTE: 56.0

(1) The General Criminalistics Unit is responsible for the analysis of diverse types of physical evidence and for the examination of crime scenes for the collection and reservation of evidence in criminal cases.

(2) The Controlled Substance Analysis/Drug, Alcohol and Toxicology Unit has three major functions: the analysis of controlled substances seized by law enforcement officers; the analysis of blood, breath, and urine samples for the presence of alcohol

- b. **Technical Services Division** – Responds to citizens' requests for police, ambulance, and other emergency services (such calls for service are dispatched to patrol units, ambulance companies, and other service providers); indexes, stores, and retrieves all department records; processes arrest warrants and permits required by County Ordinance or state law; and maintains crime statistics.

FTE: 120.5

In addition to providing technical support to the Sheriff's Office for all automated systems, this division provides services through the following units:

(1) **Civil Unit.** Carries out the legal mandates of the Government Code and Code of Civil Procedure to serve all process of the courts that are delivered to the Sheriff. The Sheriff is legally obligated to exercise reasonable diligence in attempting to effect service of process and may face severe liability with regard to this function.

Sheriff-Coroner

Law and Justice

(2) *Communications Unit.* Represents the basic means for the public to contact and request public safety services. The Dispatch unit provides the essential communications link to the operational units of the department. The personnel also dispatch for other agencies, such as Emergency Medical Services and Animal Control, as well as several police departments through contractual agreements.

(3) *Records Unit.* Receives and files all police reports, and maintains statistics regarding crimes for local, state, and federal reports; maintains booking records, compiles criminal histories, and issues permits and licenses in accordance with County Ordinance; processes warrants of arrest from the court, maintains, files, responds to inquiries from law enforcement agencies, and updates various automated databases at local, state, and federal levels.

Field Enforcement Summary

Service: Mandatory
Level of Service: Discretionary

Expenditures: \$120,756,391
Financing: 80,787,090
Net County Cost: 39,969,301

Funding Sources:

Sales Tax	28.5%	\$34,458,035
Charges for Services	26.3%	31,788,190
Misc. Revenue	9.3%	11,263,599
Intergovernmental	2.6%	3,095,766
Fines/Forfeitures	0.1%	150,000
Licenses & Permits	0.1%	31,500
General Fund	33.1%	39,969,301

FTE: 537.5

Technical Services Division

Service: Mandatory
Level of Service: Discretionary

Expenditures: \$20,027,199
Financing: 5,743,114
Net County Cost: 14,284,085

FTE: 120.5

Sheriff Contract Services Budget

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	16,378,026	18,656,395	19,045,368	19,045,368	0
Services and Supplies	208,753	175,439	174,416	174,416	0
Other Charges	837	0	0	0	0
Fixed Assets	0	34,000	34,000	34,000	0
Expenditure Transfers	(578,745)	(581,665)	(600,261)	(600,261)	0
TOTAL EXPENDITURES	16,008,870	18,284,169	18,653,523	18,653,523	0
REVENUE					
Other Local Revenue	17,017,376	18,284,169	18,653,523	18,653,523	0
GROSS REVENUE	17,017,376	18,284,169	18,653,523	18,653,523	0
NET COUNTY COST (NCC)	(1,008,506)	0	0	0	0
Allocated Positions (FTE)	112	112	114	114	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	99%	99%	99%	99%	
% Change in Total Exp		14%	2%	0%	
% Change in Total Rev		7%	2%	0%	
% Change in NCC		(100%)	0%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	7,444,212	8,240,582	8,824,226	8,824,226	0
Temporary Salaries	248,908	230,000	230,000	230,000	0
Permanent Overtime	789,763	828,527	828,527	828,527	0
Deferred Comp	951	17,160	13,560	13,560	0
Comp & SDI Recoveries	(17,821)	(7,000)	(7,000)	(7,000)	0
FICA/Medicare	201,100	228,139	301,660	301,660	0
Ret Exp-Pre 97 Retirees	66,049	56,500	56,500	56,500	0
Retirement Expense	5,961,438	7,165,414	6,766,869	6,766,869	0
Employee Group Insurance	1,344,520	1,533,998	1,563,917	1,563,917	0
Unemployment Insurance	31,982	24,973	26,742	26,742	0
Workers Comp Insurance	306,924	338,102	440,367	440,367	0

Description: Provides police protection services to the Superior Court in courthouses located across the County as well as certain County departments, including the Employment and Human Services and the Health Services departments.

1. Court Security Services

Description: Provides bailiff and court security services for the Superior Court. This division is responsible for all security in and around court buildings, and must provide officers for additional security at all court appearances of high-risk

Sheriff-Coroner

Law and Justice

cases. This division's budget is significantly offset by Court revenue for services provided to the Court under AB 109 Public Safety Realignment and pursuant to the Trial Court Funding Act. All costs eligible under Rule 10.810 of the California Rules of Court are reimbursed by the State.

FTE: 85.0

2. Health Services Security

Description: Provides security at the Contra Costa County Regional Medical Center and health clinics in Richmond and Pittsburg. Funding for this unit comes from the Health Services Department.

FTE: 21.0

3. Employment and Human Services Department (EHSD) Security Services

Description: Provides security at County EHSD facilities. Funding for this unit comes from the Employment and Human Services Department.

FTE: 8.0

Sheriff Contract Services Summary			
Service:	Mandatory		
Level of Service:	Discretionary		
Expenditures:	\$19,253,784		
Financing:	19,253,784		
Net County Cost:	0		
Funding Sources:			
Misc. Revenue	77.4%	\$14,904,764	
Charges for Services	19.5%	3,748,759	
Transfers	3.1%	600,261	
FTE:	114.0		

Custody Services Bureau Budget

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	56,583,877	64,168,890	62,762,332	62,762,332	0
Services and Supplies	6,536,778	6,608,491	6,595,378	6,595,378	0
Other Charges	17,482	12,000	12,000	12,000	0
Fixed Assets	678,623	3,061,809	3,125,992	3,125,992	0
Expenditure Transfers	290,822	469,855	625,350	625,350	0
TOTAL EXPENDITURES	64,107,582	74,321,045	73,121,052	73,121,052	0
REVENUE					
Other Local Revenue	8,159,423	11,543,618	11,492,269	11,492,269	0
Federal Assistance	6,833,387	3,013,350	213,350	213,350	0
State Assistance	26,305,926	26,506,089	27,299,309	27,299,309	0
GROSS REVENUE	41,298,736	41,063,057	39,004,928	39,004,928	0
NET COUNTY COST (NCC)	22,808,845	33,257,988	34,116,124	34,116,124	0
Allocated Positions (FTE)	374	374	368	368	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	89%	87%	87%	87%	
% Change in Total Exp		16%	(2%)	0%	
% Change in Total Rev		(1%)	(5%)	0%	
% Change in NCC		46%	3%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	25,186,635	28,176,275	28,672,255	28,672,255	0
Temporary Salaries	188,249	236,500	236,500	236,500	0
Permanent Overtime	5,200,432	5,193,373	5,193,373	5,193,373	0
Deferred Comp	14,936	67,020	66,420	66,420	0
Comp & SDI Recoveries	(167,607)	0	0	0	0
FICA/Medicare	799,539	915,118	1,182,854	1,182,854	0
Ret Exp-Pre 97 Retirees	209,468	213,150	213,150	213,150	0
Retirement Expense	19,494,908	23,148,885	20,936,609	20,936,609	0
Employee Group Insurance	4,461,892	5,018,686	4,786,833	4,786,833	0
Unemployment Insurance	114,233	84,232	86,215	86,215	0
Workers Comp Insurance	1,081,192	1,115,651	1,388,123	1,388,123	0

Description: Provides for the care and custody of sentenced and unsentenced inmates who are incarcerated in the County's three adult detention facilities or who are deemed eligible for an

alternative to custody. This function includes the intake process and transportation to designated courts and other jurisdictions. The three detention facilities, alternatives to detention, AB

Sheriff-Coroner

Law and Justice

109 Public Safety Realignment programming and court services divisions are described as follows:

1. Martinez Detention Facility (MDF)

Description: Maximum-security institution, located in Martinez housing many of the County's unsentenced inmates awaiting trial. It also serves as the booking and intake center for all law enforcement agencies within the county.
FTE: 132.0

2. West County Detention Facility (WCDF)

Description: WCDF is a program-oriented facility located in Richmond housing medium-security prisoners. Inmates who present behavioral problems are returned to the MDF in Martinez.
FTE: 126.0

3. Marsh Creek Detention Facility (MCDF)

Description: Located in Clayton, this facility is primarily responsible for the care, custody, and control of sentenced minimum-security male inmates; unsentenced inmates may also be held at this facility.
FTE: 22.0

4. Custody Alternative Facility (CAF)

Description: The CAF program diverts persons who would be incarcerated into non-residential programs such as the Work Alternative Program. Work Alternative is operated for those inmates sentenced to jail for 30 days or less. Inmates accepted into the program provide public service labor at no cost to the County, while relieving housing costs associated with incarceration. Home Detention and County Parole are also included in this division. The cost of this division is partially offset by user fees;

cost savings is also realized through a decrease in the detention population.
FTE: 21.0

5. Custody Services Administration

Description: Provides inmate classification and other detention management services.
FTE: 17.0

6. Public Safety Realignment (AB 109 Program)

Description: Programming primarily at the West County Detention and Marsh Creek Detention Facilities including supervision and operating costs related to non-serious, non-violent, non-sexual offenders in county custody pursuant to AB 109.
FTE: 30.0

7. Detention Transportation

Description: Provides inmate transportation between detention facilities and the Courts.
FTE: 20.0

Custody Services Bureau Summary

Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$73,121,052
Financing:		39,004,928
Net County Cost:		34,116,124
Funding Sources:		
Sales Tax	36.9%	\$27,015,694
Misc. Revenue	13.4%	9,835,269
Charges for Services	2.3%	1,657,000
Intergov. Revenue	0.7%	496,965
General Fund	46.7%	34,116,124
FTE:		368.0

Coroner Budget

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	1,864,865	2,026,884	2,039,593	2,039,593	0
Services and Supplies	827,619	774,148	796,574	796,574	0
Expenditure Transfers	33,174	30,392	30,392	30,392	0
TOTAL EXPENDITURES	2,725,658	2,831,424	2,866,559	2,866,559	0
REVENUE					
Other Local Revenue	167,536	185,000	185,000	185,000	0
GROSS REVENUE	167,536	185,000	185,000	185,000	0
NET COUNTY COST (NCC)	2,558,122	2,646,424	2,681,559	2,681,559	0
Allocated Positions (FTE)	10	10	10	10	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	69%	72%	72%	72%	
% Change in Total Exp		4%	1%	0%	
% Change in Total Rev		10%	0%	0%	
% Change in NCC		3%	1%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	826,336	864,005	918,196	918,196	0
Temporary Salaries	23,712	24,000	27,374	27,374	0
Permanent Overtime	106,135	94,500	94,500	94,500	0
Deferred Comp	345	4,080	0	0	0
Comp & SDI Recoveries	(4,606)	0	0	0	0
FICA/Medicare	17,781	21,584	18,816	18,816	0
Ret Exp-Pre 97 Retirees	8,147	6,200	6,200	6,200	0
Retirement Expense	701,594	808,889	764,528	764,528	0
Employee Group Insurance	148,114	166,515	162,534	162,534	0
Unemployment Insurance	3,448	2,597	2,792	2,792	0
Workers Comp Insurance	33,859	34,514	44,653	44,653	0

Description: Determines the cause of death, specifically in the area of homicide, suicide, accidental and unexplained natural deaths. Coroner's deputies are on duty 24 hours a day, 7 days a week, and remove the deceased from place of death. A fee is in effect for the removal of deceased persons. This division has very little flexibility in reducing personnel expenditures and maintaining an around-the-clock presence. The

Coroner is responsible for the operation of the County Morgue, the functions of which are mandated by state law.

FTE: 10.0

Sheriff-Coroner

Law and Justice

Coroner Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$2,866,559	
Financing:	185,000	
Net County Cost:	2,681,559	
Funding Sources:		
Removal Fee/Reports	5.4%	\$155,000
Misc. Revenue	1.0%	30,000
General Fund	93.6%	2,681,559
FTE:	10.0	

Office of Emergency Services Budget

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	3,828,219	3,801,049	3,625,007	3,625,007	0
Services and Supplies	2,328,232	2,868,933	2,187,091	2,187,091	0
Other Charges	141,170	2,500	2,500	2,500	0
Fixed Assets	358,636	2,842,800	1,937,800	1,937,800	0
Expenditure Transfers	220,898	(974,180)	176,567	176,567	0
TOTAL EXPENDITURES	6,877,155	8,541,102	7,928,965	7,928,965	0
REVENUE					
Other Local Revenue	1,297,376	1,486,592	1,561,173	1,561,173	0
Federal Assistance	422,624	0	0	0	0
State Assistance	1,681,713	3,562,382	2,764,776	2,764,776	0
GROSS REVENUE	3,401,713	5,048,974	4,325,949	4,325,949	0
NET COUNTY COST (NCC)	3,475,441	3,492,128	3,603,016	3,603,016	0
Allocated Positions (FTE)	23	23	17	17	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	58%	40%	47%	47%	
% Change in Total Exp		24%	(7%)	0%	
% Change in Total Rev		48%	(14%)	0%	
% Change in NCC		0%	3%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	1,771,145	1,685,056	1,668,536	1,668,536	0
Temporary Salaries	31,300	28,000	28,000	28,000	0
Permanent Overtime	263,121	433,902	433,902	433,902	0
Deferred Comp	4,596	7,080	9,120	9,120	0
Comp & SDI Recoveries	(13,560)	0	0	0	0
FICA/Medicare	65,578	71,244	65,691	65,691	0
Ret Exp-Pre 97 Retirees	13,977	20,876	20,876	20,876	0
Retirement Expense	1,367,060	1,268,967	1,106,546	1,106,546	0
Employee Group Insurance	253,477	221,996	217,497	217,497	0
Unemployment Insurance	7,690	5,088	5,044	5,044	0
Workers Comp Insurance	63,836	58,840	69,795	69,795	0

Sheriff-Coroner

Law and Justice

Description: Provides planning, training, and support services to help citizens and agencies prepare for and manage disaster, including simulation exercise drills. This Division also manages the Sheriff's Homeland Security Unit, which has responsibility for crime prevention, crime analysis, intelligence, and management of the Countywide Community Warning System.
FTE: 17.0

Office of Emergency Services Summary

Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:		\$7,928,965
Financing:		4,325,949
Net County Cost:		3,603,016
Funding Sources:		
Intergovernmental	37.6%	\$2,980,776
Charges for Services	16.6%	1,313,673
Misc. Revenue	0.4%	31,500
General Fund	45.4%	3,603,016

FTE: 17.0

Miscellaneous Programs (Non-General Fund)

1. Central Identification Bureau

Description: Provides for operation of the statewide Automated Fingerprint Identification System (AFIS) for all law enforcement agencies in the County. Monies budgeted in this fund will be spent pursuant to direction of the Random Access Network Board.

Central Identification Bureau Summary

Service:	Discretionary	
Level of Service:	Mandated	
Expenditures:		\$4,247,100
Financing:		2,372,000
Net Fund Cost:		1,875,100
Funding Sources:		
Intergovernmental	50.6%	\$2,150,000
Misc. Revenue	4.7%	200,000
Use of Money	0.5%	22,000
Fund Balance	44.2%	1,875,100

2. Controlled Substance Analysis

Description: Provides criminalistics laboratory analysis of controlled substances in a timely fashion and in order to increase the effectiveness of criminal investigation and prosecution.

Controlled Substance Analysis Summary

Service:	Discretionary	
Level of Service:	Mandated	
Expenditures:		\$7,000
Financing:		7,000
Net Fund Cost:		0
Funding Sources:		
General Fines	92.9%	\$6,500
Use of Money	7.1%	500

3. Countywide Gang & Drug Trust

Description: Provides for expenditures and revenues for preventing, enforcing and prosecuting illegal gang and/or drug activity. Expenditures must be approved by a panel consisting of the Sheriff, District Attorney, Chief Probation Officer, and a representative from the County Police Chiefs' Association.

Countywide Gang & Drug Trust Summary			
Service:			Discretionary
Level of Service:			Discretionary
Expenditures:			\$81,000
Financing:			81,000
Net Fund Cost			0
Funding Sources:			
Intergovernmental	98.8%	\$80,000	
Investment Earnings	1.2%	1,000	

4. County Law Enforcement Computer Communication Capital Projects

Description: Provides for the replacement and enhancement of a countywide law enforcement message switching computer and accumulates funds to partially finance Sheriff's communications equipment replacement.

County Law Enforcement Computer/Communication Capital Projects Summary			
Service:			Discretionary
Level of Service:			Discretionary
Expenditures:			\$1,158,221
Financing:			327,000
Net Fund Cost:			831,221
Funding Sources:			
Charges for Services	16.8%	\$195,000	
Miscellaneous	11.2%	130,000	
Use of Money	0.2%	2,000	
Fund Balance	71.8%	831,221	

5. Law Enforcement Training Center

Description: Established as a cost-neutral enterprise fund, the Sheriff's Office, with the Contra Costa College District at Los Medanos Community College, provides specialized training to law enforcement personnel.
FTE: 5.0

Law Enforcement Training Center Summary			
Service:			Discretionary
Level of Service:			Discretionary
Expenditures:			\$1,519,603
Financing:			1,519,603
Net Fund Cost:			0
Funding Sources:			
Charges for Services	50.9%	\$773,149	
Misc. Revenue	37.3%	566,454	
Intergovernmental	11.8%	180,000	
FTE:			4.0

6. Narcotic Forfeiture

Description: Provides support for tracking the assets of persons involved in narcotics crimes and for ongoing narcotics enforcement efforts; maximizes forfeited assets and augments traditional law enforcement programs. In certain circumstances, assets can be forfeited to support local law enforcement. The budget is divided into federal, state and local, and Department of the Treasury forfeited narcotics assets.

Narcotic Forfeiture Summary			
Service:			Discretionary
Level of Service:			Mandated
Expenditures:			\$63,825
Financing:			63,825
Net Fund Cost:			0
Funding Sources:			
Seizures	97.1%	\$62,000	
Use of Money	2.9%	1,825	

Sheriff-Coroner

Law and Justice

7. Prisoners Welfare Fund

Description: Pursuant to Penal Code Section 4025, provides for the revenues associated with the detention commissary and commission from detention pay telephones. These revenues are used to fund educational opportunities for inmates.

FTE: 6.0

Prisoners Welfare Fund Summary			
Service:	Discretionary		
Level of Service:	Discretionary		
Expenditures:	\$2,937,972		
Financing:	1,577,380		
Net Fund Cost:	1,360,592		
Funding Sources:			
Miscellaneous	52.4%	\$1,539,880	
Charges for Svc	1.2%	36,500	
Use of Money	0.1%	1,000	
Fund Balance	46.3%	1,360,592	
FTE:	6.0		

8. Supplemental Law Enforcement Services Funds (SLESF) – Front Line Enforcement and Jail Operations

Description: As provided by AB 3229 (Chapter 134, Statutes of 1996), the State supplements otherwise available funding for local public safety services (COPS). These funds are used for jail operations and enhancement of Patrol Division services including the Air Support Unit. SLESF is now subsumed under the County's Local Revenue Fund pursuant to AB 109 Public Safety Realignment.

SLESF-Front Line Enforcement and Jail Operations Summary			
Service:	Discretionary		
Level of Service:	Mandated		
Expenditures:	\$585,634		
Financing:	585,634		
Net Fund Cost:	0		
Funding Sources:			
Public Safety			
Realignment	100.0%	\$585,634	

9. Traffic Safety

Description: Provides for the cost of official traffic control devices, the maintenance thereof; equipment and supplies for traffic law enforcement and traffic accident prevention; the maintenance, improvement or construction of public streets, bridges and culverts; and in some cases, school crossing guards within a Board-governed police services area.

Traffic Safety Summary			
Service:	Mandatory		
Level of Service:	Mandatory		
Expenditures:	\$394,560		
Financing:	27,600		
Net Fund Cost:	366,960		
Funding Sources:			
Fines	4.5%	\$17,800	
Charges for Svc	2.1%	8,200	
Use of Money	0.4%	1,600	
Fund Balance	93.0%	366,960	

10. Trial Court Security

Description: Provides AB 109 Public Safety Realignment (State) funding for bailiff and court security services for the Superior Court.

Trial Court Security Summary			
Service:	Mandatory		
Level of Service:	Discretionary		
Expenditures:	\$15,130,301		
Financing:	15,130,301		
Net Fund Cost:	0		
Funding Sources:			
Public Safety			
Realign	100.0%	\$15,130,301	

CAO's Recommendation

The FY 2015-16 Baseline Budget reduces expenditure appropriations by \$0.4 million, or 0.2% and estimated revenue by \$3.1 million, or 2.1%, resulting in an increase to net County cost of \$2,665,509.

The Recommended Budget includes a \$4,192,421 million increase in net County cost over FY 2014-15 Budget. This amount funds the entire Baseline Budget. The remainder is allocated towards augmenting unincorporated County Patrol operations with 10 FTE new Deputy Sheriff positions.

The Recommended Budget maintains the baseline vacancy factor of \$4.2 million to account for savings associated with positions that are currently or will become vacant during the year. We have advised the Sheriff to continue to recruit aggressively in sworn classifications in order to maximize staffing within authorized levels. Should the Sheriff's Office not achieve the budgeted vacancy factor due to favorable recruiting and retention of sworn personnel, we will return to the Board later in the fiscal year with a recommendation for a budgetary augmentation.

Note: The County Administrator has developed recommendations based on service level impacts communicated by the Office of the Sheriff-Coroner. It is acknowledged that the Sheriff-Coroner is an elected official and has ultimate discretion on how to best deploy resources within his department using appropriations allocated by the Board of Supervisors.

Performance Measurement

The Sheriff's Office experienced slight improvements in the operating budget for FY 2014-15 given the improving economy, however the Office continues to struggle with staff retention issues, as sworn officers resign for higher wages at other local law enforcement agencies. The Office continues with the mission to recruit, hire and train the most qualified staff in response to the ever-present vacancy rate created by the shortage of experienced police officers in the job market. As attrition and retention issues continue to be addressed, the Sheriff's Office remains committed to ensuring a highly visible patrol presence throughout the unincorporated communities of the County.

The Sheriff's Office completed the build out of the 9-1-1 Wireless Program which routes all cellular 9-1-1 service calls, initiated within County limits, to the Sheriff's Communication Center, reducing response times to emergencies throughout unincorporated areas of the County.

The Sheriff's Office continues to respond to challenges as a result of the impact of the AB 109 realignment initiative. During FY 2013-14, the Office experienced an approximate 30% increase in inmates sentenced to county jail time that would have previously been held in state custody. In addition, the realignment sentencing guidelines are resulting in more "special needs" inmates serving longer sentences within the County jails, thereby pushing the maximum security housing limits to capacity levels.

While adjusting internal operations to respond to the changes in inmate sentencing and housing, the Sheriff Office continues to be an active participant in the Community Corrections

Sheriff-Coroner

Law and Justice

Partnership in an ongoing effort to assist inmates with the successful transition back into the community upon their release.

The impacts of Proposition 47, the statewide initiative reducing felony drug possession cases to misdemeanors, remain to be seen. Initially, the legislation resulted in a noticeable reduction in the medium security inmate population; however, those numbers are beginning to rise again in the early months of 2015. Due to the limited sentencing options under the new statute, offenders may not be able to maximize the benefits of in-custody services as many are released pre-trial or for time served.

Administrative and Programs Goals

The Office of the Sheriff is committed to the following goals for FY 2015-16:

- Remain committed to hiring highly qualified Deputy Sheriff candidates, to offset a 50%+ increase in the attrition rate of experienced Deputy Sheriffs, leaving for higher compensation offered by other law enforcement agencies.
- Implement a training and mentoring program to facilitate the development of a newly hired work force in an effort to bridge the gap created by the rapid loss of experienced employees.
- Continue to modify operational processes to ensure proper management of the AB 109 Realignment initiative with the focus on working with local community-based organizations to ensure inmates receive access to services that will assist in their successful transitions back into the community upon release.
- Continue the expansion of the Automated Regional Information Exchange System (ARIES) to include contiguous counties (Alameda, Solano, and Sacramento) which will provide additional data sources and a larger contribution to the shared data warehouse. ARIES will begin using a new crime analysis tool, Coplink, to assist with analyzing the various sources of data. ARIES is the East Bay Node for Coplink representing numerous counties and over 100 individual agencies.

FY 2015-16 Program Modification List

Order	Reference to Mand/Disc List	Program Name	Service	FTE	Net County Cost Impact	Impact
1	17	Unincorporated Patrol	County Patrol Operations	10.0	\$1,824,892	Increased staffing in County Patrol by 10 FTE Deputy Sheriff positions to support unincorporated patrol operations throughout the County
2	17	Unincorporated Patrol	County Patrol Operations	0.0	(\$297,980)	Reduce overtime appropriation in County Patrol in recognition of 10 FTE new Deputy Sheriff positions placed into service
			Total	10.0	\$1,526,912	

Superior Court Related Functions

Law and Justice

Summary Superior Court Related Functions

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	615,824	87,025	33,400	33,400	0
Services and Supplies	848,077	2,414,453	1,669,453	1,669,453	0
Other Charges	16,281,950	15,437,088	15,470,943	15,598,943	128,000
Expenditure Transfers	13,822	20,000	20,000	20,000	0
TOTAL EXPENDITURES	17,759,672	17,958,566	17,193,796	17,321,796	128,000
REVENUE					
Other Local Revenue	8,066,394	7,120,566	6,730,161	6,730,161	0
State Assistance	41,938	38,000	60,000	60,000	0
GROSS REVENUE	8,108,332	7,158,566	6,790,161	6,790,161	0
NET COUNTY COST (NCC)	9,651,340	10,800,000	10,403,635	10,531,635	128,000
FINANCIAL INDICATORS					
Salaries as % of Total Exp	3%	0%	0%	0%	
% Change in Total Exp	0%	1%	(4%)	1%	
% Change in Total Rev	0%	(12%)	(5%)	0%	
% Change in NCC	0%	12%	(4%)	1%	
COMPENSATION INFORMATION					
Temporary Salaries	57,040	80,000	30,000	30,000	0
FICA/Medicare	4,364	6,200	3,000	3,000	0
Unemployment Insurance	216	325	100	100	0
Workers Comp Insurance	348	500	300	300	0
Labor Received/Provided	553,856	0	0	0	0

Department Description

The preceding table represents information in aggregate format summarizing expenditures, revenues, and net County costs for three budget units administered by the County Administrator's Office. Included are data for the following budget units:

0202 – Trial Court Programs
0238 – Civil Grand Jury
0239 – Criminal Grand Jury

Major Department Responsibilities

The mission of Superior Court-related functions is to provide for all court services not eligible for state funding under the California Rule of Court 810, and includes the County's subsidy to the State in the case of Trial Court Programs; to examine management, operations and procedures of the County, cities and other local public agencies in the case of the Civil Grand Jury; to examine evidence presented by the District Attorney in the case of the Criminal Grand Jury; and to provide funding for local

Superior Court Related Functions

Law and Justice

dispute resolution as an alternative to formal court proceedings in the case of the Dispute Resolution Program; and to provide debt service payments for the Family Law Center on behalf of the Superior Court.

Superior Court Related Functions

Law and Justice

Trial Court Programs

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	615,824	87,025	33,400	33,400	0
Services and Supplies	626,413	2,198,953	1,425,953	1,425,953	0
Other Charges	16,281,950	15,437,088	15,470,943	15,598,943	128,000
Expenditure Transfers	13,822	20,000	20,000	20,000	0
TOTAL EXPENDITURES	17,538,009	17,743,066	16,950,296	17,078,296	128,000
REVENUE					
Other Local Revenue	8,066,394	7,120,566	6,730,161	6,730,161	0
State Assistance	41,938	38,000	60,000	60,000	0
GROSS REVENUE	8,108,332	7,158,566	6,790,161	6,790,161	0
NET COUNTY COST (NCC)	9,429,677	10,584,500	10,160,135	10,288,135	128,000
FINANCIAL INDICATORS					
Salaries as % of Total Exp	4%	0%	0%	0%	
% Change in Total Exp	0%	1%	(4%)	1%	
% Change in Total Rev	0%	(12%)	(5%)	0%	
% Change in NCC	0%	12%	(4%)	1%	
COMPENSATION INFORMATION					
Temporary Salaries	57,040	80,000	30,000	30,000	0
FICA/Medicare	4,364	6,200	3,000	3,000	0
Unemployment Insurance	216	325	100	100	0
Workers Comp Insurance	348	500	300	300	0
Labor Received/Provided	553,856	0	0	0	0

Description: Provide for the General Fund subsidy for Court operations to the State of California, and all court services not eligible for State funding under California Rule of Court 810 including capital case costs, certain homicide case costs, and collections of court-ordered fees and fines.

Superior Court Related Functions

Law and Justice

Trial Court Programs Summary		
Service:	Mandatory	
Level of Service:	Mandatory	
Expenditures:	\$17,058,296	
Financing:	6,770,161	
Net County Cost:	10,288,135	
Funding Sources:		
Charges for Services	24.9%	\$ 4,242,444
Fine/Forks/Penalties	14.3%	2,440,717
Intergov Revenue	0.4%	60,000
Lics/Perm/Franchises	0.2%	27,000
General Fund	60.2%	10,288,135

Superior Court Related Functions

Law and Justice

Civil Grand Jury

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Services and Supplies	174,739	145,500	155,500	155,500	0
TOTAL EXPENDITURES	174,739	145,500	155,500	155,500	0
REVENUE					
					0
NET COUNTY COST (NCC)	174,739	145,500	155,500	155,500	0
FINANCIAL INDICATORS					
% Change in Total Exp	0%	(17%)	7%	0%	
% Change in NCC	0%	(17%)	7%	0%	

Description: Examine accounts of County, cities and other local public agencies, review management of County departments, and publish its findings and recommendations in an annual report. The Grand Jury may order special audits or investigations.

Civil Grand Jury Summary			
Service:	Mandatory		
Level of Service:	Discretionary		
Expenditures:	\$155,500		
Financing:	0		
Net County Cost:	155,500		
Funding Sources:			
General Fund	100.0%	\$155,500	

Superior Court Related Functions

Law and Justice

Criminal Grand Jury

General Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Services and Supplies	46,925	70,000	88,000	88,000	0
TOTAL EXPENDITURES	46,925	70,000	88,000	88,000	0
REVENUE					
					0
NET COUNTY COST (NCC)	46,925	70,000	88,000	88,000	0
FINANCIAL INDICATORS					
% Change in Total Exp	0%	49%	26%	0%	
% Change in NCC	0%	49%	26%	0%	

Description: Examine evidence presented by the District Attorney and return criminal indictments directly to the Superior Court.

Criminal Grand Jury Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$88,000	
Financing:	0	
Net County Cost:	88,000	
Funding Sources:		
General Fund	100.0%	\$88,000

Superior Court Related Functions

Law and Justice

Miscellaneous Programs (Non-General Fund)

1. Dispute Resolution Program

Description: Provides for the establishment and funding, at County option, of local dispute resolution services including small claims, guardianship, and unlawful detainer / civil harassment mediation, as an alternative to formal court proceedings. This program is funded from an \$8 portion of court civil filing fees. Services are provided by professional contractors.

Dispute Resolution Program Summary

Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$243,000
Financing:	243,000
Net Fund Cost:	0

Funding Sources:			
Court Filing Fees	100.0%	\$243,000	

Fund 112600

2. Criminal Justice Facility Construction

Description: Fund established pursuant to Government Code 76100 for the purpose of assisting the county in the construction, reconstruction, expansion, improvement, operation, or maintenance of county criminal justice and court facilities and for improvement of criminal justice automated information systems. The fund accumulates deposits of surcharges on every fine, penalty, or forfeiture imposed and collected by the courts for criminal offenses. The Criminal Justice Facility Construction Fund is used to pay the debt on the District Attorney Office facility and the Bray Courthouse in Martinez.

Criminal Justice Facility Construction

Service:	Discretionary
Level of Service:	Mandatory
Expenditures:	\$1,670,647
Financing:	1, 670,647
Net Fund Cost:	0

Funding Sources:			
Fines & Forfeit	67.4%	\$1,125,000	
Interfund Transfers	32.6%	545,347	
Investment Earnings	0.0%	300	

Fund 110600

3. Courthouse Construction

Description: Fund established pursuant to Government Code 76100 for the purpose of assisting the county in the acquisition, rehabilitation, construction, and financing of courtrooms, a courtroom building or buildings containing facilities necessary or incidental to the operation of the justice system, or court facilities. The fund accumulates deposits of surcharges on every fine, penalty, or forfeiture imposed and collected by the courts for criminal offenses. Pursuant to the Trial Court Facilities Act of 2002, counties are required to transfer any fund balances to the State unless there remains bonded indebtedness for local court facilities. The County's Courthouse Construction Fund is used to pay the debt on the Bray Courthouse and the Family Law Center facilities in Martinez.

Superior Court Related Functions

Law and Justice

Courthouse Construction			
Service:	Discretionary		
Level of Service:	Mandatory		
Expenditures:	\$2,009,173		
Financing:	2,009,173		
Net Fund Cost:	0		
Funding Sources:			
Fines & Forfeit	46.8%	\$	939,300
Interfund Transfers	53.2%		1,069,873
Fund 110700			

4. Family Law Center - Debt Service

Description: Provides for the Superior Court's share of the annual debt service payment obligations for the Family Law Center. These funds were transferred to the County pursuant to a settlement agreement between the County and the Contra Costa County Superior Court dated December 1, 2009.

Family Law Center – Debt Service			
Service:	Discretionary		
Level of Service:	Mandatory		
Expenditures:	\$2,087,030		
Financing:	0		
Net Fund Cost:	2,087,030		
Funding Sources:			
Fund Balance	100.0%	\$	2,087,030
Fund 135400			

CAO's Recommendation

The Baseline expenditures were reduced from the current year budget by \$764,770 due primarily to the elimination of a one-time provision for outside attorney and witness fees for capital cases. Court revenues are budgeted conservatively, downward from the current year budget by \$368,405 based on of modest receipts

in the last 12 months.

The Recommended Budget is increased by \$128,000 over the Baseline to provide for the one-time allocation approved by the Board of Supervisors on February 3, 2015 to subsidize the Superior Court's first-year costs to implement Laura's Law, a court-ordered assisted outpatient mental health treatment program. The Court provided an estimated annual cost of \$128,000 based on 1.5 FTE positions required to support the anticipated workload associated with 37 cases as an extension of the current LPS court calendar. (Lanterman Petris Short concerns the involuntary civil commitment to a mental health institution in the State of California.)

In better economic times, we have historically budgeted in anticipation of three to five open capital cases annually; however, we are recommending a budget that anticipates only one capital case for the new budget year. It should be noted that Superior Court programs are mandated and should the recommended budget prove to be insufficient, mid-year augmentations will need to be made from the County's reserves or through mid-year reductions in other County programs.

The Recommended Budget includes appropriations in the amount of \$15.1 million for transfer to the State to subsidize the cost of the local Superior Court, and \$1.8 million for court functions for which the County is financially responsible under the Trial Court Funding Act and Public Safety Realignment (AB 109)*. The General Fund subsidy to the courts for non-Rule 810 court operations includes judicial benefits for current judges who were serving as judicial officers in 1997, collection services, court probation officer services, legal defense representation in capital cases, and other court-appointed counsel.

**Note that the Sheriff's Department earns revenue in consideration for providing bailiff and security services to the Court. These costs and revenues are reported in the County Local Revenue Fund and the Sheriff's Department budget.*

Performance Measurement

The County and the Superior Court have worked

Superior Court Related Functions

Law and Justice

diligently to minimize the County General Fund impact for capital cases through the adoption of new policies including presumptive rates and fees.

Administrative and Program Goals

In fiscal year 2015-16, the County Administrator will continue to work with the Superior Court to:

- Coordinate with the Court on the implementation of new criminal justice case management systems to maintain a seamless interface between County and Court systems;
- Collaborate with the Court on a project to equip courtrooms with secure wireless communications to support automated case management in the courtrooms; and
- Continue working with the Court's collections unit to maximize revenue recovery and minimize the cost of revenue collection
- Update Memoranda of Understanding (MOU) covering enhanced court collections and bank account interest, and develop comprehensive MOU addressing the contemporary County/Court relationship
- Assist the civil grand jury with securing satellite meeting locations and technological capability for audio conferencing and a web-based application process to encourage participation of citizens in east and west county.

FY 2015-16 Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	1	Trial Court Programs	Increase subsidy to Superior Court to provide for first-year cost to implement Laura's Law	0.0	\$128,000	Will reduce funds available for the Law & Justice case management systems replacement project and provide time for the Superior Court to secure State financing to support the program.
			Total	0.0	\$128,000	

Superior Court Related Functions

Law and Justice

The background of the entire page is a scenic photograph of a body of water, likely a bay or lake, with a grassy shoreline and mountains in the distance under a blue sky with white clouds. Overlaid on this background is a large, semi-transparent circular seal. The seal features a central illustration of a ship on the water, with a cityscape and mountains in the background. The words "SEAL OF" are at the top, "CALIFORNIA" is on the right, and "CONTRA COSTA COUNTY" is at the bottom.

County of Contra Costa Fire Districts

Page intentionally left blank

Contra Costa County FPD

Special District

Jeff Carman, Fire Chief

Contra Costa County FPD Operating Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	68,161,803	83,476,347	86,776,366	87,988,989	1,212,623
Services and Supplies	7,106,077	7,807,667	9,827,878	9,827,878	0
Other Charges	2,325,978	2,607,899	4,600,600	4,600,600	0
Fixed Assets	74,777	1,215,000	213,000	613,000	400,000
Expenditure Transfers	14,707,777	15,331,110	15,983,599	15,983,599	0
TOTAL EXPENDITURES	92,376,412	110,438,023	117,401,443	119,014,066	1,612,623
REVENUE					
Other Local Revenue	92,564,920	94,721,763	109,540,328	109,540,328	0
Federal Assistance	1,258,581	5,237,475	4,500,000	4,500,000	0
State Assistance	900,664	940,510	880,700	880,700	0
GROSS REVENUE	94,724,165	100,899,748	114,921,028	114,921,028	0
NET FUND COST (NFC)	(2,347,753)	9,538,275	2,480,415	4,093,038	1,612,623
Allocated Positions (FTE)	302	329	329	336	7
FINANCIAL INDICATORS					
Salaries as % of Total Exp	88%	88%	86%	85%	
% Change in Total Exp		20%	6%	1%	
% Change in Total Rev		7%	14%	0%	
% Change in NFC		(506%)	(74%)	65%	
COMPENSATION INFORMATION					
Permanent Salaries	29,736,660	33,127,068	34,767,840	35,449,800	681,960
Temporary Salaries	195,453	275,000	275,000	275,000	0
Permanent Overtime	9,549,557	9,548,963	11,162,633	11,162,633	0
Deferred Comp	16,835	26,520	26,520	28,560	2,040
Comp & SDI Recoveries	(645,466)	(500,000)	(500,000)	(500,000)	0
FICA/Medicare	556,553	546,450	715,980	725,898	9,918
Retirement Expense	13,212,925	23,437,888	23,641,984	24,019,469	377,485
Excess Retirement	29,664	30,000	30,000	30,000	0
Employee Group Insurance	4,791,468	5,717,723	5,512,523	5,595,776	83,253
Retiree Health Insurance	5,389,425	6,413,000	5,638,480	5,638,480	0
OPEB Pre-Pay	1,959,289	1,959,289	1,959,289	1,959,289	0
Unemployment Insurance	(8)	0	0	0	0
Workers Comp Insurance	3,369,447	2,894,446	3,546,117	3,604,084	57,967

Department Description

The preceding table represents information in aggregate summarizing expenditures and revenue for the fire suppression/emergency medical response crews, fire prevention bureau,

communications center, apparatus shop, training section, emergency medical services office, and administration functions.

Contra Costa County FPD

Special District

Major Department Responsibilities

The Contra Costa County Fire Protection District (CCCFPD) is responsible for providing fire suppression responses to both structure and wildland fires; emergency medical services including paramedic responses, rescue responses, hazardous condition responses; plan review, code enforcement, fire/arson investigation, weed abatement, public education, permits issuance required by Fire Code; and ensuring water supply needed for fire flow, compliance-based inspections, and training.

CCCFPD Operating Fund Summary

Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$119,014,066
Financing:	114,921,028
Fund Balance:	4,093,038

Funding Sources:		
Property Taxes	83.4%	\$99,289,200
Charges for Svcs	7.6%	9,091,748
Intergovernmental	5.4%	6,372,580
Fund Balance	3.5%	4,093,038
Misc. Revenue	0.1%	167,500

FTE: 335.6

Non-Operating Funds

Non-operating fund budget units include developer fee accounts that are restricted to capital needs necessitated by growth, and Pension Obligation Bond (POB) Debt Service and Stabilization fund budget units that were created pursuant to the issuance of pension obligation bonds in July 2005.

CCCFPD Capital Outlay Fund

The Capital Outlay Fund includes funds collected during the building permit process and is intended to ameliorate the impact of new construction service demands on District capital needs. This fund is primarily intended for major capital outlay projects such as new fire stations.

CCCFPD Capital Outlay Fund

Service:	Discretionary
Level of Service:	Discretionary

Expenditures:	\$3,102,221
Financing:	3,102,221

Funding Sources:		
Fund Balance	98.7%	\$3,061,977
Charges for Svc	1.3%	40,000
Use of Money	0.0%	240

CCCFPD Fire Developer Fee Fund

The CCCFPD Developer Fee includes funds collected during the building permit process in the unincorporated areas of the former CCCFPD (prior to the July 1994 consolidation). This fund no longer receives developer fees because it has been replaced by the CCCFPD New Development Fee Fund that was established in August 2006. Residual monies in this fund are intended to mitigate the new construction service demands on District capital needs, and are primarily used for construction projects.

CCCFPD Developer Fee Fund

Service:	Discretionary
Level of Service:	Discretionary

Expenditures:	\$538
Financing:	538

Funding Sources:		
Fund Balance	100.0%	\$538

Riverview Fire Developer Fee Fund

The Riverview Fire Developer Fee Fund, which includes monies previously collected during the building permit process in the unincorporated areas of the former Riverview Fire Protection District, no longer receives developer fees and has been replaced by the CCCFPD New Development Fee Fund established in August 2006. Residual monies in this fund are intended to mitigate the impact of new construction

Contra Costa County FPD

Special District

service demands on District capital needs, and are primarily used for construction projects.

Riverview Fire Developer Fee Fund			
Service:			Discretionary
Level of Service:			Discretionary
Expenditures:			\$55,663
Financing:			55,663
Funding Sources:			
Fund Balance	100.0%		\$55,663

Pittsburg Special Fund

The Pittsburg Special Fund is comprised of fees collected in the Pittsburg area and by agreement with the City of Pittsburg for capital purchases.

Pittsburg Special Fund			
Service:			Discretionary
Level of Service:			Discretionary
Expenditures:			\$867,078
Financing:			867,078
Funding Sources:			
Fund Balance	99.9%		\$866,838
Use of Money	0.1%		240

CCCYPD New Development Fee Fund

The CCCYPD New Development Fee Fund, established in August 2006, replaces both the CCCYPD and Riverview Fire Developer Fee Funds. This fund includes monies collected during the building permit process in all of the unincorporated areas of the District and is intended to mitigate the impact of new construction service demands on District capital needs.

CCCYPD New Development Fee Fund			
Service:			Discretionary
Level of Service:			Discretionary
Expenditures:			\$261,757
Financing:			261,757
Funding Sources:			
Fund Balance	77.0%		\$201,517
Charges for Svcs	22.9%		60,000
Use of Money	0.1%		240

CCCYPD POB Debt Service Fund

The Pension Obligation Bond Debt Service Fund was created due to the issuance of Pension Obligation Bonds in July 2005 to refinance the District's Unfunded Actuarial Accrued Liability (UAAL) as of December 2004 with the Contra Costa County Employees' Retirement Association. The refinancing resulted in savings in excess of \$50 million over 18 years as the POB interest rate paid to the bondholders was significantly lower than the interest rate charged by the Retirement Association. This fund is created to pay the bondholders via the trustee.

CCCYPD POB Debt Service Fund			
Service:			Discretionary
Level of Service:			Discretionary
Expenditures:			\$12,544,665
Financing:			12,544,665
Funding Sources:			
Fund Balance	83.0%		\$10,420,564
Prop Tax Intercept	16.9%		2,114,101
Use of Money	0.1%		10,000

CCCYPD Stabilization Fund

The Pension Obligation Stabilization Fund was created pursuant to the issuance of Pension Obligation Bonds in July 2005. The savings realized from the lower interest rates are set-

Contra Costa County FPD

Special District

aside in the Stabilization Fund to extinguish new Retirement System Unfunded Actuarial Accrued Liabilities (UAAL); replenish reserves; and, upon a unanimous vote of the full Board, for any other lawful purpose of the District.

CCCFPD Stabilization Fund			
Service:	Discretionary		
Level of Service:	Discretionary		
Expenditures:	\$2,620,396		
Financing:	2,620,396		
Funding Sources:			
POB Savings	99.6%	\$2,610,396	
Use of Money	0.4%	10,000	

CAO's Recommendation

The FY 2015-16 Recommended Budget provides for the funding of 24 fire stations and 335.6 FTEs. This includes 24 three-person companies and three two-person squads. In contrast, the FY 2014-15 Recommended Budget funded 23 companies with no squads and a total of 301.6 FTEs.

Prior to the start of FY 2014-15, the District received a two-year federal staffing grant in the amount of \$9.6 million. This grant funds 27 firefighter positions. Additionally, in June 2014, the voters in the City of San Pablo passed a sales tax measure (Measure K) to enhance emergency medical incident response. The additional sources of revenue have allowed the District to reopen a fire station in the City of Clayton and staff fire stations in the cities of Walnut Creek, Concord, and San Pablo with a two-person squad in addition to the existing three-person company.

The District is primarily funded by property tax revenues. In FY 2014-15, the District experienced a 9.6% growth in secured property assessed valuation and 9.3% growth in total assessed valuation. This represents the second consecutive year of growth in assessed valuation after several years of declines. The District received additional property tax distributions during the course of the fiscal year

due to the dissolution of various redevelopment agencies in the County.

Despite this increase in revenue, the District will need to use reserve funds to balance its FY 2014-15 budget because the growth in expenditures outpaced the growth in revenue. Employer retirement rates increased significantly in FY 2014-15 due largely to the CCCERA Board's decision to decrease the investment return assumption from 7.75% to 7.25%. The District's Safety Tier A rate increased from 47.3% in 2013-14 to 77.6% in 2014-15. In addition to direct employer retirement costs, the District is making payments on a 2005 issue of pension obligation bonds through 2022.

In FY 2015-16 employer retirement contribution rates will decrease for most employers and rate groups. In FY 2014-15 the District settled a contract with its largest labor group, IAFF Local 1230. The new contract provides for three, 2.5% wage increases and eliminates the 9% employee subvention of the employer cost towards retirement, in three equal installments of 3%, over the course of the contract. The reduction in employee subvention of employer retirement costs offsets the general decline in rates most other employers in CCCERA will experience in FY 2015-16.

In FY 2014-15 the District appropriated \$1 million to address some of its critical capital needs and began implementation in March 2014 with an enterprise lease agreement to replace light duty vehicles on a regular basis. In December 2014, the District executed a low-interest lease purchase arrangement for the replacement of several heavy fire apparatus. The FY 2015-16 Recommended Budget continues the \$1 million appropriation to fund the lease purchase payments associated with the agreement described above and includes appropriations for station repair projects and the acquisition of additional heavy fire apparatus. It also includes an appropriation for a fire boat, increased appropriations for non-capital and capital equipment, and appropriations for seven support staff positions that were eliminated during the economic recession.

The FY 2015-16 Recommended Budget anticipates a 6% growth in secured property assessed valuation and some new sources of

revenue, including the EMS first responder cost recovery fee (\$1.7 million) and Measure K revenue from the City of San Pablo (\$1.2 million).

The FY 2015-16 Recommended Budget balances by using approximately \$4.1 million in fund balance. The District has a policy to maintain a minimum reserve of 10% of operating fund budgeted expenditures. Despite the planned use of reserves to balance the budget, the District continues to meet its reserve requirements. It should also be noted that \$2.6 million of the District's planned expenditures are for the transfer of funds from the general operating fund to the pension obligation stabilization fund. The pension obligation stabilization fund can be used for very limited purposes – such as extinguishing new retirement UAALs and replenishing general fund reserves.

The District is still recovering from a long and deep recession, during which layoffs and reductions in service occurred, employee take-home pay declined due to wage and benefit concessions, aging equipment was not replaced, and infrastructure needs were not adequately addressed. The 2015-16 Recommended Budget attempts to address some of those needs while still maintaining practical fiscal controls.

The County Administrator continues to work with the District to monitor finances and operations throughout the year and report to the Board should there be a need to amend the Recommended Budget.

Performance Measurement

During FY 2014-15 the District:

- Reopened Fire Station 11 in the City of Clayton and added three, two-person squads at Fire Station 1 in the City of Walnut Creek, Fire Station 6 in the City of Concord, and Fire Station 70 in the City of San Pablo.
- Responded to approximately 45,000 incidents in calendar year (CY) 2014,

representing a 3% increase in call volume.

- Conducted approximately 12,000 life safety inspections and plan reviews of new buildings and fire/life safety systems for compliance with state and local fire and building codes during CY 2014. This represents a decrease in total number of projects but an increase in the size and complexity of constructions projects reviewed.
- Awarded a \$9.6 million federal staffing grant to be used over a period of two years.
- Executed a funding agreement with the City of San Pablo for enhanced emergency medical services subsequent to the passage of sales tax Measure K.
- Conducted and completed three firefighter candidate academies.
- Adopted an ordinance establishing a cost recovery fee for first-responder emergency medical services.
- Executed a five-year agreement for the leasing, maintenance, and management of the District's light vehicle fleet.
- Executed a ten-year lease-purchase agreement for the replacement of aging heavy fire apparatus.
- Purchased three squad vehicles to support the primary emergency medical mission of the new two-person squads as well as providing a fully functional support platform for rescues and firefighting support operations.
- Conducted an ambulance service feasibility study and issued a request for qualifications for an ambulance provider to partner with the District in responding to the Contra Costa County *Request for Proposals for Exclusive Operator for Emergency Ambulance Service*.

Contra Costa County FPD

Special District

- Updated and upgraded the 911-system in the regional communications center and installed new servers.
- Redesigned and modernized the District website.
- Adopted a new logo for uniforms, vehicles, and District branding.
- Continued implementation of the new East Bay Regional Communications System.
- Continued working on partnership with the Moraga-Orinda Fire Protection District to jointly build and operate a fire station to serve western Lafayette and Orinda.
- Establish and employ a standardized method for capturing and reporting incident response data.
- Finalize partnership with the Moraga-Orinda Fire Protection District to jointly build and operate a fire station to serve western Lafayette and Orinda.
- Pursue alternative revenue sources and enterprise opportunities to reduce dependence on property tax revenue.
- Analyze and enhance current business and operational practices and develop sustainment plans for all aspects of the organization.
- Explore the possibility of a comprehensive energy efficiency and renewable energy program in partnership with Chevron Energy Solutions.

Administrative and Program Goals

During FY 2015-16, the District will:

- Reduce call processing and turnout times in an effort to reduce overall incident response times.
- Analyze and enhance the current dispatch and deployment models to meet current and future service delivery requirements.
- Continue to address infrastructure needs and the replacement of capital equipment.
- Continue to pursue grant funding opportunities as they become available.

FY 2015-16 **Program Modification List**

Order	Reference to Mand/Disc List	Program Name	Service	FTE	Net Fund Cost Impact	Impact
1	N/A	Fire Prevention/ Administration	Fire Prevention/ Administration	7.0	\$1,212,623	Adds support positions in telecommunications, IT, facility maintenance, training and administration
2	N/A	Fire Suppression	Fire Suppression	0	\$400,000	Fire boat purchase; water rescue, fire suppression on docks and marina and in refinery areas
			Total	7.0	\$1,612,623	

Crockett-Carquinez FPD
Special District

Jerry Littleton, Jr., Fire Chief

Crockett-Carquinez Fire Protection Fund	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
EXPENDITURES					
Salaries and Benefits	181,287	214,650	224,009	224,009	0
Services and Supplies	336,206	768,163	178,950	178,950	0
Other Charges	117,119	126,690	131,541	131,541	0
Fixed Assets	76,276	0	0	0	0
TOTAL EXPENDITURES	710,887	1,109,503	534,500	534,500	0
REVENUE					
Other Local Revenue	598,092	465,600	530,900	530,900	0
Federal Assistance	195,201	0	0	0	0
State Assistance	3,531	3,600	3,600	3,600	0
GROSS REVENUE	796,824	469,200	534,500	534,500	0
NET FUND COST (NFC)	(85,938)	640,303	0	0	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	26%	19%	42%	42%	
% Change in Total Exp		56%	(52%)	0%	
% Change in Total Rev		(41%)	14%	0%	
% Change in NFC		(845%)	(100%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	39,319	31,000	37,000	37,000	0
Temporary Salaries	124,085	163,000	165,354	165,354	0
FICA/Medicare	12,497	15,000	16,000	16,000	0
Retirement Expense	351	300	300	300	0
Employee Group Insurance	3,424	3,500	3,355	3,355	0
Unemployment Insurance	577	600	600	600	0
Workers Comp Insurance	1,034	1,250	1,400	1,400	0

Department Description

The preceding table represents information in aggregate summarizing expenditures and revenue for the fire suppression, emergency medical response, training, and administration functions.

Major Department Responsibilities

The Crockett-Carquinez Fire Protection District is a Paid-on-Call district responsible for providing fire suppression, emergency, and non-emergency services to the community including incidents requiring medical assistance, rescue, hazard management, weed abatement, and public education.

Crocket-Carquinez FPD

Special District

Crockett-Carquinez FPD Summary

Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:		\$534,500
Financing:		534,500
Net Fund Cost:		0
Funding Sources:		
Property Taxes	82.1%	\$439,000
Other Revenues	17.2%	91,900
State Aid	0.7%	3,600

Performance Measurement


- Crockett-Carquinez FPD was able to recruit and hire five (5) new Paid-on-Call firefighters during FY 2014-15.
- The District procured a new pumper truck which is being built and scheduled for delivery by the end of FY 2014-15
- The District received \$2,500 from the U.S. Department of Agriculture, Volunteer Assistance Grant for wildland equipment acquisition.

CAO's Recommendation

The FY 2015-16 Recommended Budget reflects a decrease of \$589,213 in expenditures, which is primarily composed of fund balance budgeted in FY 2014-15. Recommended revenue reflects a \$65,300 increase from the FY 2014-15 Budget based on prior year experience and anticipated property tax increases. For this reason, the District is not proposing to use any fund balance to balance the FY 2015-16 Recommended Budget.

Administrative and Program Goals

- Continue recruiting Paid-on-Call personnel.
- Continue pursuing donations and grants to help supplement funding for apparatus and equipment needs.
- Upgrade technical rescue capabilities and place rescue truck in service.

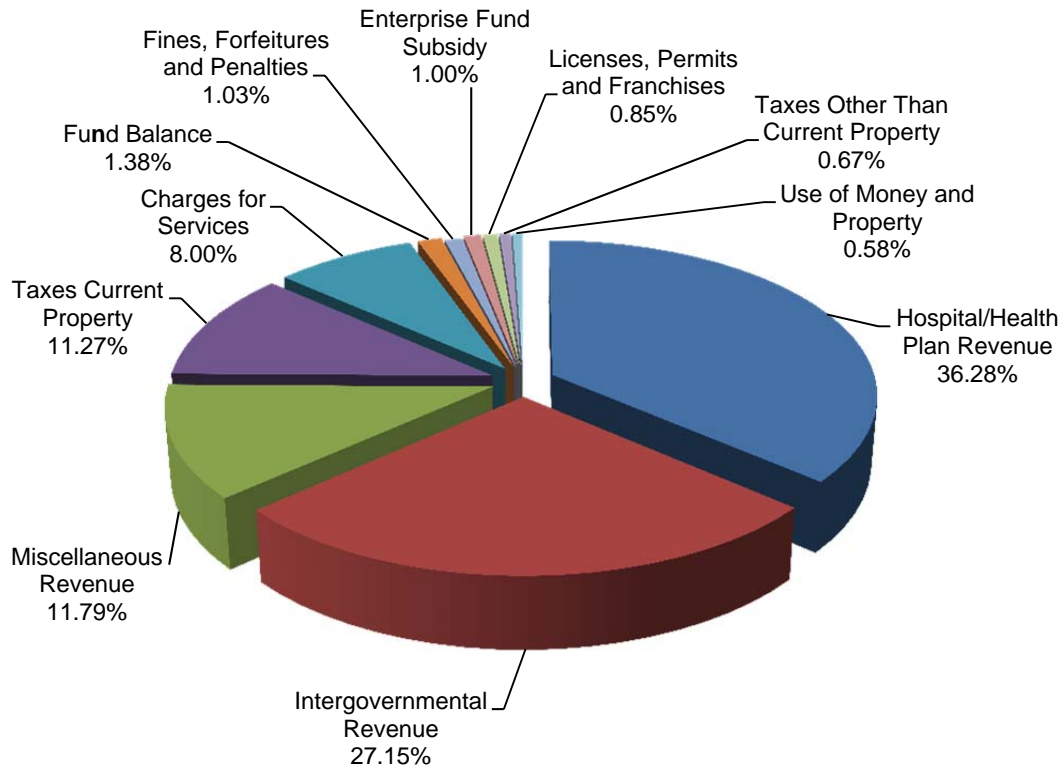
The background of the entire page is a photograph of a body of water, likely a bay or estuary, with a grassy shoreline and hills in the distance under a blue sky with white clouds. Overlaid on this background is a large, semi-transparent circular seal. The seal features a central illustration of a ship, a building, and a landscape. The words "SEAL OF" are at the top, "CALIFORNIA" is at the bottom, and "CONTRA COSTA COUNTY" is written around the inner circle. The text "County of Contra Costa" and "Summary Information" is written in orange over the top half of the seal.

County of Contra Costa Summary Information

Page intentionally left blank

ALL COUNTY FUNDS

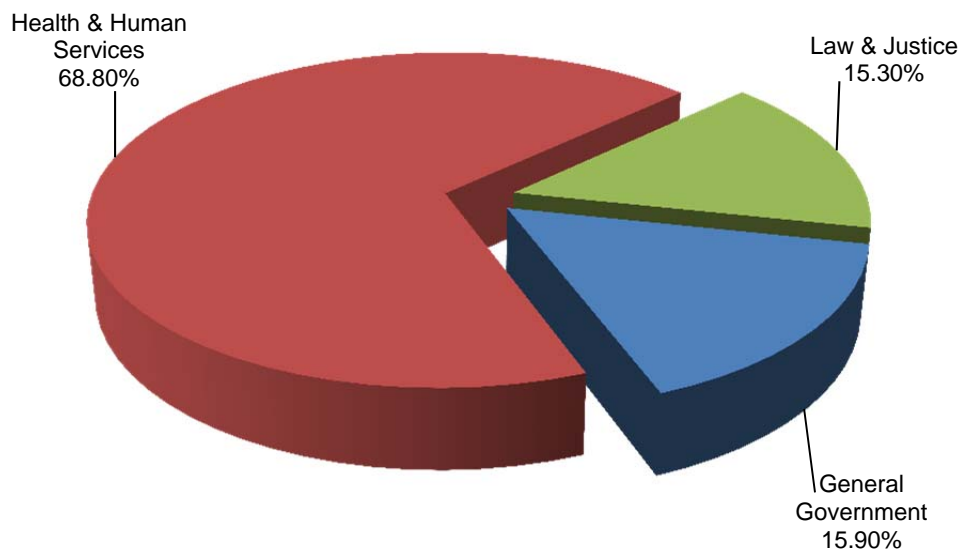
**FY 2015-2016
Recommended Sources**



Source of Funds	Recommended FY 2015-16	Percent of Total
Hospital/Health Plan Revenue	1,108,677,743	36.28%
Intergovernmental Revenue	829,824,777	27.15%
Miscellaneous Revenue	360,422,777	11.79%
Taxes Current Property	344,549,005	11.27%
Charges for Services	244,430,584	8.00%
Fund Balance	42,082,225	1.38%
Fines, Forfeitures and Penalties	31,444,498	1.03%
Enterprise Fund Subsidy	30,408,776	1.00%
Licenses, Permits and Franchises	26,095,062	0.85%
Taxes Other Than Current Property	20,434,587	0.67%
Use of Money and Property	17,610,797	0.58%
TOTAL RECOMMENDED SOURCES	3,055,980,831	100.00%

ALL COUNTY FUNDS

**FY 2015-2016
Recommended Requirements**



Use of Funds	Recommended FY 2015-16	Percent of Total
Health & Human Services	2,102,764,419	68.80%
General Government	485,789,170	15.90%
Law & Justice	467,427,242	15.30%
Total Requirements	3,055,980,831	100.00%

ALL COUNTY FUNDS

All County Funds include the County's Enterprise Funds (i.e. Airport, Sheriff Law Enforcement Training Center Fund, Child Care Enterprise Fund, Hospital, Health Plan and Major Risk Medical Insurance Fund). Please refer to the Table of Funds for more detailed fund descriptions.

Internal Service fund balances are not included in All County Funds; however, County impacts are reflected in the individual Departmental Budget Summaries. These funds include the Fleet Services Fund and the County's Self-Insurance Funds. The Fleet Services Fund is used to account for the rental of motor vehicles and other related costs to other departments. The County's Self-Insurance Funds are used to account for administrative costs and payments of claims under various insurance programs. Revenues are primarily premiums paid by other operating funds (reflected in departmental expense) and interest on investments. The insurance programs include: Employee Dental, Long-Term Disability, Workers' Compensation, Automotive Liability, Public (General) Liability, State Unemployment, Medical Liability, and Special District Property.

ALL COUNTY FUNDS
Total Requirements Summary By Fund

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Recommended	2015-16 Change
General Government	194,288,222	208,686,849	272,612,418	260,318,124	(12,294,294)
Health & Human Services	667,174,501	692,695,233	735,001,631	775,001,320	39,999,689
Law & Justice	331,640,025	346,519,468	386,070,872	387,685,919	1,615,047
SubTotal General Fund	1,193,102,748	1,247,901,550	1,393,684,921	1,423,005,363	29,320,442
Ellinwood Cap-Proj	0	0	250	250	0
County Law Enfrmt-Cap Proj	1,728,393	80,386	2,665,576	1,158,221	(1,507,355)
Recorder Modernization	1,840,601	2,492,914	11,105,603	11,040,581	(65,022)
Court / Clerk Automation	0	0	78	78	0
Fish And Game	74,404	23,431	247,795	136,150	(111,645)
Land Development Fund	2,281,527	2,528,872	3,512,411	2,510,000	(1,002,411)
Criminalistics Laboratory	2,561	4	126,584	7,000	(119,584)
Survey Monument Preservtn	69,131	83,191	742,795	594,727	(148,068)
Crim Justice Facility Constr	1,194,889	1,241,404	1,165,258	1,670,647	505,389
Courthouse Construction	1,425,736	1,376,810	2,011,172	2,009,173	(1,999)
Road	34,162,798	34,577,415	61,543,635	48,803,815	(12,739,820)
Transportation Improvement	732,107	1,174,535	1,737,765	2,270,000	532,235
Sans Crainte Drainage	0	12,230	260,063	256,033	(4,030)
Private Activity Bond	720,018	1,351,715	958,448	1,521,051	562,603
Affordable Housing Spec Rev	279	4	96,537	130,000	33,463
Navy Trans Mitigation	209,915	285,517	5,857,010	5,786,118	(70,892)
Tosco/Solano Trns Mitigation	7,312	2,523	21,000	16,000	(5,000)
Child Development Fund	19,931,394	19,923,922	19,732,626	23,310,612	3,577,986
HUD NSP	1,507,228	727,158	1,965,073	1,657,447	(307,626)
Used Oil Recycling Grant	53,760	26,667	71,718	160,000	88,282
Conservation & Development	23,629,353	22,909,096	27,245,741	27,077,321	(168,420)
CDD/PWD Joint Review Fee	400,775	385,232	1,341,910	1,341,910	0
Drainage Deficiency	4,023,924	54	2,733,952	2,239,312	(494,640)
Public Works	1,606,044	497,936	5,888,094	5,888,094	0
D A Consumer Protection	335,077	171,207	5,191,509	350,000	(4,841,509)
Domestic Violence Victim Asst	125,739	138,447	133,314	139,000	5,686
Dispute Resolution Program	249,483	240,410	587,638	243,000	(344,638)
Zero Tolrnce-Dom Violence	310,631	310,555	688,070	357,382	(330,688)
D A Revenue Narcotics	99,080	87,373	439,061	70,000	(369,061)
D A Environment/Osha	415,669	1,547	2,392,030	306,910	(2,085,120)
D A Forfeitre-Fed-Doj	20,286	92,898	298,762	20,500	(278,262)
Walden Green Maintenance	46,637	79,294	533,683	400,000	(133,683)
R/Estate Fraud Prosecute	543,418	28,130	2,355,867	457,400	(1,898,467)
CCC Dept Child Spprt Svcs	18,725,204	18,757,578	18,946,946	18,817,709	(129,237)
Emergency Med Svcs Fund	2,043,620	2,395,766	2,263,129	1,692,403	(570,726)

ALL COUNTY FUNDS**Total Requirements Summary By Fund (continued)**

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Recommended	2015-16 Change
AB75 Tobacco Tax Fund	149	115	49	0	(49)
Traffic Safety Fund	40,850	951	394,560	394,560	0
Pub Protect-Spec Rev Fund	826,034	629,788	2,811,712	2,804,252	(7,460)
Sheriff Narc Forfeit-St/Local	468,784	284	329,514	50,000	(279,514)
Sheriff Forfeit-Fed-Doj	156,454	4	551,606	13,500	(538,106)
Sup Law Enforcement Svcs	5,682,633	6,388,680	7,225,307	6,316,840	(908,467)
Sheriff Forfeit-Fed Treasury	4	4	199,706	325	(199,381)
Prop 63 Mh Svcs Acct	25,511,843	34,040,260	32,410,306	43,114,746	10,704,440
Prisoners Welfare Fund	1,419,057	1,445,959	2,909,592	2,937,972	28,380
Comm Coll Child Dev-Fund	1,913,050	1,978,181	2,236,778	0	(2,236,778)
Probation Officers Special Fund	79,122	64,083	283,275	262,500	(20,775)
Automated Sys Dvlpmnt	170,000	170,000	200,000	200,000	0
Property Tax Admin	0	0	3,052,351	3,052,351	0
Cnty Local Rev Fund 2011	110,977,999	132,784,505	128,025,350	148,264,923	20,239,573
Ihss Public Authority	1,635,620	1,863,030	2,057,919	2,447,017	389,098
DNA Identification Fund	558,383	310,433	573,902	285,000	(288,902)
Comm Corr Prfmc Incntv Fd	2,879,437	3,889,807	5,864,913	3,677,015	(2,187,898)
No Rich Wst&Rcvy Mtgn Fee	1,160,549	282,747	1,204,316	550,000	(654,316)
L/M Hsg Asset Fd-Lmihaf	0	34,540	0	7,585,000	7,585,000
Bailey Rd Mntc Surcharge	0	1,076,015	1,698,758	540,000	(1,158,758)
Home Invstmt Ptnrshp Act	0	466,749	300,115	300,000	(115)
County Library	23,750,479	23,743,834	28,262,541	27,878,964	(383,577)
Casey Library Gift	41	42	256,187	100	(256,087)
Hercul/Rodeo Crock A Of B	2,148		6,396	5,100	(1,296)
West County Area Of Benefit	4	314	5,100	5,100	0
North Richmond A of B	948	7,870	10,000	5,500	(4,500)
Martinez Area Of Benefit	169,512	278,018	214,500	200,500	(14,000)
Briones Area Of Benefit	4	4	2,500	1,100	(1,400)
Central Co Area/Benefit	189,130	244,397	830,000	151,000	(679,000)
So Wal Crk Area Of Benefit	831	1,377	15,050	20,100	5,050
Alamo Area Of Benefit	63,260	75,173	150,200	390,200	240,000
South Co Area Of Benefit	252,001	289,480	1,237,500	500,500	(737,000)
Pitts/Antioch Area/Benefit	0	1,480	0	0	0
Marsh Crk Area Of Benefit	4	28,819	2,640	0	(2,640)
East County Area Of Benef	501,044	677,903	701,000	521,000	(180,000)
Bethel Isl Area Of Benefit	34,465	25,624	31,500	30,500	(1,000)
County Childrens	183,898	89,379	302,310	185,000	(117,310)
Animal Benefit	100,029	66,022	1,142,107	70,000	(1,072,107)
Co-Wide Gang And Drug	46,681	60,535	1,441,935	81,000	(1,360,935)

ALL COUNTY FUNDS
Total Requirements Summary By Fund (continued)

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Recommended	2015-16 Change
Livable Communities Fund	0	250,000	870,893	800,000	(70,893)
Ava Service Authority	126,821	0	0	0	0
Arra Hud Bldg Insp Npp	906,681	880,295	1,075,325	1,076,000	675
Retirement Uaal Bond Fund	67,942,535	68,404,567	43,550,539	36,917,526	(6,633,013)
Ret Litgtn Stlmnt Dbt Svc	2,759,911	2,759,911	2,759,911	2,759,911	0
Family Law Ctr-Debt Svc	680,282	124,657	2,632,377	2,087,030	(545,347)
Central Identify Bureau	2,592,834	1,704,108	4,247,100	4,247,100	0
Sprw Fund	656,835	477,084	4,649,036	4,620,109	(28,927)
Rd Dvlpmnt Discovery Bay	4	4	110,500	100,300	(10,200)
Road Imprvmnt Fee	1,743,672	1,000,340	2,400,500	5,342,000	2,941,500
Rd Devlpmnt Rich/EI Sobrt	4	4,629	10,500	15,500	5,000
Road Development Bay Point	39,510	126,556	180,400	5,400	(175,000)
Rd Devlpmnt Pacheco Area	658	34,106	37,400	85,400	48,000
Airport Enterprise	4,932,318	4,548,690	4,759,032	3,941,669	(817,363)
Sheriff Law Enf Trng Cntr	1,461,637	1,476,703	1,554,100	1,519,603	(34,497)
Childcare Enterprise	35,046	0	74,089	74,089	0
Hospital Enterprise	496,695,783	503,178,550	520,377,256	531,312,936	10,935,680
Hmo Enterprise	291,062,119	344,785,269	313,629,648	536,489,235	222,859,587
Hmo Enterprise-Comm Plan	120,408,032	102,222,754	91,828,636	72,043,234	(19,785,402)
Major Risk Med Insur Ent	1,208,415	742,986	1,233,645	800,000	(433,645)
Fleet LSF	10,099,051	10,323,516	13,924,762	13,457,916	(466,846)
SubTotal Non-General Fund	1,300,643,588	1,366,065,352	1,421,708,247	1,632,975,467	211,267,220
Total Requirements - All Funds	2,493,746,336	2,613,966,902	2,815,393,168	3,055,980,831	240,587,662

ALL COUNTY FUNDS**Summary**

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Recommended	2015-16 Change
SOURCES					
Taxes-Current Property	293,010,187	311,985,139	315,635,231	344,549,005	28,913,774
Taxes-Other than Current Property	20,120,023	23,258,992	17,497,294	20,434,587	2,937,293
License/Permit/Franchises	22,851,129	24,433,200	25,464,929	26,095,062	630,133
Fines/Forfeits/Penalties	35,740,804	37,250,759	32,785,903	31,444,498	(1,341,405)
Use of Money & Property	11,352,630	9,109,795	7,900,210	17,610,797	9,710,587
Intergovernmental Revenue	717,847,196	747,329,486	779,492,645	829,824,777	50,332,132
Charges for Services	215,276,903	226,811,007	250,907,423	244,430,584	(6,476,839)
Miscellaneous Revenue	326,012,935	369,776,713	336,273,458	360,422,777	24,149,319
Hospital/Health Plan Enterprise Funds	867,881,470	934,023,897	896,660,409	1,108,677,743	212,017,334
Enterprise Fund Subsidy	34,146,228	30,408,776	30,408,776	30,408,776	0
Total Revenue	2,544,239,505	2,714,387,764	2,694,641,354	3,013,898,605	319,257,251
Fund Balance	(50,493,165)	(100,420,861)	120,751,815	42,082,225	(78,669,590)
TOTAL SOURCES	2,493,746,340	2,613,966,903	2,815,393,169	3,055,980,831	240,587,661

REQUIREMENTS

Salaries and Benefits	1,023,043,157	1,076,378,154	1,195,430,416	1,227,846,160	32,415,744
Services and Supplies	952,370,392	1,018,950,095	1,098,490,535	1,285,760,174	187,269,639
Other Charges	400,452,515	382,300,918	324,016,359	333,520,224	9,503,865
Fixed Assets	11,075,116	7,784,190	42,515,655	31,992,718	(10,522,937)
Provisions for Contingencies			4,055,653	7,671,955	3,616,302
Gross Expenditures	2,386,941,180	2,485,413,356	2,664,508,618	2,886,791,230	222,282,612
Expenditure Transfers	106,805,160	128,553,547	150,884,551	169,189,600	18,305,049
TOTAL REQUIREMENTS	2,493,746,340	2,613,966,903	2,815,393,169	3,055,980,831	240,587,661

Allocated Positions (FTE)	8,012	8,530	8,574	8,905	331
----------------------------------	--------------	--------------	--------------	--------------	------------

ALL COUNTY AND DISTRICTS MAJOR FUNDS

Major Fund: CONTRA COSTA FIRE

Summary

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Recommended	2015-16 Change
SOURCES					
Taxes Current Property	81,668,179	86,310,666	87,475,837	99,289,200	11,813,363
Taxes Other Than Cur Prop	(1,465,912)	(1,037,602)	0	0	0
Use Of Money & Property	15,616	1,509	10,980	10,720	(260)
Intergovernmental Revenue	8,226,414	3,341,967	7,462,985	6,372,580	(1,090,405)
Charges for Services	6,380,267	6,119,322	5,873,426	9,191,748	3,318,322
Miscellaneous Revenue	10,168,243	2,744,539	2,780,883	2,777,896	(2,987)
Total Revenue	104,992,807	97,480,402	103,604,111	125,921,719	14,038,033
Fund Balance	(3,690,486)	(4,844,700)	18,074,644	8,279,575	(9,795,069)
TOTAL SOURCES	101,302,321	92,635,702	121,678,755	125,921,719	4,242,964
REQUIREMENTS					
Salaries and Benefits	68,607,539	68,161,803	87,414,262	87,988,989	574,727
Services and Supplies	7,584,219	7,106,077	8,743,775	10,817,910	2,074,135
Other Charges	2,671,669	2,348,556	2,618,459	4,610,658	1,992,199
Fixed Assets	2,330,594	311,489	4,947,816	3,900,217	(1,047,599)
Gross Expenditures	81,194,020	77,927,925	103,724,312	107,317,774	3,593,462
Expenditure Transfers	20,108,300	14,707,777	17,954,443	18,603,945	649,502
TOTAL REQUIREMENTS	101,302,321	92,635,702	121,678,755	125,921,719	4,242,964
 Allocated Positions (FTE)	 365	 302	 329	 336	 7

ALL COUNTY AND DISTRICTS MAJOR FUNDS**Major Fund: HMO ENTERPRISE FUND****Summary**

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Recommended	2015-16 Change
SOURCES					
Other Hospital Revenues	12	0	0	0	0
External Health Plan Revenue	289,004,757	336,352,593	313,629,648	536,489,235	222,859,587
Total Revenue	289,004,769	336,352,593	313,629,648	536,489,235	222,859,587
Fund Balance	82,388	(1,012,705)	0	0	0
TOTAL SOURCES	289,087,157	335,339,888	313,629,648	536,489,235	222,859,587
REQUIREMENTS					
Salaries and Benefits	15,587,508	17,576,484	20,463,930	22,730,393	2,266,463
Services and Supplies	199,322,728	273,587,303	280,816,551	492,634,578	211,818,027
Other Charges	74,176,921	44,176,101	12,349,167	21,124,264	8,775,097
TOTAL REQUIREMENTS	289,087,157	335,339,888	313,629,648	536,489,235	222,859,587
 Allocated Positions (FTE)	 100	 155	 155	 156	 1

ALL COUNTY AND DISTRICT MAJOR FUNDS

Major Fund: HOSPITAL ENTERPRISE FUND

Summary

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Recommended	2015-16 Change
SOURCES					
Medicare Patient Services	28,652,765	37,360,154	30,370,831	36,350,430	5,979,599
Medi-Cal Patient Services	200,812,946	226,504,306	231,189,512	223,781,758	(7,407,754)
Hlth Plan Patient Svcs	123,539,730	114,896,260	130,204,547	116,635,056	(13,569,491)
Private Pay Patient Svcs	6,782,388	8,237,865	8,249,147	10,048,232	1,799,085
Interdept Patient Svcs	5,459,169	4,810,809	4,619,345	4,263,443	(355,902)
Other Hospital Revenues	58,065,035	56,693,892	53,803,806	76,582,524	22,778,718
Charges To Gen Fund Units	21,933,545	27,306,961	22,720,375	23,275,487	555,112
External Health Plan Revenue	7,955,838	(145,373)	10,889,264	12,045,577	1,156,313
Enterprise Fund Subsidy	30,376,090	26,672,488	26,672,488	26,672,488	0
Schools Funds Revenue	4,185,496	7,090,092	1,657,941	1,657,941	0
Gross Revenue	487,763,002	509,427,454	520,377,256	531,312,936	10,935,680
Fund Balance	8,932,781	(6,248,903)	0	0	0
TOTAL SOURCES	496,695,783	503,178,551	520,377,256	531,312,936	10,935,680
REQUIREMENTS					
Salaries And Benefits	295,983,773	313,250,707	328,220,583	342,842,105	14,621,522
Services And Supplies	200,596,923	188,079,290	178,517,938	174,422,713	(4,095,225)
Other Charges	115,087	1,848,553	10,271,185	10,874,867	603,682
Fixed Assets	17,954,976	4,821,185	3,367,550	3,173,251	(194,299)
Gross Expenditures	514,650,759	507,999,736	520,377,256	531,312,936	10,935,680
Expenditure Transfers	(17,954,976)	(4,821,185)	0	0	0
TOTAL REQUIREMENTS	496,695,783	503,178,550	520,377,256	531,312,936	10,935,680
 Allocated Positions (FTE)	 1,893	 1,926	 1,926	 2,184	 258

ALL COUNTY AND DISTRICT MAJOR FUNDS**ALL NON-MAJOR FUNDS****Summary**

	2011-12 Actual	2012-13 Actual	2013-14 Budget	2014-15 Recommended	2014-15 Change
SOURCES					
External Health Plan Revenue	0	3,124,303	0	0	0
Major Risk Med Ins Revenue	794,746	949,901	1,233,645	1,233,645	0
Taxes Current Property	19,472,694	19,772,941	19,854,428	21,435,231	1,580,803
Taxes Other Than Cur Prop	(413,721)	(336,533)	(195,098)	(319,706)	(124,608)
License/Permit/Franchises	9,483,191	12,113,913	12,933,627	14,151,239	1,217,612
Fines/Forfeits/Penalties	6,602,456	7,724,496	6,427,070	6,094,720	(332,350)
Use Of Money & Property	5,474,808	5,669,785	6,128,394	5,753,958	(374,436)
Intergovernmental Revenue	191,819,708	235,336,798	256,732,743	210,039,179	(46,693,564)
Charges For Services	16,265,185	16,001,938	28,335,110	27,388,280	(946,830)
Miscellaneous Revenue	115,935,964	114,196,242	115,572,080	85,264,725	(30,307,355)
Total Revenue	365,435,031	414,553,784	447,021,999	371,041,271	(75,980,728)
Fund Balance	(644,270)	(22,855,370)	70,557,969	41,082,139	(29,475,830)
TOTAL SOURCES	364,790,761	391,698,414	517,579,968	412,123,410	(105,456,558)
REQUIREMENTS					
Salaries and Benefits	66,331,213	64,857,647	74,362,423	73,698,557	(663,866)
Services and Supplies	29,072,654	30,365,263	99,968,310	87,636,903	(12,331,407)
Other Charges	90,458,369	93,603,599	93,465,683	59,606,008	(33,859,675)
Fixed Assets	(35,916,244)	(18,499,459)	5,369,052	6,733,898	1,364,846
Gross Expenditures	149,945,992	170,327,050	273,165,468	227,675,366	(45,490,102)
Expenditure Transfers	214,844,769	221,371,364	244,414,500	184,448,044	(59,966,456)
TOTAL REQUIREMENTS	364,790,761	391,698,414	517,579,968	412,123,410	(105,456,558)
Allocated Positions (FTE)	705	669	698	659	(39)

ALL COUNTY AND DISTRICTS MAJOR FUNDS

Major Fund: GENERAL FUND - *All Functional Groups*

Summary

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Recommended	2015-16 Change
SOURCES					
Taxes Current Property	273,237,246	290,785,251	294,200,000	320,580,000	26,380,000
Taxes Other Than Cur Prop	20,456,556	23,499,030	17,817,000	20,660,000	2,843,000
License/Permit/Franchises	10,737,216	11,678,092	11,313,690	11,476,050	162,360
Fines/Forfeits/Penalties	28,016,308	29,357,016	26,691,183	26,422,960	(268,223)
Use Of Money & Property	5,682,845	3,198,266	2,146,252	11,300,770	9,154,518
Intergovernmental Revenue	482,510,398	489,068,552	531,906,514	549,443,617	17,537,103
Charges For Services	196,520,760	207,519,846	223,519,143	217,491,580	(6,027,563)
Miscellaneous Revenue	211,816,693	242,470,154	250,933,733	265,630,386	14,696,653
Gross Revenue	1,228,978,022	1,297,576,207	1,358,527,515	1,423,005,363	64,477,848
Fund Balance	(35,875,272)	(49,674,657)	35,157,408	0	(35,157,408)
TOTAL SOURCES	1,193,102,750	1,247,901,550	1,393,684,923	1,423,005,363	29,320,440
REQUIREMENTS					
Salaries and Benefits	646,614,230	679,906,113	773,026,108	787,811,097	14,784,989
Services and Supplies	388,195,176	402,263,410	434,924,110	456,431,866	21,507,756
Other Charges	232,552,677	241,170,738	230,752,887	235,052,535	4,299,648
Fixed Assets	6,515,801	6,411,680	31,926,467	24,251,330	(7,675,137)
Provisions for Contingency			4,055,653	7,671,955	3,616,302
Gross Expenditures	1,273,877,884	1,329,751,941	1,474,685,225	1,511,218,783	36,533,558
Expenditure Transfers	(80,775,135)	(81,850,391)	(81,000,304)	(88,213,420)	(7,213,116)
TOTAL REQUIREMENTS	1,193,102,749	1,247,901,550	1,393,684,922	1,423,005,363	29,320,441
Allocated Positions (FTE)	5,349	5,786	5,826	5,901	75

ALL COUNTY AND DISTRICTS MAJOR FUNDS**Major Fund: GENERAL FUND - *General Government Functional Group*****Summary**

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Recommended	2015-16 Change
SOURCES					
Taxes Current Property	273,237,246	290,785,251	294,200,000	320,580,000	26,380,000
Taxes Other Than Cur Prop	20,456,556	23,499,030	17,817,000	20,660,000	2,843,000
License/Permit/Franchises	8,726,373	9,702,665	8,869,966	9,502,550	632,584
Fines/Forfeits/Penalties	24,015,109	23,975,345	23,042,500	23,023,297	(19,203)
Use Of Money & Property	5,151,072	2,696,944	1,641,032	1,907,491	266,459
Intergovernmental Revenue	21,648,142	22,799,684	27,994,802	32,117,862	4,123,060
Charges For Services	76,591,471	81,291,575	84,808,249	80,548,949	(4,259,300)
Miscellaneous Revenue	47,324,248	52,422,625	57,394,207	56,689,730	(704,477)
Gross Revenue	477,150,218	507,173,119	515,767,755	545,029,878	29,262,123
Fund Balance	(282,861,996)	(298,486,270)	(243,155,337)	(284,711,754)	(41,556,417)
TOTAL SOURCES	194,288,222	208,686,849	272,612,418	260,318,124	(12,294,294)
REQUIREMENTS					
Salaries and Benefits	112,520,457	114,653,575	136,428,264	137,945,781	1,517,517
Services and Supplies	112,652,641	116,385,112	152,081,832	145,520,731	(6,561,101)
Other Charges	40,351,059	52,526,747	43,234,625	39,697,255	(3,537,370)
Fixed Assets	4,157,251	2,248,607	18,839,893	15,298,707	(3,541,186)
Provisions for Contingency			4,055,653	7,671,955	3,616,302
Gross Expenditures	269,681,407	285,814,041	354,640,267	346,134,429	(8,505,838)
Expenditure Transfers	(75,393,185)	(77,127,192)	(82,027,849)	(85,816,305)	(3,788,456)
TOTAL REQUIREMENTS	194,288,222	208,686,849	272,612,418	260,318,124	(12,294,294)
Allocated Positions (FTE)	1,031	1,046	1,066	1,066	0

ALL COUNTY AND DISTRICTS MAJOR FUNDS

Major Fund: GENERAL FUND - *Health & Human Services Functional Group* Summary

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Recommended	2015-16 Change
SOURCES					
License/Permit/Franchises	434,468	419,392	370,544	415,000	44,456
Fines/Forfeits/Penalties	667,106	900,940	531,061	625,946	94,885
Use Of Money & Property	531,773	501,322	505,220	9,393,279	8,888,059
Intergovernmental Revenue	366,125,037	365,848,695	404,009,766	420,662,153	16,652,387
Charges For Services	73,542,675	80,752,920	88,849,610	86,951,216	(1,898,394)
Miscellaneous Revenue	120,041,107	141,160,761	137,073,753	152,066,972	14,993,219
Gross Revenue	561,342,167	589,584,030	631,339,954	670,114,566	38,774,612
Fund Balance	105,832,334	103,111,203	103,661,677	104,886,754	1,225,077
TOTAL SOURCES	667,174,501	692,695,233	735,001,631	775,001,320	39,999,689
REQUIREMENTS					
Salaries and Benefits	271,219,715	289,295,321	334,240,390	342,260,184	8,019,794
Services and Supplies	233,628,020	243,154,562	232,890,369	263,761,598	30,871,229
Other Charges	167,555,902	162,926,726	164,002,374	170,191,366	6,188,992
Fixed Assets	604,777	1,247,233	760,858	1,129,103	368,245
Gross Expenditures	673,008,414	696,623,842	731,893,991	777,342,251	45,448,260
Expenditure Transfers	(5,833,913)	(3,928,609)	3,107,640	(2,340,931)	(5,448,571)
TOTAL REQUIREMENTS	667,174,501	692,695,233	735,001,631	775,001,320	39,999,689
Allocated Positions (FTE)	2,649	3,011	3,011	3,057	46

ALL COUNTY AND DISTRICTS MAJOR FUNDS**Major Fund: GENERAL FUND - *Law & Justice Functional Group*****Summary**

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Recommended	2015-16 Change
SOURCES					
License/Permit/Franchises	1,576,374	1,556,036	2,073,180	1,558,500	(514,680)
Fines/Forfeits/Penalties	3,334,093	4,480,730	3,117,622	2,773,717	(343,905)
Intergovernmental Revenue	94,737,218	100,420,172	99,901,946	96,663,602	(3,238,344)
Charges For Services	46,386,613	45,475,351	49,861,284	49,991,416	130,132
Miscellaneous Revenue	44,451,339	48,886,769	56,465,773	56,873,684	407,911
Gross Revenue	190,485,637	200,819,058	211,419,805	207,860,919	(3,558,886)
Fund Balance	141,154,388	145,700,411	174,651,067	179,825,000	5,173,933
TOTAL SOURCES	331,640,025	346,519,469	386,070,872	387,685,919	1,615,047
REQUIREMENTS					
Salaries and Benefits	262,874,057	275,957,218	302,357,454	307,605,132	5,247,678
Services and Supplies	41,914,515	42,723,736	49,951,909	47,149,537	(2,802,372)
Other Charges	24,645,716	25,717,266	23,515,888	25,163,914	1,648,026
Fixed Assets	1,753,773	2,915,839	12,325,716	7,823,520	(4,502,196)
Gross Expenditures	331,188,062	347,314,059	388,150,967	387,742,103	(408,864)
Expenditure Transfers	451,963	(794,590)	(2,080,095)	(56,184)	2,023,911
TOTAL REQUIREMENTS	331,640,025	346,519,468	386,070,872	387,685,919	1,615,047
 Allocated Positions (FTE)	 1,669	 1,729	 1,749	 1,778	 29

County Summary Information

GENERAL FUND

Summary of Expenditures and Revenues With Compensation Information

	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	2015-16 Change
EXPENDITURES					
Salaries and Benefits	679,906,113	773,026,108	784,438,812	787,811,097	3,372,285
Services and Supplies	402,263,410	434,924,110	456,549,694	456,431,866	(117,828)
Other Charges	241,170,738	230,752,887	234,924,535	235,052,535	128,000
Fixed Assets	6,411,680	31,926,467	19,227,792	24,251,330	5,023,538
Expenditure Transfers	(81,850,391)	(81,000,304)	(88,048,220)	(88,213,420)	(165,200)
TOTAL EXPENDITURES	1,247,901,550	1,393,684,922	1,414,764,568	1,423,005,363	8,240,795
REVENUE					
Other Local Revenue	763,723,497	785,043,034	834,470,525	834,270,525	(200,000)
Federal Assistance	237,477,691	264,109,661	271,069,869	271,069,869	0
State Assistance	296,375,018	309,374,819	317,664,969	317,664,969	0
GROSS REVENUE	1,297,576,207	1,358,527,514	1,423,205,363	1,423,005,363	(200,000)
NET COUNTY COST (NCC)	(49,674,657)	35,157,408	(8,440,795)	(0)	8,440,795
Allocated Positions (FTE)	5,786	5,826	5,874	5,901	27
FINANCIAL INDICATORS					
Salaries as % of Total Exp	51%	52%	52%	52%	0%
% Change in Total Exp		12%	2%	1%	(1%)
% Change in Total Rev		5%	5%	0%	(5%)
% Change in NCC		(171%)	(124%)	(100%)	24%
COMPENSATION INFORMATION					
Permanent Salaries	334,900,586	386,444,385	408,210,671	410,458,854	2,248,183
Temporary Salaries	21,696,754	12,262,933	14,184,879	13,838,049	(346,830)
Permanent Overtime	17,677,239	15,545,419	15,298,414	14,957,009	(341,405)
Deferred Comp	1,643,967	2,957,097	3,621,713	3,627,141	5,428
Hrly Physician Salaries	178,641	77,604	81,924	81,924	0
Perm Physicians Salaries	3,015,322	3,939,782	3,030,561	3,030,561	0
Perm Phys Addnl Duty Pay	39,339	66,374	32,906	32,906	0
Comp & SDI Recoveries	(2,070,813)	(1,378,273)	(1,282,408)	(1,282,408)	0
FICA/Medicare	22,041,020	25,148,789	27,356,160	27,440,826	84,666
Ret Exp-Pre 97 Retirees	1,873,514	2,084,179	2,159,473	2,154,719	(4,754)
Retirement Expense	167,872,124	203,555,856	185,209,503	186,635,630	1,426,127
Excess Retirement	240,997	0	147,028	147,028	0
Employee Group Insurance	53,256,070	63,606,407	62,939,091	63,284,935	345,844
Retiree Health Insurance	31,197,356	32,016,910	32,296,674	32,296,674	0
OPEB Pre-Pay	13,065,598	13,281,956	13,842,469	13,842,469	0
Unemployment Insurance	1,400,057	1,251,765	1,264,634	1,271,295	6,661
Workers Comp Insurance	11,576,087	12,165,178	16,045,119	15,993,484	(51,635)
Labor Received/Provided	302,254	(252)	1	1	0

GENERAL PURPOSE REVENUE

General Purpose Revenue is derived from sources not specific to any program or service delivery, available from sources such as property tax and interest income, and may be used for any purpose that is a legal expenditure of County funds. The estimated General Purpose Revenue for FY 2015-16 is \$384,880,000 or 27% of the County's total General Fund estimated revenue. The following table compares the distribution of General Purpose Revenue among Departments in the Recommended Budget to the current year Adopted Budget (adjusted for carryforward).

Changes in Overall Department Share of General Purpose Revenue

	FY 2014-15 Adopted Budget	Share of Total	FY 2015-16 Recommended	Share of Total
Agriculture	2,000,000	0.6%	2,250,000	0.6%
Animal Services	3,330,000	0.9%	3,925,000	1.0%
Appropriations For Contingencies	4,855,653	1.4%	7,671,955	2.0%
Assessor	14,750,000	4.2%	15,750,000	4.1%
Auditor-Controller	3,470,000	1.0%	3,500,000	0.9%
Board of Supervisors	5,850,050	1.7%	5,943,000	1.5%
Capital Improvements	10,500,000	3.0%	16,500,000	4.3%
Conflict Defense	4,500,000	1.3%	5,000,000	1.3%
Conservation & Development	0	0.0%	200,000	0.1%
County Administration	5,615,498	1.6%	9,343,365	2.4%
County Clerk-Recorder/Elections	4,925,000	1.4%	5,000,000	1.3%
County Counsel	2,400,000	0.7%	2,650,000	0.7%
District Attorney	14,400,000	4.1%	16,400,000	4.3%
Employment & Human Services	19,050,000	5.5%	20,000,000	5.2%
Health Services	84,500,000	24.2%	85,400,000	22.2%
Human Resources	1,830,906	0.5%	2,800,000	0.7%
Miscellaneous Services	7,160,613	2.0%	10,737,648	2.8%
Probation	40,000,000	11.5%	41,500,000	10.8%
Public Defender	18,800,000	5.4%	19,700,000	5.1%
Public Works	14,500,000	4.2%	16,892,396	4.4%
Sheriff-Coroner	74,000,000	21.2%	80,370,000	20.9%
Superior Court Related Functions	10,000,000	2.9%	10,531,635	2.7%
Treasurer-Tax Collector	1,782,000	0.5%	2,000,000	0.5%
Veterans Service	701,280	0.2%	815,000	0.2%
	348,921,000 ¹	100.0%	384,880,000	100.0%

¹ The difference between the FY 2014-15 Adopted Budget shown here and the FY 2014-15 Budget total General Purpose Revenue on page 105 (\$3 million) is due the West Contra Costa Healthcare District's agreement with the County (described on pages 93 and 94).

GENERAL PURPOSE REVENUE

The following table compares the Recommended Budget's share of General Purpose Revenue between Agencies to the Baseline Budget Request. The Baseline Budget identifies the funding gap, if any, by projecting the level of appropriations and resources that would be required to provide in the budget year the same level of service provided in the prior year.

Comparison of Share between Recommended Budget and Baseline Request

	<u>FY 2015-16 Baseline Request</u>	<u>Share of Total</u>	<u>FY 2015-16 Recommended</u>	<u>Share of Total</u>
Agriculture	2,250,000	0.6%	2,250,000	0.6%
Animal Services	3,925,000	1.0%	3,925,000	1.0%
Appropriations For Contingencies	7,671,955	2.0%	7,671,955	2.0%
Assessor	15,750,000	4.2%	15,750,000	4.1%
Auditor-Controller	3,500,000	0.9%	3,500,000	0.9%
Board of Supervisors	5,943,000	1.6%	5,943,000	1.5%
Capital Improvements	11,500,000	3.1%	16,500,000	4.3%
Conflict Defense	5,000,000	1.3%	5,000,000	1.3%
Conservation & Development	200,000	0.1%	200,000	0.1%
County Administration	9,471,365	2.5%	9,343,365	2.4%
County Clerk-Recorder/Elections	5,000,000	1.3%	5,000,000	1.3%
County Counsel	2,656,250	0.7%	2,650,000	0.7%
District Attorney	15,079,526	4.0%	16,400,000	4.3%
Employment & Human Services	20,000,000	5.3%	20,000,000	5.2%
Health Services	85,400,000	22.7%	85,400,000	22.2%
Human Resources	2,800,000	0.7%	2,800,000	0.7%
Miscellaneous Services	10,737,648	2.8%	10,737,648	2.8%
Probation	41,500,000	11.0%	41,500,000	10.8%
Public Defender	19,100,341	5.1%	19,700,000	5.1%
Public Works	16,892,396	4.5%	16,892,396	4.4%
Sheriff-Coroner	78,843,088	20.9%	80,370,000	20.9%
Superior Court Related Functions	10,403,635	2.8%	10,531,635	2.7%
Treasurer-Tax Collector	2,000,000	0.5%	2,000,000	0.5%
Veterans Service	815,000	0.2%	815,000	0.2%
	376,439,204 ¹	100.0%	384,880,000	100.0%

¹ The difference between the total Baseline Request and total General Purpose Revenue is the funding gap described in the individual Department narratives beginning on page 21.

GENERAL PURPOSE REVENUE

As shown below, the majority of General Purpose Revenue is allocated to a handful of County Departments; in fact 81.2% of our General Purpose Revenue is spent in just nine departments. The table below also shows the ranking of Department share (including Appropriations for Contingencies) of General Purpose Revenue.

Ranking of Department Share of General Purpose Revenue

	FY 2015-16 Baseline Request	Share of Total	FY 2015-16 Recommended	Share of Total	
Health Services	85,400,000	22.7%	85,400,000	22.2%	81.2%
Sheriff-Coroner	78,843,088	20.9%	80,370,000	20.9%	
Probation	41,500,000	11.0%	41,500,000	10.8%	
Employment & Human Services	20,000,000	5.3%	20,000,000	5.2%	
Public Defender	19,100,341	5.1%	19,700,000	5.1%	
Public Works	16,892,396	4.5%	16,892,396	4.4%	
District Attorney	15,079,526	4.0%	16,400,000	4.3%	
Assessor	15,750,000	4.2%	15,750,000	4.1%	
Capital Improvements	11,500,000	3.1%	16,500,000	4.3%	
Miscellaneous Services	10,737,648	2.8%	10,737,648	2.8%	18.8%
Superior Court Related Functions	10,403,635	2.8%	10,531,635	2.7%	
County Administration	9,471,365	2.5%	9,343,365	2.4%	
Appropriations For Contingencies	7,671,955	2.0%	7,671,955	2.0%	
Board of Supervisors	5,943,000	1.6%	5,943,000	1.5%	
Conflict Defense	5,000,000	1.3%	5,000,000	1.3%	
County Clerk-Recorder/Elections	5,000,000	1.3%	5,000,000	1.3%	
Animal Services	3,925,000	1.0%	3,925,000	1.0%	
Auditor-Controller	3,500,000	0.9%	3,500,000	0.9%	
Human Resources	2,800,000	0.7%	2,800,000	0.7%	
County Counsel	2,656,250	0.7%	2,650,000	0.7%	
Agriculture	2,250,000	0.6%	2,250,000	0.6%	
Treasurer-Tax Collector	2,000,000	0.5%	2,000,000	0.5%	
Veterans Service	815,000	0.2%	815,000	0.2%	
Conservation & Development	200,000	0.1%	200,000	0.1%	
	376,439,204 ¹	100.0%	384,880,000	100.0%	

¹ The difference between the total Baseline Request and total General Purpose Revenue is the funding gap described in the individual Department narratives beginning on page 21.

County Summary Information

ALL FUNDS

Appropriations By Department

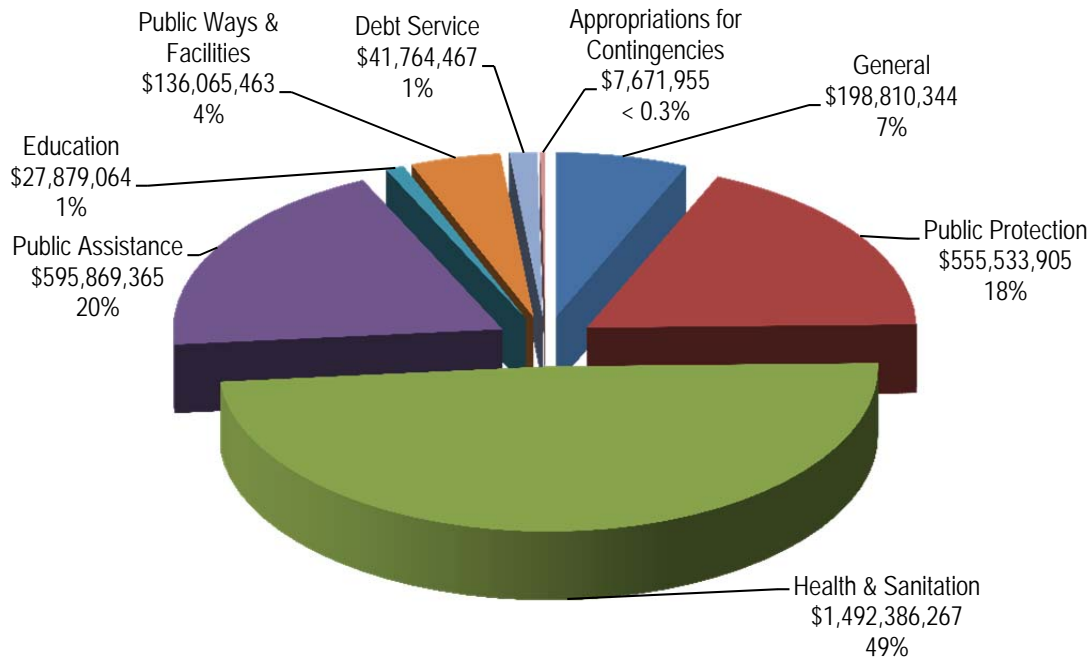
The following table shows total appropriations by Department regardless of the funding source. Please note that several Departments – such as the Library and Child Support Services – do not appear in the preceding charts because they do not receive any General Purpose Revenue.

	FY 2015-16 Baseline	FY 2015-16 Recommended	Difference
County Departments			
Agriculture	5,950,971	5,950,971	0
Animal Services	11,673,326	11,373,326	(300,000)
Appropriations For Contingencies	7,671,955	7,671,955	0
Assessor	20,334,535	20,334,535	0
Auditor-Controller	8,982,739	8,982,739	0
Board of Supervisors	6,856,579	6,856,579	0
Capital Improvements	15,269,618	20,269,618	5,000,000
Child Support Services	18,817,709	18,817,709	0
Conflict Defense	5,000,000	5,000,000	0
Conservation & Development	55,165,164	55,165,164	0
County Administration	25,258,040	25,130,040	(128,000)
County Clerk-Recorder/Elections	23,572,385	23,572,385	0
County Counsel	6,397,266	6,391,016	(6,250)
District Attorney	35,820,600	37,141,074	1,320,474
Employment & Human Services	474,354,854	474,354,854	0
Health Services	1,514,955,228	1,514,955,228	0
Human Resources	9,324,333	9,324,333	0
Justice System Development/Planning	6,509,721	6,509,721	0
Library	27,784,425	27,879,064	94,639
Miscellaneous Services	58,152,822	58,252,822	100,000
Probation	77,380,656	77,380,656	0
Public Defender	20,783,300	21,382,959	599,659
Public Safety Realignment	148,264,923	148,264,923	0
Public Works	207,457,408	207,457,408	0
Sheriff-Coroner	232,794,493	234,321,405	1,526,912
Superior Court Related Functions	17,193,796	17,321,796	128,000
Treasurer-Tax Collector	4,901,850	4,901,850	0
Veterans Service	1,016,700	1,016,700	0
Total County	3,047,645,396	3,055,980,831	8,335,434
Special Districts			
CCC Fire Protection District	136,853,761	138,466,384	1,612,623
Crockett/Carquinez Fire	534,500	534,500	0
Special District (other than Fire)	150,214,843	150,214,843	0
Appropriations Grand Total	3,335,248,500	3,345,196,557	9,948,057

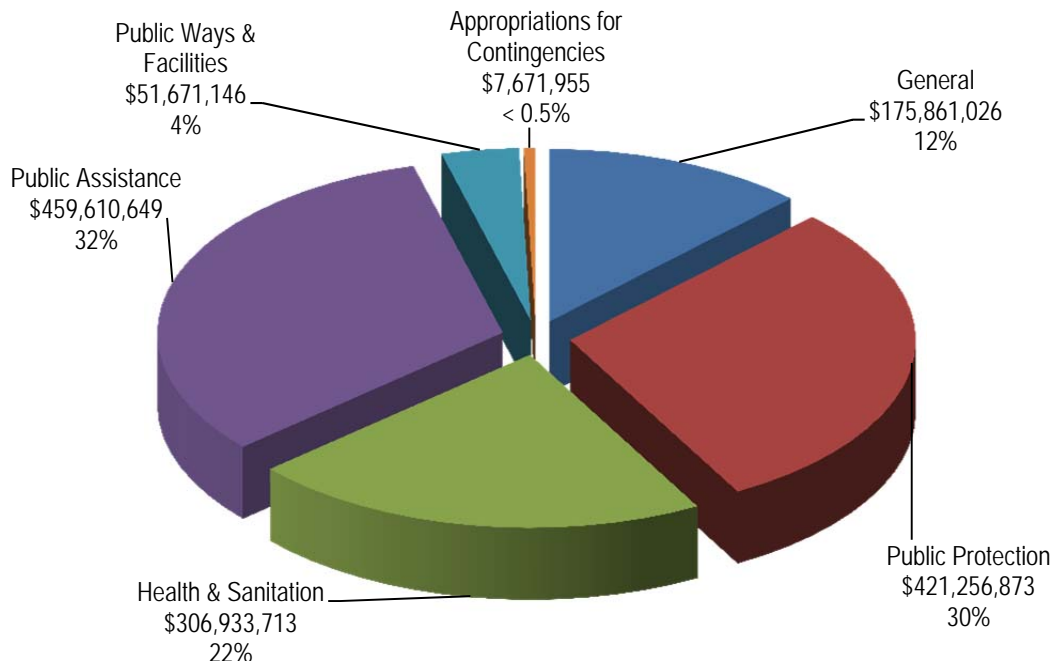
APPROPRIATIONS BY STATE FUNCTION CODE

Many Departments provide more than one area of service. The charts below categorize total County Appropriations by State Function Code.

ALL FUNDS: \$3.06 Billion



GENERAL FUND: \$1.42 Billion



County Summary Information

ALL COUNTY FUNDS

Position Summary

The table below provides FTE positions for all funds for the prior year (2013-14 Actual), current year (2014-15 Budget), Projected Year (2015-16 Baseline), and for the 2015-16 Recommended Budget. Current year figures reflect total estimated net position counts as of **today** for all Departments. Please note that these numbers represent rounded/funded FTEs. The District Attorney has an increase of 7 FTEs, the Library 1 FTE, Miscellaneous Services 1 FTE, Public Defender 6 FTEs, Public Works 3 FTEs, and Sheriff-Coroner 10 FTEs. There are no positions targeted for elimination in FY 2015-16.

	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
<u>County Departments</u>					
Agriculture	48	48	46	46	0
Animal Services	78	78	83	83	0
Assessor	122	122	122	122	0
Auditor-Controller	56	56	56	56	0
Board of Supervisors	31	31	31	31	0
Central Support Services	42	42	42	43	1
Child Support Services	171	171	171	171	0
Conservation and Development	158	160	160	160	0
County Administration	24	32	32	32	0
County Clerk-Recorder/Elections	81	83	83	83	0
County Counsel	49	49	49	49	0
Department of Information Technology	75	76	76	76	0
District Attorney	185	187	186	193	7
Employment & Human Services	2,094	2,094	2,150	2,150	0
Health Services	3,095	3,095	3,341	3,341	0
Human Resources	43	46	46	46	0
Justice Sys Development/Planning	3	3	3	3	0
Library	175	178	178	179	1
Probation	339	348	347	347	0
Public Defender	94	100	100	106	6
Public Works	491	497	497	500	3
Sheriff-Coroner	1,043	1,046	1,047	1,057	10
Treasurer-Tax Collector	28	28	28	28	0
Veterans Service	8	8	8	8	0
Total County FTE	8,533	8,578	8,882	8,910	28
<u>Special Districts</u>					
CCC Fire Protection District	302	329	329	336	7
Special District (other than Fire)	14	14	17	17	0
All Funds FTE	8,849	8,921	9,228	9,263	35

GENERAL FUND

Position Summary

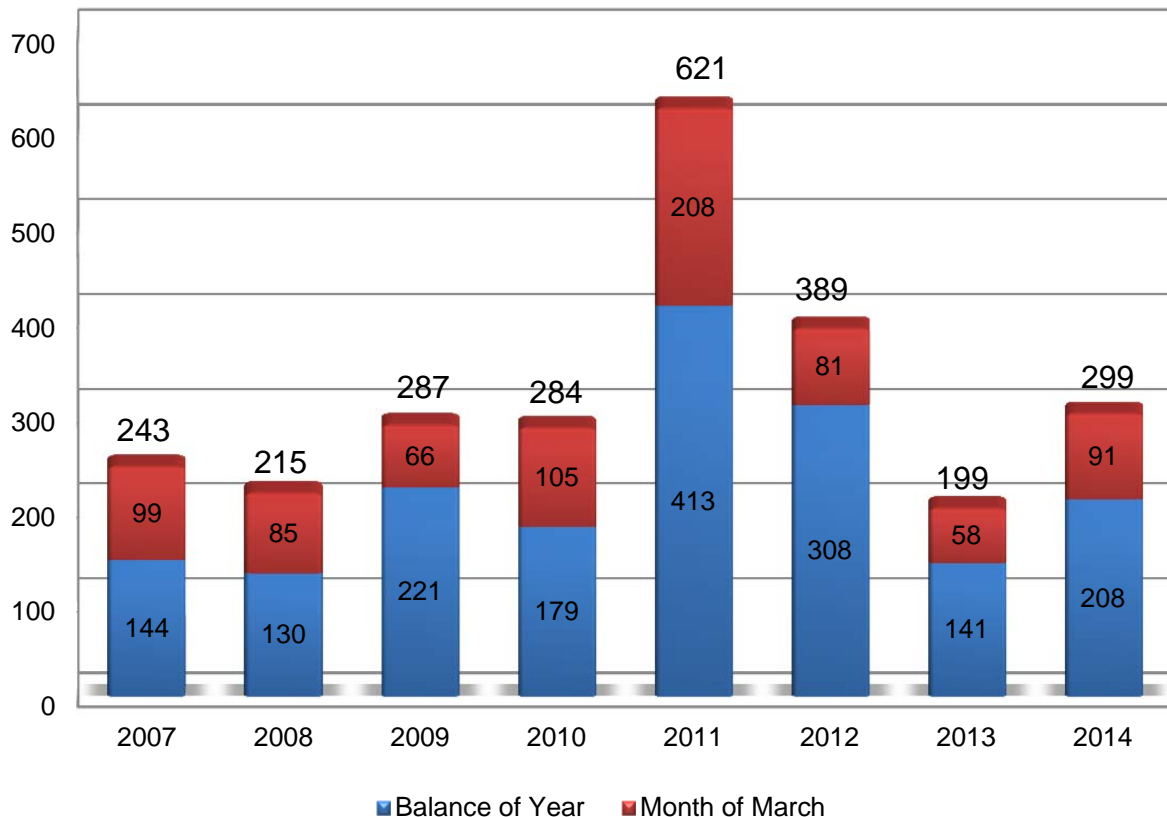
The table below provides FTE positions for the General Fund for the prior year (2013-14 Actual), current year (2014-15 Budget), Projected Year (2015-16 Baseline), and for the 2015-16 Recommended Budget. These figures are independently rounded by Department.

	2013-14 Actual	2014-15 Budget	2015-16 Baseline	2015-16 Recommended	Change
<u>General Fund Departments</u>					
Agriculture	48	48	46	46	0
Animal Services	78	78	83	83	0
Assessor	122	122	122	122	0
Auditor-Controller	56	56	56	56	0
Board of Supervisors	31	31	31	31	0
Central Support Services	42	42	42	43	1
Conservation and Development	2	2	2	2	0
County Administration	24	32	32	32	0
County Clerk-Recorder/Elections	70	72	71	71	0
County Counsel	49	49	49	49	0
Department of Information Technology	75	76	76	76	0
District Attorney	184	186	186	193	7
Employment & Human Services	1,990	1,990	2,049	2,049	0
Health Services	1,014	1,014	1,001	1,001	0
Human Resources	43	46	46	46	0
Justice Sys Development/Planning	3	3	3	3	0
Probation	339	348	347	347	0
Public Defender	94	100	100	106	6
Public Works	457	463	463	466	3
Sheriff-Coroner	1,032	1,035	1,037	1,047	10
Treasurer-Tax Collector	28	28	28	28	0
Veterans Service	8	8	8	8	0
Total General Fund FTE	5,789	5,829	5,878	5,905	27

EMPLOYEE RETIREMENT RATE INFORMATION

The County is carrying an abnormally high number of vacant positions due, in part, to unprecedented numbers of retirements during calendar year 2011 and 2012. The chart below provides the last eight years of retirement history by year and for the month of March. Historically March retirements are the highest because retirees must be retired by April 1 in order to receive a cost-of-living adjustment from the Contra Costa County Employees' Retirement Association.

Retirements 2007-2014

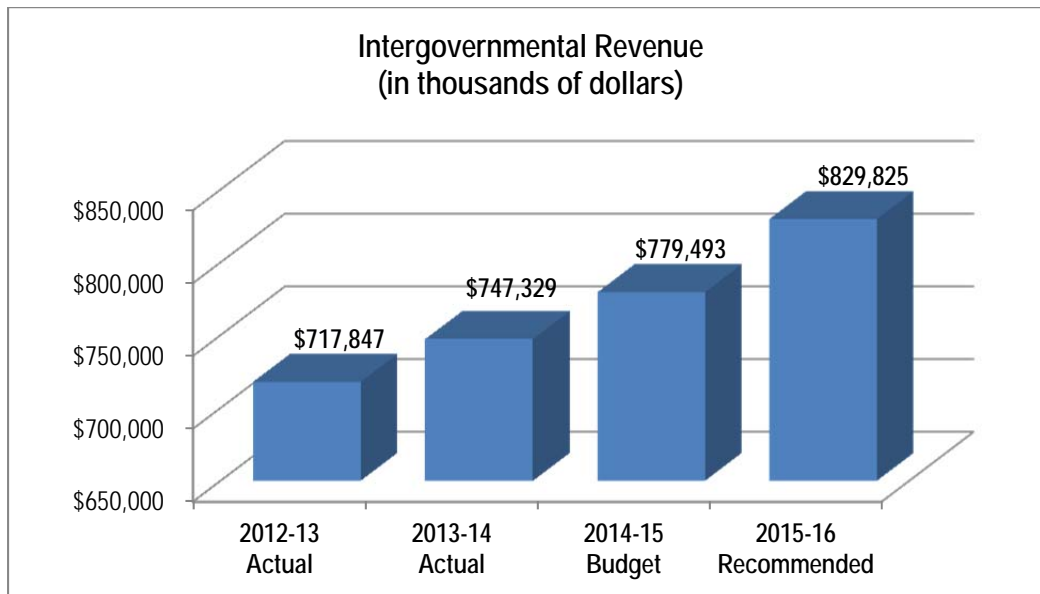


ALL COUNTY FUNDS

Discussion of Major Revenue Sources:

Intergovernmental Revenue: \$829.8 Million/27.15% of Total Sources

This major revenue source includes allocations from other government entities, primarily Federal and State, a large portion of which is various State Realignment revenue streams and Public Safety Services (commonly referred to as Prop 172) revenue. The State has achieved significant policy improvements several times over the past 20 years by reviewing state and local government programs and realigning responsibilities to a level of government more likely to achieve good outcomes. During years of fiscal difficulty, realignment proposals by the legislature or administration often included additional revenues earmarked for the transferred programs, such as health, mental health and various social service programs.



State Aid Realignment-Sales Tax (\$190 million): The 2011 realignment plan shifted the responsibility and funding for a series of major programs from the state to local level. In total, the realignment plan provides \$6.7 billion to local governments to fund various criminal justice, mental health and social services programs in the current year and \$7.2 billion is estimated in the FY 2015-16. In FY 2015-16, Contra Costa County's share of community corrections base allocation will be reduced. Contra Costa's total Realignment - Sales Tax are budgeted at \$190 million for FY 2015-16 and additional appropriations will be added after adoption by the Legislature of the State budget should increased funds be allocated to the County. The majority of estimated revenues from this source are projected based on formulas using the Governor's January Proposed Budget.

ALL COUNTY FUNDS

Discussion of Major Revenue Sources

Intergovernmental Revenue *(continued)*

Federal Aid (\$229.8 million): The County is projecting to receive federal aid for a variety of programs in FY 2015-16. Some of these programs are: adoptions (\$6.6 million), child boarding homes (\$11.1 million), community services administration (\$28.5 million), employment and training (\$10.8 million), family maintenance (\$18.2 million), highway construction monies (\$11.4 million), and HUD Block Grants (\$11.5 million).

State Aid Public Safety Services (\$74.4 million): The half-cent public safety tax was approved by the voters in 1993 to permanently extend a temporary state tax that had been enacted to offset the state's fiscal crisis. The state controller forwards the revenue to each county on the basis of that county's share of statewide taxable sales. The county auditor then distributes to its local agencies via a formula based on the amount of property tax lost to previous state expropriations by ERAF (Educational Revenue Augmentation Funding). Revenues can only be used for specified public safety purposes. In Contra Costa they are allocated to the departments of the Sheriff and District Attorney. The County's sales tax consultants project that these revenues will increase by \$2.2 million, or 3.0% in FY 2015-16. The increase is over current year budgeted figures.

State Aid Realignment-Mental Health (\$27.5 million): The 2011 realignment plan shifted the responsibility and funding for a series of major programs from the state to local level. In total, the realignment plan provides \$6.7 billion to local governments to fund various criminal justice, mental health and social services programs in the current year and \$7.2 billion is estimated in the FY 2015-16. Contra Costa's total Realignment – Mental Health is budgeted at \$27.5 million for FY 2015-16. All of these monies are budgeted within Health Services and are used to provide mental health services to both children and adults, including probationers. This funding is generated through sales tax, including the AB109 sales tax allocation, and is projected by the Health Services Department based prior year receipts and anticipated sales tax growth.

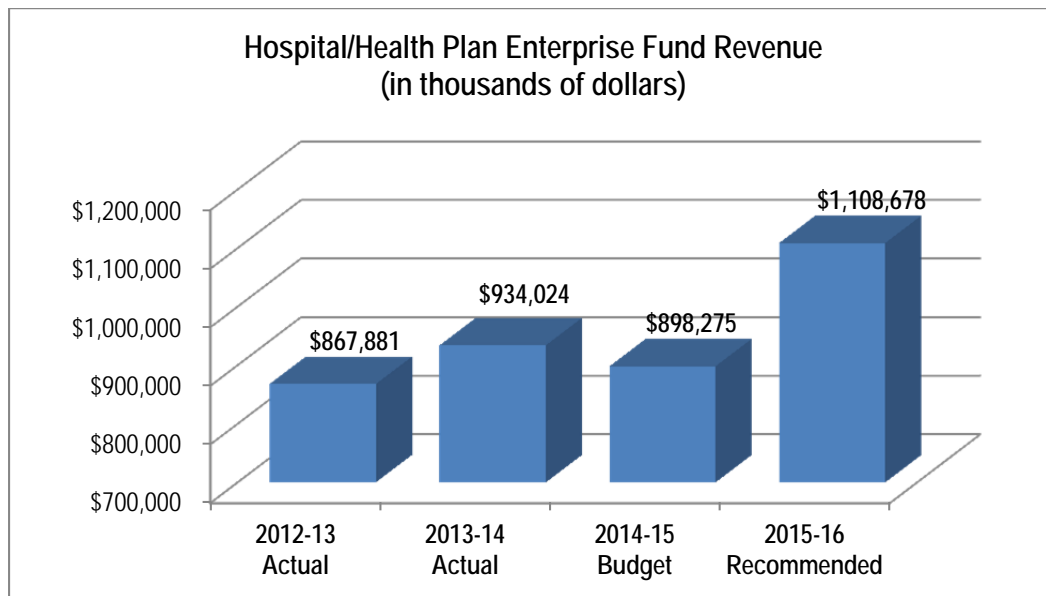
Title IV-D Revenues (\$18.8 million): Child Support Services is projecting to receive just under \$19 million in federal funds in FY 2015-16. This is a federal funding source and is projected by the Child Support Services Department based upon performance and current year expenses, due mainly to flat expenditures; projected revenue growth is flat as well.

ALL COUNTY FUNDS

Discussion of Major Revenue Sources

Hospital/Health Plan Revenue: \$1.1 Billion/36.28% of Total Sources

Operation of the Contra Costa Regional Medical Center (CCRMC) is financially administered primarily with Hospital/Health Plan revenues. This major revenue source includes revenue from charges for patient services (including Medicare, Medi-Cal and Health plan reimbursements).



PHP/Medi-Cal Premiums (\$536.5 million): The budgeted revenue anticipates enrollment of the State of California Medi-Cal recipients into the County Managed Care two plan model. The member month and market share projections are developed based upon statewide data and modified based upon historical trends. The anticipated monthly capitated payment amount is based on State contracted rates. The projected member months multiplied by the State contract rate produce the budgeted revenue.

Medi-Cal Reimbursement (\$223.8 million): Fee for Service Medi-Cal inpatient hospital services are reimbursed on a per day basis (adjusted at year end per the terms of the State Medi-Cal waiver). The days have been projected based on historical patterns and adjusted for known service staffing levels. The per day rate is then multiplied by the number of projected patient days to arrive at the budget.

Medi-Cal outpatient services are reimbursed on a Prospective Payment System (PPS), all inclusive rate, which includes physician reimbursement. The visits are projected based on historical patterns and then adjusted for new medical service additions and deletions. The resultant visit volume is then multiplied by the estimated revenue per visit to arrive at the budgeted amount.

ALL COUNTY FUNDS

Discussion of Major Revenue Sources

Hospital/Health Plan Revenue *(continued)*

Health Plan Reimbursement (\$116.6 million): The revenue is for Inpatient and Outpatient managed care services reimbursed on a capitated basis. The revenue forecast is based on anticipated enrollment consistent with State wide trends coupled with utilization rates per thousand (for both days and visits). The member projection and volume estimates are then combined with the anticipated payment rate to arrive at the budget amount.

Contra Costa Health Plan Premiums (\$63.0 million): The budgeted revenue anticipates enrollment of the Commercial members into the County managed care plan. The member months are based upon historical trends and adjusted for product additions or deletions. The resultant number of months is multiplied by the average prior period rate per month to produce the budgeted revenue.

Medicare Reimbursement (\$36.4 million): Medicare Inpatient services (Regular Health) are paid on a per discharge basis. A DRG (Diagnostic Related Group) code is assigned to each inpatient stay and the corresponding weight is multiplied by the federal rate (published in the federal register) adjusted by locality. The DRG is intended to identify the 'products' the hospital provides to a patient. Outlier payments are made for costs that exceed the threshold as established in the federal register. The budgeted revenue anticipates inpatient discharges with a DRG case mix consistent with prior periods trended forward based upon the last six months of actual data.

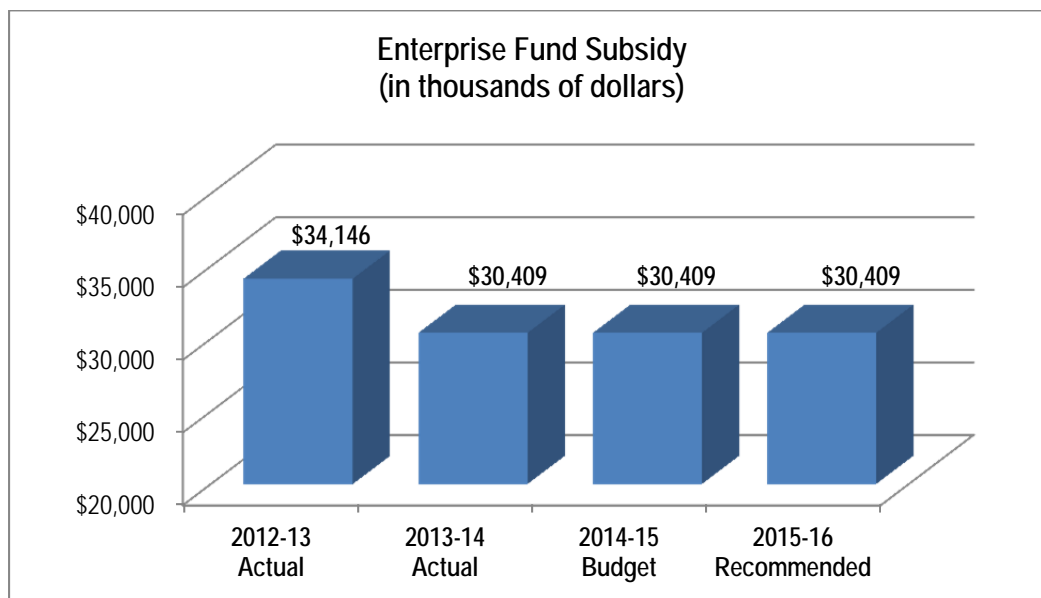
Medicare Outpatient services are paid by APC (Ambulatory Payment Classification) codes. Each code is assigned a value by CMS (Centers for Medicare and Medicaid Services) and these codes are adjusted by locality. The APC codes are determined by the CPT (Current Procedural Terminology) code billed for the facility portion of the medical services and procedures rendered to the patient. The budgeted revenue anticipates a patient volume and APC mix consistent with the prior period activity.

ALL COUNTY FUNDS

Discussion of Major Revenue Sources

Enterprise Fund Subsidy: \$30.4 Million/1.00% of Total Sources

Operation of the Contra Costa Regional Medical Center (CCRMC) is financially administered primarily with Hospital/Health Plan revenues. This major revenue source includes revenue from charges for patient services (including Medicare, Medi-Cal and Health plan reimbursements). The County General Fund is also used as a source of Enterprise Fund subsidy. Dramatic changes are occurring with the Hospital/Health Plan as we move towards full implementation of the Affordable Care Act (ACA). Over the next few years these changes will have a significant impact on County operations and how these functions are financed.



Hospital Subsidy (\$26.7 million): Historically, the County General Fund has provided a general fund subsidy to the Hospital and Clinics (Enterprise Fund I). These revenues are allocated from projected property tax revenues and are set as a fixed dollar amount. The allocation has been reduced significantly over the last five years and is expected to be reduced further in FY 2016-17.

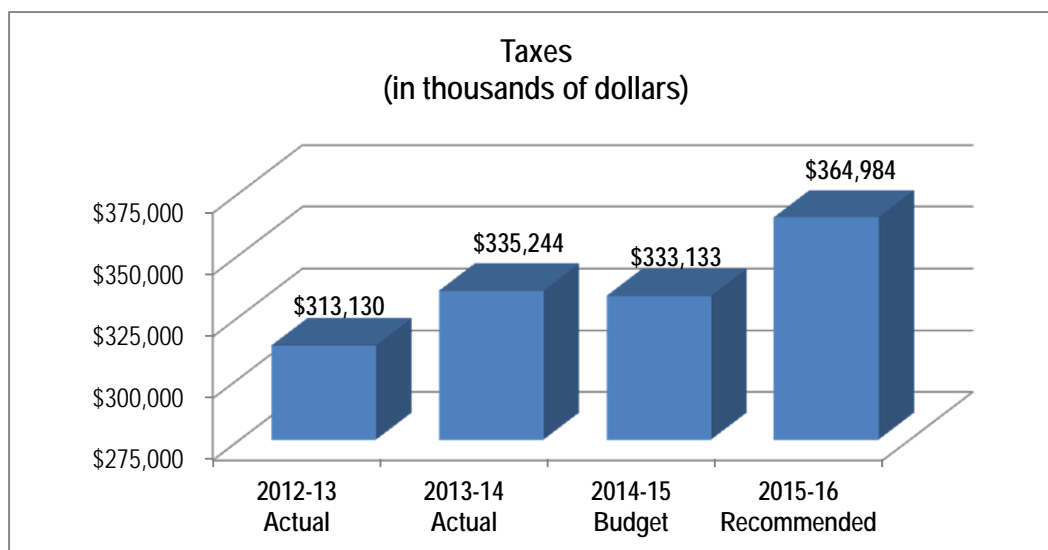
Health Plan Subsidy (\$3.7 million): Historically, the County General Fund has provided a general fund subsidy to the County health plan (Enterprise Fund III). These revenues are allocated from projected property tax revenues and are set as a fixed dollar amount. The allocation was reduced significantly in FY 2010-11, but has been relatively stable since.

ALL COUNTY FUNDS

Discussion of Major Revenue Sources

Taxes: \$365 Million/11.94 % of Total Sources

Contra Costa's largest General Fund revenue source is from Taxes. This major revenue source includes primarily Property Taxes that are levied on taxable real and personal property which is situated in the County as of the preceding January 1. Other major tax sources are Property Tax In Lieu of Vehicle License Fees and Sales and Use Tax.



Property Taxes-Current Secured (\$213.7 million): Property Taxes, which are regulated by the State and locally administered and distributed by the County, are based on one percent of property value. Property taxes can increase, or decrease, annually based upon the California Consumer Price Index (CCPI), but are limited to a two percent increase per year unless the property is sold or construction occurs, in which case the property value for taxation purposes is adjusted to market value. Property values may also be temporarily reduced due to declines in the real estate market, as was the case during the recession. Contra Costa relies on a consulting firm to project Property Tax growth. The County Administrator's Office is projecting 6.0% growth over current year projections for FY 2015-16 based upon projected economic changes.

ALL COUNTY FUNDS

Discussion of Major Revenue Sources

Taxes Revenue *(continued)*

Property Tax In-Lieu of Vehicle License Fees (\$108.8 million): A portion of Property Tax revenue is Property Tax In-Lieu of Vehicle License Fees (VLF). The VLF is a tax on the ownership of a registered vehicle in place of taxing vehicles as personal property. By law, all revenues from the VLF fund city and County services, but the State legislature controls the tax rate and the allocation among local governments. In 2004, the legislature permanently reduced the VLF tax rate and eliminated state general fund backfill to cities and counties. Instead, cities and counties now receive additional transfers of property tax revenues in lieu of VLF. The County Administrator's Office is projecting 6.0% growth in VLF for FY 2015-16 based on property tax projections.

Sales and Use Tax/In-Lieu Sales and Use Tax (\$14.1 million): Sales tax is the responsibility of the seller, and the local portion is generally allocated to the jurisdiction where the seller's sales office, order desk or cash register is located. Use tax is levied upon the purchaser; and normally applies either when title to the merchandise has passed at a point outside of California, or when the item(s) sold are affixed to real property as part of a construction contract. Because these transactions are not tied to a permanent, in-state place of business the use tax is normally distributed via the county allocation pools and shared among all jurisdictions in that county. In-Lieu Sales and Use Tax are those taxes transferred to a county or a city from a Sales and Use Tax Compensation Fund or an Educational Revenue Augmentation Fund. These revenues replaced the 0.25% of the Bradley-Burns sales and use tax that were previously credited to the general funds of all cities and counties but are now being used for debt service payment of State Economic recovery bonds. This funding mechanism became known as the "Triple Flip".

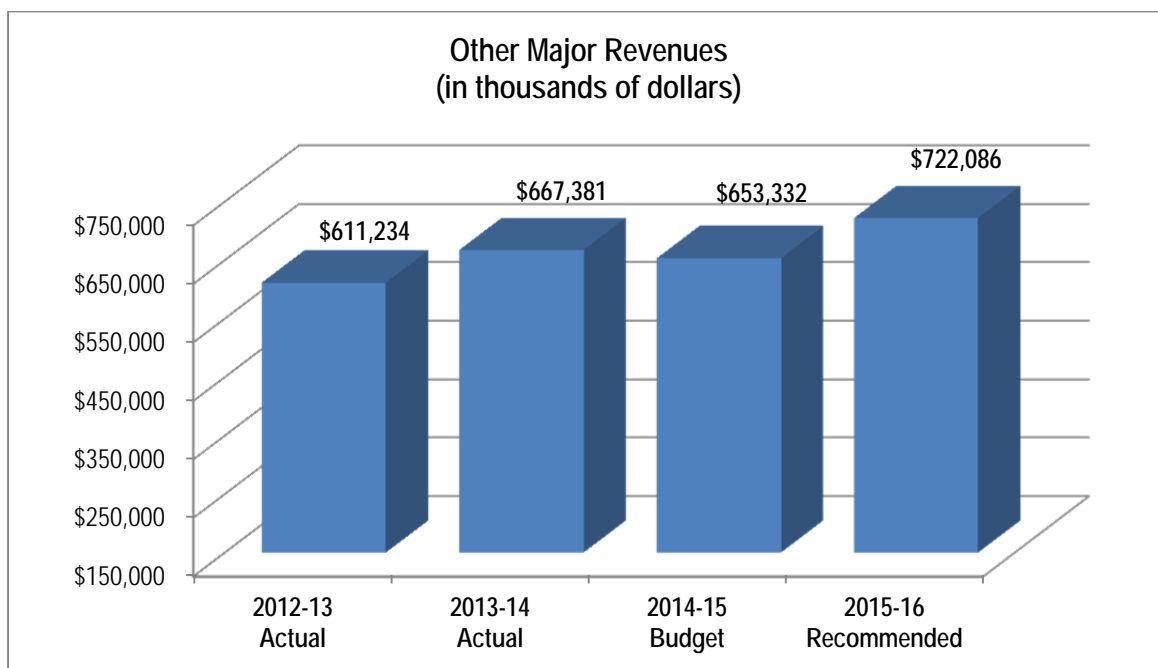
Triple Flip Unwind Process: The Governor's FY 2014-15 state budget includes a supplemental payment of \$1.6 billion that will allow the 2004 Economic Recovery Bonds to be paid off earlier than originally planned. The state's current estimate for retiring the bonds is July 2015, although this date could change. The current expected timeline outlines the Triple Flip Unwind Process based on a July 2015 payoff date. Based on our review of historical annual Triple Flip reconciliations, all past takeaways have been properly trued up and no additional amounts are due to local/county agencies. Starting with monthly advances in March 2016 (representing sales activity starting January 1, 2016) and thereafter, Bradley-Burns allocations will revert back to the original 1% amount. Due to the increase in monthly cash flow, many agencies are likely to experience a one-time bump in recorded accrued revenues for the 2015-16 fiscal year when compared to the 2014-15 fiscal year. Contra Costa relies on a consulting firm to project Sales and Use Tax. The FY 2015-16 Recommended Budget includes no growth over the current budget.

ALL COUNTY FUNDS

Discussion of Major Revenue Sources

Other Major Revenues: \$722.1 Million/22.63% of Total Sources

Other Major revenues and financing sources include License/Permits/Franchises, Fines/Forfeits/Penalties, Use of Money and Property, Charges for Services, and Miscellaneous Revenue.



License/Permits/Franchises (\$26.1 million): The majority of the County's revenues in this category come from construction permits (\$11.5 million), franchises (\$8.7 million), animal licenses (\$1.5 million), and landfill surcharges (\$2.4 million). All of these revenue projections are based upon very recent trend analysis as historic figures tend to project higher than can reasonably be anticipated.

Fines/Forfeits/Penalties (\$31.4 million): The majority of the County's fines are from general fines (\$4.3 million), miscellaneous penalties (\$2.2 million), and vehicle code fines (\$1.1 million). Projections for these revenues are based upon recent experience and cases recently settled or in-the-pipeline. An additional source of general purpose revenue is generated from a transfer from tax loss reserves (\$22 million). Allocations from the Tax Losses Reserve fund to the General fund are based upon total funds available over the statutory minimum and level transfer sustainability.

ALL COUNTY FUNDS

Discussion of Major Revenue Sources

Other Major Revenues *(continued)*

Use of Money and Property (\$17.6 million): These revenues are generated from monies earned on cash deposits, bonds and other investments. They include amortization of premiums and discounts on debt securities and interest income on leases. Investment earnings on bank deposits and other forms of investment include interest, dividends and change in the fair value of investments. The largest revenues in this category are \$9.9 million from, rent on real estate and office space, \$3.6 million from aviation operations/rent and concessions from the Buchanan Airport, and \$2.8 million from earnings on investments. Earnings from use of money and property are relatively flat and are not expected to grow significantly in the short term, due mainly to very low interest rates. Rents are normally closer to \$1 million, the increase is due to changes in health program funding and is not expected to continue into FY 2016-17.

Charges for Services (\$244.4 million): Twelve of the 83 revenues in this category account for over 74% of the revenue. The largest is Medi-Cal for mental health services (\$53.1 million), which is projected based upon trend as well as State contract. Contract law enforcement services accounts for \$28.5 million and are based upon current contracts to cover projected actual expenditures. Building maintenance services costs account for \$32.1 million, \$4.5 for city contracts for animal services, and \$9.6 million for reciprocal transactions between governmental funds (contracts and interfund loans). For the most part, these revenues are projected based upon existing contracts. The County also expects to receive \$16.0 million from health inspection fees, \$8.3 million in recording fees, \$5.9 million in assessment collections, \$8.2 million from planning and engineering services, \$4.1 million from miscellaneous law enforcement services, \$6.2 for communication services, and \$5.3 million for processing/inspection fees in FY 2015-16. These revenue projections are based upon recent County trends.

Miscellaneous Revenue (\$360.4 million): Over \$286.6 million in miscellaneous revenues are government to government reimbursements for recovery of shared and/or actual costs of raw materials and/or raw labor. Included in this category, and the most common in Contra Costa County, are non-arms-length transactions such as the Public Works Department charging the Road or Flood Control Funds. Other large sources of miscellaneous revenues are government to government transfers (\$9.2 million) and contributions from other funds. These are one-way transactions where assets are transferred from one fund to another fund without anything in return (e.g. Subsidy). These miscellaneous revenues are projected to increase in FY 2015-16 and are based upon planned future projects. The second largest miscellaneous revenues at \$38.9 million are contributions from other funds. Of this amount, \$39.7 million is budgeted for the principal and interest costs for the Pension Obligation Bonds for employee retirement liabilities (\$36.9 million) and to fund the Retirement Litigation debt services repayment (\$2.8 million). Funds are calculated per the established debt schedules and allocated across projected employee payroll based upon recent experience (see Debt Service, page 93).

County Summary Information

ALL COUNTY FUNDS

Revenues by Type

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Recommended	2015-16 Change
Medicare RHS/IP	90,550,494	98,572,320	30,370,831	36,350,430	5,979,599
Medicare Contr Allowance	(61,897,729)	(61,212,166)	0	0	0
MEDICARE PATIENT SERVICES	28,652,765	37,360,154	30,370,831	36,350,430	5,979,599
Medi-Cal RHS/IP	108,573,166	134,624,318	231,189,512	223,781,758	(7,407,754)
Medi-Cal Contr Allowance	92,239,780	91,879,988	0	0	0
MEDI-CAL PATIENT SERVICES	200,812,946	226,504,306	231,189,512	223,781,758	(7,407,754)
Health Plan RHS/IP	259,390,504	272,653,917	130,204,547	116,635,056	(13,569,491)
Health Plan Contr Allowance	(135,850,774)	(157,757,657)	0	0	0
HLTH PLAN PATIENT SVCS	123,539,730	114,896,260	130,204,547	116,635,056	(13,569,491)
Commercial RHS/IP	18,861,766	25,150,710	8,249,147	10,048,232	1,799,085
Individual RHS/IP	39,180,317	24,905,177	0	0	0
Bad Debt Allowance	(51,259,695)	(41,818,022)	0	0	0
PRIVATE PAY PATIENT SVCS	6,782,388	8,237,865	8,249,147	10,048,232	1,799,085
Interdept RHS/IP	6,410,732	6,376,828	4,619,345	4,263,443	(355,902)
Interdept Contr Allowance	(951,563)	(1,566,019)	0	0	0
INTERDEPT PATIENT SVCS	5,459,169	4,810,809	4,619,345	4,263,443	(355,902)
Other RHS/IP	(47,003)	2,254,703	0	0	0
Other Contr Allowance	47,003	(2,254,703)	0	0	0
OTHER PATIENT SVCS	0	0	0	0	0
Grants & Donations	18,975,162	5,341,014	4,331,749	13,033,852	8,702,103
ARRA/Federal Direct	1,148,666	0	0	0	0
SB 1732-MCAL CRRP Reimbursement	5,750,072	5,748,937	5,745,105	5,743,970	(1,135)
Other External Hosp Rev	832,344	927,115	672,178	927,115	254,937
Occupancy & Rental Charges	53,403	55,192	57,400	59,696	2,296
Medical Records Charges	200,654	206,472	194,935	171,888	(23,047)
Education & Training Chgs	17,679	12,007	9,768	8,596	(1,172)
Cafeteria Receipts	381,552	376,242	386,271	396,402	10,131
Telephone Receipts	397	277	397	0	(397)
Miscel Hospital Revenue	46,637,604	44,585,797	42,943,741	57,038,280	14,094,539
Equipment Trade-In Sales	19,340	0	0	0	0
Gain on Dsp SI-Fxd Assets	0	292,050	0	0	0
OTHER HOSPITAL REVENUES	74,016,871	57,545,103	54,341,544	77,379,799	23,038,255
Charges to A/DA/Mental Health	20,745,342	25,357,647	20,947,378	21,512,591	565,213
Charges to Environmental Health	0	659,454	659,454	675,772	16,318
Charges to Public Health	0	200,000	0	0	0
Chg to Other County Depts	1,188,203	1,089,860	1,113,543	1,087,124	(26,419)
CHARGES TO GEN FUND UNITS	21,933,545	27,306,961	22,720,375	23,275,487	555,112
Medi-Care Fed Premiums	1,959,498	2,016,775	1,784,160	1,839,461	55,301
PHP/Medi-Cal Premiums	292,129,060	350,655,073	313,629,648	536,489,235	222,859,587
Realignment VLF Revenue	20,269,404	18,402,559	10,430,849	12,045,577	1,614,728

ALL COUNTY FUNDS**Revenues by Type (continued)**

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Recommended	2015-16 Change
CC Health Plan Premiums	65,916,385	65,742,935	73,392,607	62,958,400	(10,434,207)
Other External Plan Rev	14,485,939	9,863,670	9,394,812	1,167,974	(8,226,838)
Interest Earnings	(49,270)	(181,148)	(15,050)	(15,050)	0
St Aid Realignment-Health-Ent	6,837,643	2,770,209	3,456,496	0	(3,456,496)
EXTERNAL HEALTH PLAN REVENUE	401,548,659	449,270,073	412,073,522	614,485,597	202,412,075
Hospital Subsidy	30,376,090	26,672,488	26,672,488	26,672,488	0
Health Plan Subsidy	3,770,138	3,736,288	3,736,288	3,736,288	0
ENTERPRISE FUND SUBSIDY	34,146,228	30,408,776	30,408,776	30,408,776	0
Subscriber Premiums	159,390	116,334	1,233,645	800,000	(433,645)
Supplemntl State Payments	189,608	234,517	0	0	0
Interest Income	(568)	(1,533)	0	0	0
AIM-Mothers	601,471	652,956	0	0	0
MAJOR RISK MED INS REVENUE	949,901	1,002,274	1,233,645	800,000	(433,645)
Rentals and Leases	4,127,224	7,066,534	1,616,165	1,616,165	0
Bond Interest	58,272	23,558	41,776	41,776	0
SCHOOLS FUNDS REVENUE	4,185,496	7,090,092	1,657,941	1,657,941	0
Fund Balance Available	0	0	1,615,076	0	(1,615,076)
FUND BALANCE	0	0	1,615,076	0	(1,615,076)
Prop Taxes-Curr Secured	182,980,471	194,646,298	196,159,361	213,675,523	17,516,162
Prop Tax-Supplemental	3,649,110	5,428,569	3,761,306	5,023,112	1,261,806
Prop Tax-Unitary	7,742,035	9,342,463	8,975,821	9,272,899	297,078
Prop Tax-In Lieu of VLF	90,685,327	94,055,653	98,700,000	108,780,000	10,080,000
Prop Taxes-Curr Unsecured	7,953,244	8,512,155	8,038,743	7,797,471	(241,272)
TAXES CURRENT PROPERTY	293,010,187	311,985,139	315,635,231	344,549,005	28,913,774
Prop Taxes-Prior-Secured	(2,401,786)	(1,907,593)	(2,323,679)	(2,273,706)	49,973
Prop Tax-Prior Supplemntl	(767,682)	(836,127)	(800,222)	(853,671)	(53,449)
Prop Taxes-Prior-Unsecured	(495,543)	15,726	(295,805)	(248,036)	47,769
Sales and Use Tax	10,576,518	11,548,209	10,541,000	14,130,000	3,589,000
In Lieu Sales and Use Tax	3,727,861	3,879,752	3,329,000	0	(3,329,000)
Aircraft Tax	586,088	697,049	547,000	680,000	133,000
Transient Occupancy Tax	2,170,854	2,435,161	1,500,000	2,000,000	500,000
Real Property Transfer Tax	6,723,712	7,426,813	5,000,000	7,000,000	2,000,000
TAXES OTHER THAN CUR PROP	20,120,023	23,258,992	17,497,294	20,434,587	2,937,293
Animal Licenses	1,511,832	1,494,565	2,013,680	1,500,000	(513,680)
Business Licenses	656,402	675,853	625,700	653,700	28,000
Construction Permits	9,417,290	9,453,321	10,724,197	11,527,547	803,350
Specific Plan Fees	261,925	257,298	208,042	193,342	(14,700)
Road Privlges & Permits	710,017	595,238	600,000	600,000	0
Zoning Permits	252,202	245,600	150,000	150,000	0

County Summary Information

ALL COUNTY FUNDS

Revenues by Type (continued)

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Recommended	2015-16 Change
Franchises	4,708,101	5,596,362	5,202,000	5,335,000	133,000
Franchises - Cable TV	2,023,757	2,105,452	2,058,798	2,058,798	0
Franchises - Landfill Srchg	1,830,280	2,394,287	1,874,420	2,407,043	532,623
Franchise-Keller Comm Mitigation	197	462	95,000	95,000	0
Franchise	1,091,841	1,121,846	1,205,548	1,204,132	(1,416)
Other Licenses & Permits	387,285	492,917	707,544	370,500	(337,044)
LICENSE/PERMIT/FRANCHISES	22,851,129	24,433,200	25,464,929	26,095,062	630,133
Vehicle Code Fines	1,528,443	1,544,528	1,081,795	1,080,258	(1,537)
Parking Fines	452,031	510,323	270,000	340,000	70,000
Vehicle Code Priors	71,578	78,464	39,500	38,000	(1,500)
Drinking Driver-AB 2086	37,848	49,067	37,848	26,767	(11,081)
General Fines	5,038,950	5,216,037	5,191,713	4,322,034	(869,679)
Fish and Game Fines	187,437	40,706	24,150	136,150	112,000
Restricted Litter Fines	821	842	0	0	0
Unrestricted Litter Fines	5,846	5,976	750	550	(200)
Refunds-Juvenile Ct Costs	693	0	0	0	0
Failure to Appear Fines	3,160	1,552	330	125	(205)
Consumer Fraud Damages	2,199,177	3,213,774	1,200,000	325,000	(875,000)
St Pnlty Fd POC VC 40611	58,241	54,956	55,000	60,000	5,000
Penalty & Costs - Dlnqt Tax	1,299,856	1,874,222	989,000	957,500	(31,500)
Misc Forfeits & Penalties	2,235,840	2,619,494	1,895,817	2,158,114	262,297
Tax Losses Reserve Refund	22,304,000	22,000,000	22,000,000	22,000,000	0
Failure to File Penalty	316,882	40,819	0	0	0
FINES/FORFEITS/PENALTIES	35,740,804	37,250,759	32,785,903	31,444,498	(1,341,405)
Earnings on Investment	2,636,205	2,706,432	2,183,630	2,793,356	609,726
Int on Loans & Receivables	43,599	96,764	10,600	142,600	132,000
Interest on Bond Deposits	0	2,164	0	10,000	10,000
Rent on Real Estate	516,620	518,689	481,287	5,758,702	5,277,415
Aircraft Storage Fees	78,722	71,316	77,200	79,200	2,000
Rent of Office Space	540,700	511,357	505,340	4,148,178	3,642,838
Other Rents	3,995,005	1,477,651	968,125	1,102,342	134,217
Aviatn Ops-Rent & Cncessn	3,541,779	3,725,423	3,674,028	3,576,419	(97,609)
USE OF MONEY & PROPERTY	11,352,630	9,109,795	7,900,210	17,610,797	9,710,587
ARRA/State Sub-Recipient	1,057,661	0	0	0	0
Highway Users Tax Admin	20,004	20,004	20,004	20,004	0
Hway Users Tax Strm Drnge	52,875	52,875	52,875	52,875	0
Hway Users Tax Unrestricted	9,150,709	9,407,764	9,827,121	10,500,000	672,879
Highway Users Tax Select	803,262	837,390	800,000	850,000	50,000
Hway User Tax 5/9APPT2105	4,319,336	5,206,405	4,500,000	5,100,000	600,000

ALL COUNTY FUNDS**Revenues by Type (continued)**

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Recommended	2015-16 Change
St Motor Veh In Lieu Tax	461,504	385,392	0	0	0
Other State in Lieu Tax	75,084	229,827	50,000	55,000	5,000
Admin State Mcal Health Care	41,078,930	46,013,375	47,674,013	53,760,079	6,086,066
Realloc/PY Adj Admn State	2,653,562	3,704,875	2,295,240	187,032	(2,108,208)
Admin State Out of Home Care	2,869,936	4,430,608	2,505,379	5,853,443	3,348,064
Admin State Staff Development	9,211	0	0	0	0
Admin State Other Soc Svcs-OCSS	11,966	0	21,309	21,309	0
State Child Abuse Prevention	46,765	45,718	43,554	41,869	(1,685)
Admin State - Other	27,409,721	27,675,122	31,741,256	36,391,909	4,650,653
State Aid Realignment-VLF	1,781,454	4,461,286	2,129,143	14,094,297	11,965,154
State Aid Family Inc Mtce	22,070,677	13,584,089	21,401,783	4,795,855	(16,605,928)
State Aid Children Brding Home	375,349	622,131	443,147	573,941	130,794
State Aid Realignment-Sales Tax	159,051,286	190,571,150	164,637,438	189,958,357	25,320,919
State Adoption Assistance	(3,669)	(12,719)	0	0	0
State Auto Welfare System	3,933,735	4,345,063	5,179,599	4,546,850	(632,749)
Admin-State Health Misc	14,435,414	14,500,743	14,639,267	16,433,338	1,794,071
State C.H.D.P. Program	1,809,892	1,440,998	1,912,816	1,276,506	(636,310)
State Aid for Crippled Child	1,702,091	1,203,244	1,581,738	1,569,709	(12,029)
CCS Medical Cases Mgmt	2,450,964	2,985,854	3,241,372	3,277,097	35,725
State Aid M/H Short-Doyle	698,373	953,391	703,964	656,461	(47,503)
State Aid MH - SSI/SSP	274,789	274,082	274,790	274,790	0
State Aid Drg AB Short-Doyle	(421,662)	955,501	0	0	0
State Aid Realignment-M/H	26,692,692	26,882,212	27,623,797	27,529,759	(94,038)
State Aid Realignment-VLF-MH	133,707	133,707	1,168,051	549,198	(618,853)
Substance Abuse Grants	7,846,652	5,171,748	7,093,436	6,957,537	(135,899)
Misc State Aid for Health	1,189,187	1,158,216	1,091,508	1,026,484	(65,024)
State Aid for Agriculture	2,383,594	2,577,574	2,489,362	2,641,966	152,604
State Aid for Civil Defense	2,588,128	1,681,713	3,562,382	2,764,776	(797,606)
State Aid Transportation Proj	100,000	100,000	100,000	100,000	0
State Aid for Construction-Other	397,980	0	250,000	375,585	125,585
State Aid for Crime Control	14,401,231	10,850,096	12,683,298	11,983,121	(700,177)
State Aid for Disaster-Other	1,050,666	3,587,438	950,000	1,000,000	50,000
State Aid Veterans Affairs	87,669	189,656	117,147	126,700	9,553
H/O Prop Tax Relief	2,178,101	2,102,464	2,130,381	2,012,843	(117,538)
State Aid Child Day Care	3,854,464	5,100,078	3,326,833	4,822,854	1,496,021
State Aid Area Agency on Aging	2,448,782	1,323,746	1,678,506	1,662,868	(15,638)
State Aid Peace Off Training	650,758	612,407	583,940	581,695	(2,245)
State Aid Mandated Expenditures	2,297,933	5,046,996	3,250,000	0	(3,250,000)
State Aid Food/Milk Subvent	1,480,530	1,301,967	1,745,853	1,359,748	(386,105)
State Aid SEOO Programs	10,098,267	9,857,717	10,383,301	10,745,989	362,688

County Summary Information

ALL COUNTY FUNDS

Revenues by Type (continued)

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Recommended	2015-16 Change
State Aid Library -CLSA	128,819	77,575	38,597	38,500	(97)
Miscellaneous State Aid	41,215,723	29,524,466	35,952,438	46,910,303	10,957,865
St Aid Trfc Cngstn Mgmt	5,686,209	11,738,045	8,800,000	5,144,979	(3,655,021)
Vehicle Theft - VLF	907,540	937,865	905,623	930,000	24,377
St Aid-Public Safety Svcs	67,178,163	72,053,360	72,238,220	74,423,400	2,185,180
Admin Fed Other CWS	156,976	52,721	0	0	0
Admin Federal - Other	81,863,384	87,954,256	103,782,580	103,181,450	(601,130)
Realloc/PY Adj Admn Fed	(175,912)	(2,913,931)	0	505,093	505,093
Fed Aid Family Inc Mtce	10,312,485	13,833,491	10,068,516	18,244,540	8,176,024
Fed Aid Child Brding Home	10,802,851	10,128,023	11,095,818	11,124,483	28,665
Fed Aid Refugees	302,191	127,373	136,760	198,235	61,475
Fed Aid Adoptions	6,841,260	6,621,774	6,993,285	6,587,152	(406,133)
ARRA/Federal Direct	194,634	22,112	0	0	0
Fed Hlth Admin (MCH&3140)	2,073,090	2,039,153	2,230,401	2,372,401	142,000
Fed Immunization Assist	422,252	400,002	409,738	409,738	0
Fed Nutrition Elderly	1,338,811	2,073,016	1,627,841	1,724,083	96,242
Fed W.I.C. Program	4,803,360	4,132,089	4,383,427	4,166,379	(217,048)
Misc Fed Health Projects	6,360,213	6,092,469	6,318,662	6,530,980	212,318
Fed Aid Airport Construction	2,849,274	57,348	628,847	0	(628,847)
Fed Aid Hwy Construction	3,992,128	2,266,121	11,710,000	11,361,590	(348,410)
Federal in Lieu Taxes	5,502	0	0	0	0
Fed Aid Crime Control	1,495,641	2,194,969	2,858,037	3,814,025	955,988
Fed Aid Comm Svcs Admin	24,822,565	18,838,718	28,676,031	28,542,127	(133,904)
Fed Aid Family Support	17,518,279	18,693,698	18,882,683	18,817,709	(64,974)
Fed Aid Employ & Training	9,359,125	9,757,053	9,565,000	10,813,958	1,248,958
Fed Aid NIMH Grant	1,752,122	1,726,121	1,725,959	1,725,959	0
Fed Aid Hud Block Grant	13,049,913	8,444,414	12,159,209	11,495,420	(663,789)
Other Federal Aid	12,177,739	13,196,120	10,442,638	7,504,809	(2,937,829)
Other in Lieu Taxes	0	10,572	1,151	1,204	53
RDA Nonprop-Tax Pass Through	2,571,485	4,780,504	2,616,627	4,286,868	1,670,241
Misc Government Agencies	9,781,813	10,898,085	19,340,954	22,437,547	3,096,593
INTERGOVERNMENTAL REVENUE	717,847,196	747,329,486	779,492,645	829,824,777	50,332,132
Fees Assessor	91,496	239,161	237,950	238,084	134
Comm For Tax & Assess Coll	2,580,816	7,943,166	8,299,236	5,935,455	(2,363,781)
Supplemental Roll Charges	1,158,599	2,169,270	1,163,000	2,000,000	837,000
Prop Characteristic Info	100	0	0	0	0
Auditing & Accounting Fees	2,853,992	3,091,461	3,119,051	3,094,045	(25,006)
ARRA/Charges for Svcs	57,110	108,260	191,084	90,883	(100,201)
Communication Services	5,316,341	5,434,961	6,032,867	6,176,872	144,005
Candidates Filing Fees	199,024	33,266	90,000	50,000	(40,000)

ALL COUNTY FUNDS**Revenues by Type (continued)**

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Recommended	2015-16 Change
Election Service-Other	3,153,849	451,410	1,750,000	1,400,000	(350,000)
Misc Legal Services	825,546	985,933	1,301,500	1,303,000	1,500
Personnel Services	1,422,910	1,479,995	1,303,054	1,594,834	291,780
Planning & Engineer Services	4,792,049	5,323,114	6,919,666	8,196,500	1,276,834
Processing/Inspection Fee	730,004	1,694,178	5,271,860	5,271,860	0
Purchasing Fees	163,443	168,281	164,804	185,405	20,601
Civil Process Service	486,163	418,853	753,300	808,153	54,853
Civil Processing Fee	108,581	73,862	69,242	87,144	17,902
Court Filing Fees	251,311	238,644	269,000	261,000	(8,000)
Referral Fees	30	0	0	0	0
Driver Education Fees	2,907,793	2,953,200	2,637,687	2,479,187	(158,500)
Returned Check Charges	65,273	56,031	53,000	50,750	(2,250)
Court Administration Cost	769,566	730,942	473,362	473,362	0
Estate Fees	221,858	350,062	339,317	339,317	0
Agricultural Services	163,089	133,699	141,010	134,383	(6,627)
Spay Clinic Fees	368,545	387,982	405,154	415,000	9,846
Contract Humane Services-City	4,205,024	4,240,671	4,278,919	4,528,647	249,728
Misc Humane Services	752,262	757,094	832,054	832,054	0
Fingerprint & Crim Report	36,865	18,762	40,000	40,000	0
Contract Law Enforcement Svcs	24,289,105	24,722,087	28,190,938	28,486,152	295,214
Blood Withdrawal Fees	248,727	192,777	220,000	220,000	0
Jail Booking Fees	1,548,826	1,978,026	1,907,000	1,907,000	0
Charges/Cost of Probation	206,920	220,690	160,000	160,000	0
Misc Law Enforcement Svcs	4,511,738	4,416,882	4,171,000	4,143,000	(28,000)
Recording Fees	9,559,812	7,544,166	8,711,862	8,300,761	(411,101)
Survey Monument Fees	81,680	73,289	80,000	75,000	(5,000)
Recorders Modernizing Fee	1,809,350	1,083,209	1,557,247	1,100,000	(457,247)
Redacting Fees	373,704	246,342	330,000	240,000	(90,000)
ERDS fee	371,824	244,593	330,000	235,000	(95,000)
Road Development Fees	1,070,680	1,599,424	920,600	1,292,000	371,400
Misc Road Services	840,131	866,662	1,585,000	1,470,000	(115,000)
Health Inspection Fees	6,774,364	11,397,627	15,785,323	16,032,224	246,901
Patient Fees	242,764	229,522	231,800	233,000	1,200
Drinking Driver Program Fees	173,405	157,821	173,405	173,405	0
Client Fees	44,232	45,388	44,232	34,420	(9,812)
Patient Fees-Immunization	73,906	57,644	70,000	50,000	(20,000)
Patient Fees-T.B. Testing	189,332	117,063	150,000	115,000	(35,000)
Misc Health Fees	6,534,084	3,636,492	3,470,700	3,460,250	(10,450)
Laboratory Services	2,802,694	2,801,656	3,142,958	3,162,000	19,042
Nutrition Services	344,635	307,273	298,681	366,369	67,688

County Summary Information

ALL COUNTY FUNDS

Revenues by Type (continued)

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Recommended	2015-16 Change
M/H Svcs-Medicare	3,086,608	3,753,935	3,306,603	2,423,196	(883,407)
M/H Svcs-Pvt Pay/Insur	1,719,626	2,033,738	8,431,531	1,481,710	(6,949,821)
M/H Svcs-Medi-Cal	49,784,996	51,583,988	51,821,204	53,088,338	1,267,134
M/H Svcs-Other HMO Pat	313,305	2,326,813	102,275	4,092,290	3,990,015
Crippled Childrens Svcs	2,561	367	850	850	0
Misc Sanitation Service	941,514	1,595,797	1,650,000	1,765,000	115,000
Care of Prisoners	531,062	307,521	475,892	250,000	(225,892)
Library Services	774,554	741,997	762,369	680,682	(81,687)
Interfund Rev - Gov/Gov	9,477,909	8,634,247	11,003,329	9,564,324	(1,439,005)
Interfund Rev - Gov/Ent	665,955	745,124	657,427	697,557	40,130
Interfund Rev - Ent/Ent	21,960	14,770	0	0	0
DoIT Phone Exchange	203,923	209,956	90,575	105,532	14,957
DoIT Data Proc Svcs	956,802	776,571	1,747,126	1,479,705	(267,421)
DoIT Data Proc Supply	4,338	3,110	0	0	0
DoIT Mntn Radio Equipment	47,832	30,852	85,980	87,795	1,815
DoIT Other Telcom Charges	139,281	96,165	97,037	95,294	(1,743)
Gen Svc-Bldg Ocpncy Costs	5,572,233	5,723,119	5,147,529	4,900,630	(246,899)
Gen Svc-Requested Mtce	2,051,922	1,931,646	2,182,055	1,997,875	(184,180)
Gen Svc-Use of Co Equipment	197	1,466	1,600	1,500	(100)
Gen Svc-Other G S Charges	1,002,316	362,983	401,208	443,570	42,362
Gen Svc-Bldg Lifecycle	0	74,909	82,841	82,841	0
Info Security Chg	35,159	49,763	0	0	0
Refunds Indigent Burials	16,998	16,839	16,226	16,420	194
Cafeteria Receipts	108,159	115,604	109,500	110,000	500
Autopsies & Medical Reports	17,590	14,052	20,100	20,100	0
Data Processing Services	2,030,455	2,393,964	3,006,822	3,786,344	779,522
Training Services	619,004	784,385	477,149	477,149	0
Administrative Services	1,144,413	1,067,036	1,307,913	1,252,772	(55,141)
Bldg Mtce Services	32,432,621	34,942,592	34,513,929	32,073,309	(2,440,620)
Microfilm & Reproduction Services	364,194	428,068	434,428	523,000	88,572
Marriage Ceremony Fees	88,860	118,440	110,000	110,000	0
Equipment Use Charges	578,978	556,183	914,327	809,805	(104,522)
Third Party Svcs Fee	2,375	2,637	2,300	2,600	300
Nuisance Abate	36,146	22,648	100,000	30,000	(70,000)
Misc Current Services	4,729,503	3,928,829	4,180,435	4,738,881	558,446
CHARGES FOR SERVICES	215,276,903	226,811,007	250,907,423	244,430,584	(6,476,839)
Prcds of Non-Bond Debt	13,403	0	0	0	0
Sale of Real Estate	0	2,020,000	0	0	0
Sale of Equipment	380,140	418,687	1,361,500	1,301,500	(60,000)
Sale of Maps & Documents	69,903	78,664	130,373	131,236	863

ALL COUNTY FUNDS**Revenues by Type (continued)**

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Recommended	2015-16 Change
Sale of Rodent Poison	20,687	27,125	27,000	26,682	(318)
Sale of Animals	32,578	31,736	30,000	32,000	2,000
Sundry Taxable Sale	49,961	25,372	36,560	39,560	3,000
Sundry Non-Taxable Sales	95,059	76,163	106,625	75,625	(31,000)
Reimbursements-Gov/Gov	227,173,861	251,193,248	269,613,368	286,597,953	16,984,585
Reimbursements-Gov/Ent	445,868	312,206	415,655	488,589	72,934
Transfers-Gov/Gov	3,172,111	6,867,432	8,635,941	9,176,816	540,875
Transfers-Gov/Ent	287,183	64,943	600,086	565,454	(34,632)
Unrestricted Donations	50	0	500	0	(500)
Restricted Donations	1,214,547	1,301,724	482,903	631,922	149,019
Misc Grants & Donations	4,000	89,015	156,204	33,332	(122,872)
Contrib From Other Funds	74,742,525	79,305,656	37,817,208	38,903,019	1,085,811
Seizures	270,240	327,894	222,000	284,000	62,000
Indemnifying Proceeds	144,898	100,555	30,800	30,260	(540)
Mello-Roos/Spec Dist Only	0	11	0	0	0
Misc Non-Taxable Revenue	17,700,628	27,534,531	16,606,735	22,104,829	5,498,094
Prior Yr Claim Settlement	189,421	1,752	0	0	0
Work Authorization - Memo	5,870	0	0	0	0
MISCELLANEOUS REVENUE	326,012,935	369,776,713	336,273,458	360,422,777	24,149,319
TOTAL REVENUE	2,544,239,505	2,714,387,764	2,694,641,354	3,013,898,605	319,257,251

County Summary Information

ALL COUNTY FUNDS

Expenditures by Type

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Recommended	2015-16 Change
Permanent Salaries	480,546,483	503,057,399	567,584,624	606,322,015	38,737,391
Temporary Salaries	52,468,685	51,266,968	40,918,654	40,872,599	(46,055)
Permanent Overtime	23,466,747	23,007,597	20,713,645	21,256,878	543,233
Deferred Comp	1,552,211	2,161,730	3,632,404	4,445,261	812,857
Hrly Physician Salaries	2,626,854	2,399,872	2,432,474	2,600,256	167,782
Perm Physicians Salaries	35,632,415	37,469,448	39,690,408	39,652,449	(37,959)
Perm Phys Addnl Duty Pay	1,976,098	1,962,461	2,238,520	2,595,840	357,320
Comp & SDI Recoveries	(2,557,280)	(2,921,425)	(1,979,973)	(1,884,108)	95,865
Vacation/Sick Leave Accrual	242,303	4,277,040	10,000	10,000	0
FICA/Medicare	37,362,344	38,895,210	43,073,827	46,515,143	3,441,316
Ret Exp-Pre 97 Retirees	2,750,979	2,751,464	2,989,013	3,060,275	71,262
Retirement Expense	221,442,190	246,414,142	293,909,248	273,302,487	(20,606,761)
Excess Retirement	63,653	398,663	315,332	462,360	147,028
Employee Group Insurance	84,392,571	85,364,402	98,588,105	101,283,354	2,695,249
Retiree Health Insurance	42,578,927	42,573,182	43,669,354	43,779,225	109,871
OPEB Pre-Pay	18,637,346	17,413,840	17,480,198	18,040,711	560,513
Unemployment Insurance	2,265,484	2,302,337	2,152,001	2,178,029	26,028
Workers Comp Insurance	17,044,418	17,290,639	18,012,835	23,353,385	5,340,550
Labor Received/Provided	550,728	293,186	(252)	1	253
SALARIES and BENEFITS	1,023,043,157	1,076,378,154	1,195,430,416	1,227,846,160	32,415,744
Office Expense	5,698,678	5,839,871	6,075,176	6,345,557	270,381
Books-Periodicals-Subscriptions	590,658	573,507	644,263	623,280	(20,983)
Postage	2,318,290	2,041,489	2,464,760	2,439,857	(24,903)
Communications	6,968,328	6,663,298	6,379,540	6,766,915	387,375
Telephone Exchange Service	2,079,828	2,141,164	2,452,833	2,739,245	286,412
Utilities	10,694,166	10,838,086	11,169,840	11,135,246	(34,594)
Small Tools and Instruments	357,957	270,447	351,035	355,519	4,484
Minor Furniture/Equipment	1,624,311	1,370,728	1,906,300	1,810,367	(95,933)
Minor Computer Equipment	5,849,422	3,372,269	5,604,547	5,146,465	(458,082)
Medical & Lab Supplies	2,580,484	2,603,870	2,558,752	2,724,752	166,000
Pharmaceutical Supplies	1,214,179	2,232,202	1,900,472	2,235,993	335,521
Food	4,160,592	4,289,160	4,269,442	4,327,253	57,811
Clothing & Personal Supplies	1,553,566	1,566,031	1,786,126	1,791,775	5,649
Household Expense	3,704,268	3,741,532	4,037,333	3,888,562	(148,771)
Agricultural Expense	114,768	91,371	107,475	107,475	0
Publications & Legal Notices	240,474	259,907	241,191	255,405	14,214
Memberships	1,249,087	1,070,734	1,252,277	1,450,221	197,944
Rents and Leases-Equipment	2,862,278	2,829,046	3,545,147	2,950,358	(594,789)

ALL COUNTY FUNDS**Expenditures by Type (continued)**

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Recommended	2015-16 Change
Computer Software Cost	5,463,710	7,179,456	6,670,441	7,254,977	584,536
Rents & Leases - Property	9,658,478	9,968,517	10,678,718	10,570,574	(108,144)
Building Occupancy Costs	42,953,863	43,600,016	44,991,245	47,992,292	3,001,047
Bldg Lifecycle Costs	0	1,273,677	1,382,648	1,396,261	13,613
Maintenance - Equipment	6,145,582	5,305,530	5,950,809	5,766,541	(184,268)
Vehicle Repairs	3,609,929	3,926,300	3,903,686	4,011,050	107,364
Vehicle Fuel/Oil	3,175,849	2,951,203	3,232,498	3,316,600	84,102
Rprs - Accidents/Vandalism	(47)	49,856	1,500	1,500	0
Mntn Radio-Electronic Equipment	530,038	495,038	395,950	449,001	53,051
Equipment Usage	0	1,094	0	0	0
Maintenance of Buildings	7,106,114	7,893,369	7,532,285	7,530,800	(1,485)
Grounds Maintenance	515,811	754,576	504,925	730,584	225,659
Requested Maintenance	3,542,705	4,328,692	3,490,920	4,262,387	771,467
Runway & Taxiway Maintenance	25,789	64,767	54,100	57,200	3,100
Non-Cap Imps - Mtce	180,404	326,246	1,000	10,128	9,128
Building Usage	159	105	258	150	(108)
Non-Cap Imps-Renov/Alts	133,890	0	500,000	1,500,000	1,000,000
Non-Cap Imps-Betterments	294,116	486,373	2,038,215	2,038,215	0
Transportation and Travel	669,686	655,212	779,758	732,180	(47,578)
Auto Mileage Employees	1,699,496	1,679,785	1,758,366	1,665,179	(93,187)
Use of Co Vehicle/Equipment	2,172,007	2,206,516	2,202,902	2,118,496	(84,406)
Other Travel Employees	1,337,378	1,364,998	1,693,851	1,718,250	24,399
Judicial Auto Allowance	6,484	5,448	5,350	5,350	0
Freight Drayage Express	627,106	926,393	858,907	906,212	47,305
Non Cnty Prof/Spclzd Svcs	91,219,487	98,195,886	111,978,253	125,293,708	13,315,455
Outside Attorney Fees	4,328,771	4,199,770	5,799,804	5,871,950	72,146
Contracted Temporary Help	3,356,381	2,584,264	3,362,193	2,802,698	(559,495)
Data Processing Services	7,456,253	7,717,794	9,385,128	9,805,053	419,925
Data Processing Supplies	35,092	23,675	23,211	32,995	9,784
Court Reporter Transcript	142,021	161,386	150,860	159,500	8,640
Public Works Contracts	7,509,872	5,260,596	16,649,492	17,532,004	882,512
Outside Medical Services	79,562,116	85,438,803	76,617,425	87,050,028	10,432,603
County Hospital Services	26,204,513	30,168,456	25,566,723	25,776,034	209,311
Electronic Database Svcs	169,049	218,645	169,108	312,463	143,355
Microfilm Services-Gen	67,631	37,689	161,153	82,059	(79,094)
Information Security Charges	146,471	215,513	310,457	539,434	228,977
Administrative Service	12,638,627	8,056,265	9,822,849	12,925,021	3,102,172
Other Gen Svcs Charges	1,732,872	1,343,366	1,510,385	1,454,383	(56,002)
GSD Courier Svc	171,714	151,335	181,796	174,443	(7,353)
Other Telecom Charges	1,683,311	3,023,628	1,809,407	2,035,744	226,337

County Summary Information

ALL COUNTY FUNDS

Expenditures by Type (continued)

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Recommended	2015-16 Change
Other Intrdptmntl Charges	30,677,399	33,850,428	32,601,112	40,890,772	8,289,660
Juror Fees	34,465	37,179	42,000	42,000	0
Witness Fees & Expenses	189,190	354,439	773,500	374,000	(399,500)
Juror Mileage	6,741	0	0	0	0
Insurance	2,071,877	1,956,654	2,552,879	2,543,823	(9,056)
Adult Materials - Library	1,215,164	1,127,738	1,316,450	1,589,427	272,977
Book Repairs - Library	114	0	0	0	0
Audio-Visual Supplies	5,264	72	1,000	1,000	0
Youth Materials - Library	632,195	544,121	341,104	411,771	70,667
Election Officers	323,877	272,198	478,640	478,640	0
Training & Registrations	432,992	556,605	561,732	947,390	385,658
Road/Construction Materials	2,015,929	1,970,506	1,501,500	1,559,500	58,000
Criminal Investigation	220,420	311,958	283,000	393,248	110,248
Specialized Printing	2,256,474	1,155,419	2,009,911	1,597,011	(412,900)
Fire Fighting Supplies	11,166	5,692	14,525	14,025	(500)
Recreation	57,083	33,884	54,256	42,620	(11,636)
Ed Supplies and Courses	361,481	382,308	611,459	701,385	89,926
Fees - Non Agricul Animal	81,912	69,891	49,000	82,000	33,000
Other Special Departmental Exp	7,639,026	8,357,037	84,725,943	38,803,544	(45,922,399)
Loss on Dsp SI-Fxd Assets	29,154	98,427	0	0	0
Misc Services & Supplies	460,533	228,302	357,487	2,821,972	2,464,485
Cash Shortage Reimbursement	2,813	2,261	1,850	1,800	(50)
Contract Expense-Kaiser	18,674,498	27,053,516	25,069,869	63,380,272	38,310,403
Registry	5,789,878	3,857,254	5,085,364	5,085,364	0
Public Health-Medical Svcs	64,685	23,600	49,351	23,413	(25,938)
Other Specialty Care	345,543	962,557	924,231	1,243,679	319,448
OP Visits-Specialist Phys	3,295,124	3,844,138	3,843,019	4,283,948	440,929
Laundry Contract	675,889	714,481	661,900	714,482	52,582
Computer Software Cost	9,826,255	4,768,160	9,098,019	9,046,261	(51,758)
Outpatient Mental Health	983,912	937,679	1,049,527	821,326	(228,201)
Other ER Chrges (Lab, Xray)	9,479,666	16,667,428	19,183,109	11,344,563	(7,838,546)
ER Physician Fees	5,778,927	6,894,090	6,640,806	8,313,722	1,672,916
ER Facility Fees	5,074,962	2,690,121	2,974,358	4,143,541	1,169,183
IP Mental Health	4,551	3,630	3,997	32,085	28,088
IP Radiology (Profee)	792,189	979,920	1,010,036	927,824	(82,212)
IP Surgery	12,640,158	17,618,539	17,374,142	30,304,391	12,930,249
IP Physician Visits	2,230,571	3,203,744	2,679,786	3,729,838	1,050,052
IP Fac Chrges (Incl OBDAY)	48,472,407	57,509,309	70,033,900	70,286,314	252,414
Obstetrics (Profee)	634,520	739,484	794,059	725,481	(68,578)
Inpatient Lab (Profee)	382,892	529,426	511,617	612,905	101,288

ALL COUNTY FUNDS**Expenditures by Type (continued)**

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Recommended	2015-16 Change
Med Fees-Therapist & Other	5,921,924	6,916,674	6,788,480	7,483,206	694,726
Consulting & Management Fees	22,356,606	12,553,886	11,262,808	9,911,079	(1,351,729)
Other Non-Medical Fees	29,255	29,420	31,522	31,562	40
Med Fees-Physician-Clinic Svc	19,158,416	29,210,571	24,605,207	23,418,156	(1,187,051)
IBNR Expense Accrual	110,743	(203,725)	0	39,975,016	39,975,016
OP Lab/Pathology	3,906,288	6,335,134	4,628,148	9,183,502	4,555,354
Medi-CAL Exp Reimb Receipt	(725,475)	(1,516,383)	(689,030)	(689,030)	0
IP Anes (Profee)	1,527,901	1,829,561	1,827,520	2,011,215	183,695
Prosthesis	1,287,769	1,751,157	1,287,771	1,751,158	463,387
Sutures & Surgical Needles	55,986	76,812	67,500	76,813	9,313
Surgical Packs & Sheets	328	97	1,000	1,000	0
Surgical Supplies - General	308,216	773,343	318,018	858,703	540,685
Anesthetic Materials	0	7,471	12,000	12,000	0
Oxygen and Other Med Gas	85,354	83,970	84,250	100,000	15,750
IV Solutions	2,315,936	3,104,857	3,209,835	3,254,754	44,919
Pharmaceuticals	41,469,447	49,706,913	45,075,570	55,742,381	10,666,811
Radioactive Materials	7,074,558	7,727,719	7,695,240	6,346,860	(1,348,380)
Radiology Films	4,154,285	4,333,424	4,511,955	4,997,144	485,189
Other Med Care Mtl & Supp	20,884,087	22,325,106	22,889,586	24,442,115	1,552,529
Other IP Anc Svcs	5,537,670	5,495,962	4,944,506	5,540,996	596,490
Food-Other	923,358	988,560	927,425	987,593	60,168
Linen and Bedding	43,108	115,940	60,000	115,942	55,942
Cleaning Supplies	565,319	498,824	586,681	586,052	(629)
Office & Admin Supplies	2,341,952	2,411,892	2,553,331	2,594,605	41,274
Employee Wearing Apparel	738,227	799,247	737,979	799,241	61,262
Instruments & Minor Med Equip	1,328,791	960,368	1,354,411	1,354,411	0
Other Minor Equipment	3,039,658	2,854,819	3,529,868	3,258,995	(270,873)
Other Non-Med Supplies	1,308,637	1,608,436	1,304,269	1,613,495	309,226
Other Purch Svc-Auditor	2,843,851	3,100,500	3,141,819	3,125,419	(16,400)
Other Purch Svc-Co Counsel	325,000	336,375	520,000	600,000	80,000
Other Purch Svc-Personnel	1,064,005	1,080,784	984,586	1,191,661	207,075
Ambulance/Medical Transp	2,891,139	2,833,380	2,839,539	2,998,517	158,978
Other	12,389,398	15,789,741	16,212,809	18,101,272	1,888,463
OP Surgery-Facility	1,314,683	1,499,219	1,467,676	2,022,915	555,239
OP Surgery-Professional	5,167,357	6,742,623	6,670,487	7,608,720	938,233
CPSP (Perinatal)	611,326	652,307	636,104	752,506	116,402
CHDP	764,235	819,837	905,569	2,455,419	1,549,850
Microfilm Services	37	336	1,000	1,000	0
Medical-Purchased Service	167,659,864	166,328,977	170,301,226	146,052,626	(24,248,600)
Repairs & Mtce-Equipment	2,893,350	2,762,304	2,988,450	4,210,538	1,222,088

County Summary Information

ALL COUNTY FUNDS

Expenditures by Type (continued)

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Recommended	2015-16 Change
Medical School Contracts	0	518	0	0	0
Management Services	847,819	(1,217,212)	(2,806,977)	859,253	3,666,230
Collection Agencies	1,053,038	826,778	1,100,000	1,050,916	(49,084)
Other Purchased Services	21,477,848	19,473,030	21,819,244	23,999,677	2,180,433
Transportation Services	385,915	395,425	389,936	392,866	2,930
Data Processing - County	602,465	679,501	687,450	973,144	285,694
Requested Maint - Gen Services	1,234,584	1,978,317	1,298,663	1,981,763	683,100
Sub Acute Facility (SNC)	5,183,616	6,992,295	6,957,529	6,269,190	(688,339)
Deprec & Amort - Bldg & Improve	6,966,801	7,136,682	0	0	0
Deprec & Amort - Lshd Improve	99,121	0	0	0	0
Deprec & Amort - Equipment	6,706,246	6,477,607	55,072	5,343	(49,729)
Bld Occupancy Cost - Co	7,007,441	7,675,276	7,609,585	7,684,257	74,672
Rental/Lse Costs - Equipment	2,088,003	2,066,450	2,075,462	2,074,491	(971)
Bld Occupancy - Non Co	2,535,068	2,856,263	2,937,895	3,321,228	383,333
Utilities - Electric & Gas	1,411,372	1,545,665	1,727,832	1,854,645	126,813
Utilities - Water	140,358	159,078	150,111	168,102	17,991
Insurance - Professional Liab	2,326,000	1,800,000	1,800,000	1,800,000	0
Insurance - Other	252,380	532,853	615,486	1,519,633	904,147
Licenses	165,020	254,448	391,566	349,490	(42,076)
Interest Expense	13,004,814	13,105,165	10,049,605	8,393,752	(1,655,853)
Telephone/Telegraph	3,656,654	3,783,002	3,700,614	4,188,303	487,689
Dues and Subscriptions	1,313,329	1,333,807	1,405,725	1,549,126	143,401
Outside Training Supplies	324,913	326,305	307,703	626,055	318,352
Travel - Employee Mileage	468,331	445,946	474,158	467,639	(6,519)
Other Expenses	376,633	575,173	709,146	1,093,524	384,378
Travel - CAD Approved	295,690	311,454	293,530	346,199	52,669
Travel - County Equipment	172,514	174,497	154,196	222,040	67,844
Bldg Lifecycle Costs-Co	0	8,033	12,906	6,013	(6,893)
Dental Services	110,967	172,027	183,448	150,664	(32,784)
Intra-Dept Trans/Other	(25,641,649)	(18,468,572)	(36,102,825)	57,771,031	93,873,856
Freight Expense Inv Items	80,967	32,137	80,837	32,135	(48,702)
Loss on Dsp SI-Fxd Assets	45,589	444,570	0	439,111	439,111
SERVICES and SUPPLIES	952,370,392	1,018,950,095	1,098,490,535	1,285,760,174	187,269,639
Support & Care of Persons	4,882,717	4,917,597	5,084,572	5,317,878	233,306
Federal Aid	28,072,920	30,710,661	28,475,564	36,254,410	7,778,846
State Aid 2011 Realign	40,421,812	41,418,113	41,396,071	38,084,502	(3,311,569)
County Aid Basic	38,771,926	38,915,455	37,903,989	41,880,789	3,976,800
State Aid	22,441,805	17,194,449	21,838,745	18,575,625	(3,263,120)
Service Connected Aid	2,454,532	2,285,886	2,207,115	2,154,639	(52,476)

ALL COUNTY FUNDS**Expenditures by Type (continued)**

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Recommended	2015-16 Change
Child Day Care Aid	6,427,203	7,762,266	6,163,084	7,808,016	1,644,932
Composite Aid	2,193	1,812	0	0	0
AB85 State Map Aid	0	948,772	0	2,639,277	2,639,277
Principal Pmt on Bonds	48,385,000	51,610,000	21,580,000	24,155,000	2,575,000
Retire Oth Long Term Debt/Lease Pur	21,596,285	25,899,422	35,781,332	37,570,013	1,788,681
Interest on Bonds	19,553,477	16,791,567	21,967,539	12,759,526	(9,208,013)
Interest on Oth Long Term Debt	16,849,231	15,929,924	15,285,578	9,636,592	(5,648,986)
Int on Notes & Warrants	239,847	30,733	454,634	454,634	0
Finance Charges	72,415	70,095	64,000	5,700	(58,300)
Taxes & Assessments	226,755	212,691	239,075	255,125	16,050
Rights of Way & Easements	107,048	484,251	700,000	500,000	(200,000)
Judgements & Damages	226,599	717,393	600	600	0
Depreciation	3,225,417	2,973,967	2,070,710	3,032,021	961,311
Contrib to Other Funds	197,895	194,005	195,000	195,000	0
Contribution to Enterprise Funds	34,146,228	30,408,776	30,408,776	30,408,776	0
Contribution to Other Agencies	92,910,884	74,515,216	32,179,996	39,955,487	7,775,491
Interfund Exp - Gov/Gov	9,776,712	9,570,400	10,442,598	13,057,274	2,614,676
Interfund Exp - Gov/Ent	665,583	745,124	637,365	582,485	(54,880)
Interfund Exp - Ent/Ent	21,960	14,770	25,000	25,910	910
DoIT Phone Exchange	144,940	150,339	168,879	188,066	19,187
DoIT Data Proc Svcs	839,144	646,935	799,590	820,630	21,040
DoIT Data Proc Supply	2,694	2,103	0	0	0
DoIT Mntn Radio Eqmt	54	360	1,000	55,621	54,621
DoIT Other Telecom Charges	129,204	79,928	46,876	39,230	(7,646)
Gen Svc-Bldg Ocpncy Costs	5,475,101	5,624,940	5,783,649	5,754,330	(29,319)
Gen Svc-Requested Mntce	1,333,601	1,107,656	1,337,380	899,994	(437,386)
Gen Svc-Use of Co Equipment	197	1,466	7,000	6,621	(379)
Gen Svc-Other G S Charges	828,209	256,589	316,150	287,031	(29,119)
Gen Svc-Bldg Lifecycle	0	73,721	81,186	97,772	16,586
DoIT Info Security Charge	22,929	33,537	373,306	61,650	(311,656)
OTHER CHARGES	400,452,515	382,300,918	324,016,359	333,520,224	9,503,865
Kregor Peak Property Acq	517	0	0	0	0
001-651 Pine-Upg Bd Chmbr	0	473	0	0	0
561-1420 WPass Rd-Lse Imp	0	3,140	0	0	0
736-1430 WPass Rd-Lse Imp	0	24,981	0	0	0
WCDF Infrared System IPID	0	0	600,000	0	(600,000)
CCTV Remodel	15,533	0	0	0	0
4639 Pacheco Homeless Fac	107,896	0	0	0	0
015 40 Muir Exterior RMDL	42,790	11,180	0	0	0

County Summary Information

ALL COUNTY FUNDS

Expenditures by Type (continued)

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Recommended	2015-16 Change
Remodel 651 Pine 7th/11th	4,494	332,365	0	0	0
015 40 Muir Interior Rmdl	1,275,949	47,020	0	0	0
004 Ext Renov 625 Court	142,679	162,715	0	0	0
010-1000 Ward-Rplc Boiler	0	38	0	0	0
New Psych Facility	3,411,615	578,801	0	0	0
632-202 Glacier Dr Mtz JH	7,347	59,935	0	0	0
001-651 Pine-Rplc Boiler	45,293	99,779	0	0	0
173 OAYRF Sewer Rplcment	76,358	0	0	0	0
Cap Facilities Masterplan	48,178	102,876	0	0	0
010 MDF Chiller Rplcment	645,897	10,971	0	0	0
Various Alterations	0	10,771	0	0	0
EHS Central Co Bldg	251,683	0	0	0	0
010-MDF Intk Cntr Redesgn	31,411	22,587	0	0	0
DA Civic Center	3,403	36,552	0	0	0
Emergency Comm Sys Imps	100,077	0	0	0	0
Cummings Peak Upgrade	0	0	15,882	0	(15,882)
Various Improvements	91,077	76,691	0	0	0
2500 Bates-HBEX Start Up	394,862	25,478	0	0	0
244-151 L.Pauling-Solar	24,056	198,599	0	0	0
R-Rep Solar Proj-7 Sites	94,002	66,104	0	0	0
321 Mental Health IT's	192,234	0	0	0	0
390 WCDF Upgr Elctrnc Sys	0	11,405	0	0	0
390-WCDF-Rmdl Visit Ctr	0	38	0	0	0
FLIP-044-202 Glacier-SS01	0	1,531	119,536	119,536	0
FLIP-03300930 Ward St-AC0	0	16,626	46,739	46,739	0
FLIP-270-3811 Bissel-FS01	0	1,118	36,201	36,201	0
FLIP-004-625 Court-FS04	0	37	352,682	352,682	0
FLIP-158-2099 Arnold-FS02	0	31,334	400,685	400,685	0
FLIP-093-968 23rd St-ES02	0	21,352	261,510	261,510	0
FLIP-095-6401 Stcktn-AC03	0	16,090	172,851	172,851	0
FLIP-115-2290 WPass-FS03	0	508	133,874	133,874	0
FLIP-163-406-6th St-FS0	0	508	87,582	87,582	0
FLIP-171-757 1st St-FS02	0	867	65,978	65,978	0
FLIP-390-5555 Giant-IS05	0	37	898,817	898,817	0
182FS01-12000 Marsh Creek	0	173	254,134	254,134	0
FLIP-093-968 23rd St-IS01	0	23,919	189,152	189,152	0
034 DCD 30 Muir Rd Imps	586,124	38,935	0	0	0
DP Bldg Cntr 30 Douglas	37,473	3,759	0	0	0
40 Muir-Bldg Rmdl/Occpncy	649	165,704	0	0	0
230 Hookston-Landscaping	299	17,242	418,075	346,575	(71,500)

ALL COUNTY FUNDS**Expenditures by Type (continued)**

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Recommended	2015-16 Change
272 DCSS Ste 100 Remodel	655,296	13,975	0	0	0
Const Crime Lab	756,801	0	0	0	0
564 Mv Records to Summit	0	7,268	0	0	0
564-2530 Arnold-Rmdl #300	12,896	1,547	0	0	0
Undesignated Cap Projects	0	0	8,492,343	10,692,044	2,199,701
Sheriff's Facilities Imps	0	0	4,522,421	0	(4,522,421)
Sher Pub Sfty Comm Imps	214,205	180,534	0	0	0
555 Security Wall 3C & 4C	20,300	86	0	0	0
MTZ Well Ctr - ADA Cmplnce	40	0	0	0	0
010-MDF Intk Cntr Redesgn	40	9,588	0	0	0
555-2500 Alh-Cnvrt Ed Rms	0	56,997	0	0	0
Hosp-Surgical	0	104,850	0	0	0
733-25 Allen-ADA Cmpl Wrk	0	150,940	0	0	0
CCRMC Antepartum Room	191,946	40	0	0	0
Relocate Antipartum Unit	165	0	0	0	0
Fab/Inst Modular Clinic	3,048,733	3,778,222	0	0	0
West County Health Center	7,799,452	242,606	0	0	0
CCRMC Bldg1 Exam RM Clinic	1,646	0	0	0	0
211 C St Mtz Pro Acq	307,035	0	0	0	0
Replace Boiler	126,863	89,784	0	1,700,000	1,700,000
Mammography Room	5,685	0	0	0	0
Plain Film Room	12,775	0	0	0	0
Replace Imaging Equip	35,330	28,604	0	0	0
Hosp Ambul Care Clinic	0	0	3,067,550	1,173,251	(1,894,299)
Nutri Svcs Prog SB1953	154	0	0	0	0
SB1953 Seismic Retrofit	367,880	92,643	0	0	0
CCRMC GWARD Struct Analy	343,560	1,930	0	0	0
Exp/Rmdl Concrd Clinc	1,257,816	244,222	0	0	0
BFA Elect & Signs Proj#12	0	0	150,000	0	(150,000)
BFA Noise Pln Updte Prj#14	0	0	666,667	0	(666,667)
Miscellaneous Equipment	0	171,839	1,316,710	1,387,710	71,000
Special Assistive Devices	21,205	0	0	0	0
Office Equip & Furniture	2,676,028	2,163,267	4,935,292	4,035,810	(899,482)
Institutional Equip & Furniture	108,242	31,773	191,705	241,955	50,250
Autos and Trucks	2,771,396	2,716,683	9,359,045	5,463,410	(3,895,635)
Medical & Lab Equipment	572,006	362,019	1,349,000	599,035	(749,965)
Radio & Communication Equip	962,285	396,150	3,596,224	2,600,687	(995,537)
Tools & Sundry Equipment	154,684	128,277	490,000	382,500	(107,500)
Heavy Construction Equipment	132,614	32,550	50,000	50,000	0
Capitalized Software	0	258,095	275,000	300,000	25,000

County Summary Information

ALL COUNTY FUNDS

Expenditures by Type (continued)

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Recommended	2015-16 Change
Fixed Asset Adj Year-End	(19,113,857)	(5,702,535)	0	0	0
FIXED ASSETS	11,075,116	7,784,190	42,515,655	31,992,718	(10,522,937)
Reimbursements-Gov/Gov	206,229,273	230,362,779	202,526,814	207,085,355	4,558,541
Reimbursements-Gov/Ent	709,320	312,206	773,846	452,229	(321,617)
Reimbursements-Ent/Ent	0	0	2,000	2,000	0
Intrafund-Trans-Gov/Gov	7,320,456	6,925,734	59,718,876	83,184,450	23,465,574
Transfers-Gov/Ent	287,183	64,943	760,086	600,086	(160,000)
Intrafund Transfers	0	0	0	0	0
Intrafund-Trans-Salaries	(2,324,397)	(675,766)	(4,046,827)	(5,518,950)	(1,472,123)
Intrafund-Trans-Services	(104,807,113)	(107,984,696)	(108,141,819)	(115,392,454)	(7,250,635)
Intrafund-Trans-FX Assets	(609,563)	(451,653)	(708,426)	(1,223,117)	(514,691)
EXPENDITURE TRANSFERS	106,805,160	128,553,547	150,884,551	169,189,600	18,305,049
Apportn For Contingencies	0	0	4,055,653	7,671,955	3,616,302
PROVISIONS FOR CONTINGENCIES	0	0	4,055,653	7,671,955	3,616,302
TOTAL EXPENDITURES	2,493,746,340	2,613,966,903	2,815,393,169	3,055,980,830	240,587,661

MAJOR GOVERNMENTAL FUNDS**Changes In Projected Fund Balance**

	Beginning Fund Balance June 30, 2014	Budgeted Revenues FY 2015-16	Budgeted Expenditures FY 2015-16	Projected Ending Fund Balance Exclusive of CarryForward	Percent Change
Major Fund					
GENERAL FUND	236,102,265	1,423,005,363	1,423,005,363	236,102,265	0.00%
Non-Major Funds in the Aggregate					
TOTAL FOR NON-MAJOR FUNDS	287,183,845	432,813,446	473,336,785	246,660,506	(14.11%)

Fund balance is the difference between fund assets and fund liabilities remaining at year-end. For budgetary purposes, this represents the sum of over-realized or unanticipated revenues and unspent appropriations or reserves at the end of each fiscal year. The County Administrator's Office reviews variances in projected fund balances each year over or under 10%. Presented in the table above is the County's Major Governmental Fund individually and Non-Major Funds in the aggregate projected for year-end. Projections begin with actual balance as of June 30, 2014, and add the net of the current year's budgeted expenditures and revenues, minus carryforwards.

The Major Governmental Fund, General Fund, is expected to remain flat with very little to no change in fund balance. The reasons for the projected increases in expenditures and revenues are detailed in the County Budget Message and individual departmental summaries beginning on page 19. The General Fund has a recommended contingency of \$7.7 million. If these funds are not spent, the projected ending fund balance would increase by 3%.

The Non-Major Governmental Funds in the aggregate indicate a decline with a fund balance change of 14.11% (\$40.5 million). There are 91 funds included in this aggregate and eleven of them represent \$36.7 million or 90.6% of the variance. Some specific examples are: \$9.4 million for recorder/modernization functions, \$5.8 million in Navy Transit Mitigation, \$3.9 million for road improvements, \$3.1 million in property tax administration, \$2.8 million in Family Law Center debt service, and \$2.1 million for County law enforcement capital projects. It should be noted, however, that the reduction in Non-Major Governmental Funds in the aggregate is overstated due to the departmental practice of appropriating fund balance above annual requirements. If a correction for carryforward appropriations were made to these funds, the actual change expected would be to zero.

CAPITAL IMPROVEMENT PLAN

Per Budget Policy, the FY 2015-16 budget process again includes a strategic planning and financing element for facilities renewal and new construction projects (short and long term capital budgets) and a comprehensive management program for the County's general government real estate relative to acquisition, use, disposition and maintenance. This element includes funding decisions for maintaining the County's facility assets, allowing the Board of Supervisors to weigh competing funding decisions using credible information.

The Capital Improvement budget narrative can be found beginning on page 41 in the Departmental Budget Summary section of this document. It includes a recommended budget for Minor Capital Improvements of \$1,500,000, which is available for minor improvements and deferred maintenance when there is no other funding available; \$10 million for Facilities Lifecycle Improvements, which reflects the amount allocated to deferred facilities maintenance and capital renewal from the County's Tax Losses Reserve; and also includes funding for the Plant Acquisition cost center. This new allocation of general purpose revenue, in the amount of \$5 million, is intended as an on-going resource for construction and repair of County facilities. The monies are intended for capital projects and/or debt service for a future infrastructure borrowing program.

In FY 2014-15, the Public Works Department engaged in several initiatives to refine, revitalize and redefine the strategic planning effort for County facilities. While many of those initiatives have provided considerable improvements in the organization and visibility of data necessary to actively and efficiently construct, operate and maintain facilities, there is still work necessary to maximize effectiveness of these efforts.

The following is a summary of the accomplishments and status of several initiatives completed in FY 2014-15 and strategic planning elements that are currently underway and will continue into FY 2015-16.

- A. The Public Works Department has been developing a reliable, comprehensive Facility Asset Management database and strategic plan for managing the County facility inventory over the last 18 months with significant progress made in this effort. A summary of the strategy, objectives, current status and goals of this on-going effort is itemized below:
 - 1. Strategy. Included in the Strategy for managing the County's facilities is to support the County's Real Estate Asset Management Plan and develop a Strategic Facilities Asset Management Plan; integrate divisions involved in Asset Management (Real Estate, Capital Projects, Facilities Services and Finance); standardize Public Works data; develop business intelligence information about all assets (i.e. number of buildings, square footage data, occupancy data, etc.); and develop a Preventative Maintenance Program to reduce deferred maintenance and the current backlog of work order requests.

CAPITAL IMPROVEMENT PLAN

2. Objectives. Four primary business objectives have been identified for asset information management: Convert paper-based information into digital format; standardize data for consistency; establish asset management metrics; and develop an interface for use by staff.
 3. Current Status and Goals. Data conversion is on-going and scheduled to be completed by end of first quarter of 2015. Standardization of real estate and facility maintenance data is on-going and scheduled for completion by the end of FY 2014-15. Identifying and establishing metrics for specific preliminary strategic objectives is expected to be completed by end of FY 2014-15. Testing and implementation of an Asset Management dashboard will be implemented by the end of 2015. A preliminary Preventative Maintenance program is being developed and will be recommended for implementation in the third quarter of 2015.
- B. As a result of the work being performed for Facility Asset Management, the Real Estate Division of Public Works has identified several opportunities to save money, consolidate assets and potentially dispose of underutilized facilities in the County inventory. These efforts support the Real Estate Asset Management Plan and will reduce overall costs to the County.
1. Public Works is developing a recommendation for disposal of underperforming and underutilized assets in accordance with the Real Estate Asset Management Plan.
 2. Public Works will be presenting a comprehensive strategy to streamline and/or terminate the Agreements with the Courts on joint use of those facilities the County shares with the Courts. The strategic planning effort will be mutually beneficial to both the County and the State.
 3. Public Works has identified revenue and expense data that will allow the County to make effective decisions on leased assets for both those facilities leased *by* the County and *from* the County.
- C. In 2007 the County completed an assessment of County owned buildings to determine the general condition of the buildings. This assessment served as the basis on the Facility Lifecycle Improvement Program. Deferred maintenance and capital renewal needs were analyzed and a proposed project list was developed. Given significant funding constraints as a result of the economic downturn, no deferred maintenance was funded until FY2012-13. An updated assessment of buildings is currently underway. The following is a summary of what the Public Works Department anticipates will be included in a final report in the last quarter of FY 2014-15:

CAPITAL IMPROVEMENT PLAN

1. A revised project list which prioritizes projects based on updated facility conditions from the 2015 Facility Condition Assessment Report. This assessment information will need to be evaluated with other business intelligence information on our assets to properly prioritize the needs of the facilities.
 2. Since FY 2012-13, \$25 million has been allocated toward deferred maintenance. To date, approximately \$3 million has been expended and another \$10 million has been programmed for projects underway (15 projects have been completed and 28 are on-going).
 3. A recommendation to use the funding allocations made in previous years as well as a strategy to manage and complete future projects identified as part of the Facilities Lifecycle Improvement Program.
 4. Discussion of a Preventative Maintenance Program that will be part of the overall strategy to reduce the deferred maintenance backlog and improve performance of our County facility inventory.
- D. The Public Works Department anticipates there will be significant progress in FY 2015-16 on the implementation of the Facilities Asset Management Plan. The Department will develop specific recommendations on a funding strategy to address the deferred maintenance backlog, dispose of surplus properties and adequately fund our preventative maintenance and capital renewal needs.

CURRENT DEBT POSITION

The most recent Debt Report was issued by the Debt Affordability Advisory Committee on March 25, 2015. Information on the current Debt Position of the County follows:

Outstanding Debt. As of June 30, 2014, the County had a total of \$532.7 million of outstanding Pension Obligation Bonds (POBs) and Lease Revenue Bonds (LRBs)/Lease Revenue Obligations (LROs), a detailed listing of which is shown below. As of June 30 for each year the total amount of County outstanding Pension Obligation Bonds and Lease Revenue Bonds was \$606.1 million (2013); \$634.3 million (2012); \$717.9 million (2011); and \$729.6 million (2010). The County's entire debt portfolio is comprised of fixed-rate debt issues. The Debt Policy permits variable rate issues such as variable rate demand obligations only under special circumstances and does not presently permit derivatives such as swaps. Even prior to the implementation of its formal Debt Policy, the County had issued only fixed rate issues. This approach shields the County from the risks associated with swaps and variable rate. It should be noted that Pension Obligation Bonds are taxable securities whereas the County's Lease Revenue Bonds are tax-exempt securities. Thus, the True Interest Costs for the Pension Obligation Bonds are generally higher than those for Lease Revenue Bonds.

County of Contra Costa (County Only)
Outstanding Lease Revenue and Pension Obligation Bonds and True Interest Cost
(as of June 30, 2014)

<u>Bond Issues</u>	<u>Date of Issue</u>	<u>Final Maturity Date</u>	<u>Principal Amount Issued (\$000s)</u>	<u>Outstanding Principal (\$000s)</u>	<u>True Interest Cost (%)</u>
<u>Lease Revenue Bond & Obligation Issues (LRBs & LROs):</u>					
1999 Series A (Refunding and Various Capital Projects)	03/04/99	06/01/28	\$74,685	\$12,745	NA
2001 Series A (Various Capital Projects)	01/25/01	06/01/15	18,030	705	4.62%
2002 Series A (Various Capital Projects)	06/27/02	06/01/16	12,650	1,125	4.73%
2002 Series B (Refunding and Various Capital Projects)	09/05/02	06/01/19	25,440	6,520	3.97%
2003 Series A (Various Capital Projects)	08/14/03	06/01/17	18,500	2,310	4.46%
2007 Series A (Refunding and Various Capital Projects)	03/14/07	06/01/28	122,065	121,185	4.27%
2007 Series B (Medical Center Refunding)	08/07/07	06/01/18	110,265	44,640	4.27%
2009 Series A (Various Capital Projects)	06/03/09	06/01/24	25,062	18,453	4.55%
2010 Series A-1 (Capital Project I – Tax Exempt)	11/16/10	06/01/20	6,790	5,915	4.15% ¹
2010 Series A-2 (Capital Project I – Taxable BABs)	11/16/10	06/01/30	13,130	13,130	4.15% ¹
2010 Series A-3 (Capital Project I – Taxable RZBs)	11/16/10	06/01/40	20,700	20,700	4.15% ¹
2010 Series B (Refunding)	11/16/10	06/01/25	17,435	14,475	3.84%
2012 Lease Revenue Obligations	11/11/12	06/01/27	13,210	12,319	2.68%
Total LRBs and LROs			<u>\$477,962</u>	<u>\$274,222</u>	
<u>Pension Obligation Bond Issues (POBs):</u>					
Series 2003 A (Taxable)	05/01/03	06/01/22	322,710	258,500	5.36%
Total POBs			<u>\$322,710</u>	<u>\$258,500</u>	
Grand Total			<u>\$800,672</u>	<u>\$532,722</u>	

¹The yield shown is the blended TIC for all three indicated series, net of the receipt of federal subsidies of interest cost.

CURRENT DEBT POSITION

Bonded Debt Limitation and Assessed Valuation Growth. The statutory debt limitation for counties is 5% of assessed valuation (Government Code Section 29909), but it is actually 1.25% of assessed valuation pursuant to the California Constitution which requires taxable property to be assessed at full cash value rather than ¼ of that value pre- Proposition 13. For FY 2013-14, the County's total assessed valuation base was \$155.2 billion and the growth rate of total assessed valuation in the County was 3.66%, the second fiscal year increase since FY 2008-09. The local portion of total assessed valuation can grow up to the maximum annual rate of 2% allowed under Proposition 13 for existing property plus additional growth from new construction and the sale and exchange of property. The annual growth rate in assessed valuation averaged 10.1% over the last 25 years but averaged -1.02% over the past five years. Assessed valuation fell by a cumulative 9.3% from its peak in FY 2008-09 through the trough in FY 2011-12 as a result of the impacts of foreclosures and recession on the County's economy. Assessed valuation appears to have stabilized. Subsequent to the reporting period of June 30, 2014, total assessed valuation grew by 6.06% in FY 2014-15, surpassing the historical peak in Fiscal Year 2008-09.

The total assessed value of taxable property was \$150.1 billion, resulting in a statutory bonded debt limitation of \$7.5 billion and a California Constitution limit of \$1.9 billion. This limit applies to all County-controlled agencies, including the County General and Enterprise Funds, Successor Agency, Housing Authority and Special Districts. For technical auditing purposes, only Pension Obligation Bonds and Tax Allocation Bonds are counted as "general obligation bonded debt" even though neither form of debt requires voter approval; lease revenue bonded debt and assessment district debt are not required to be included. As of June 30, 2014, the County's outstanding bonded debt was \$350.9 million leaving a statutory margin of \$7.2 billion and a Constitutional margin of \$1.5 billion. Subsequent to this reporting period, assessed valuation rose to \$164.6 billion for the current fiscal year.

Debt Service Requirement. The County has debt service requirements for Outstanding Lease Revenue and Pension Obligation Bonds that must be provisioned in each fiscal year. The following obligations are current as of June 30, 2014. Note that these are County obligations and do not include Special Districts or Successor Agency obligations (also excluded are capital leases) and that years 2030-2040 are the total - each year is \$2.47 million.

Debt Service Requirements for Outstanding Lease Revenue & Pension Obligation Bonds
(As of June 30, 2014)

<u>Fiscal Year Ending 6/30</u>	<u>Total Lease Debt Service ⁽¹⁾</u>	<u>Total POB Debt Service</u>	<u>Total Debt Service</u>
2015	33,983,436	35,409,894	69,393,330
2016	33,975,738	36,914,526	70,890,264
2017	31,574,978	38,484,360	70,059,338
2018	31,049,878	40,114,901	71,164,779
2019	30,930,766	41,821,636	72,752,402
2020	29,406,326	43,600,400	73,006,726

County Summary Information

<u>Fiscal Year Ending 6/30</u>	<u>Total Lease Debt Service ⁽¹⁾</u>	<u>Total POB Debt Service</u>	<u>Total Debt Service</u>
2021	29,403,076	45,452,243	74,855,319
2022	26,883,280	47,382,398	74,265,678
2023	26,869,519		26,869,519
2024	16,856,664		16,856,664
2025	14,472,145		14,472,145
2026	12,830,207		12,830,207
2027	11,629,503		11,629,503
2028	5,477,077		5,477,077
2029	2,471,648		2,471,648
2030-2040	27,204,978		27,204,978
TOTAL	\$ 365,019,219	\$ 329,180,358	\$ 694,199,577

(1) Excludes capital leases; includes federal subsidy receipts for certain lease revenue bonds (Build America Bonds and Recovery Zone Bonds).

Refundings. The County Finance Director monitors market conditions for refunding opportunities that, pursuant to the Debt Management Policy, will produce at least 2% net present value savings for each maturity of bonds refunded and a minimum of 4% overall present value savings. The table below sets forth the amount of savings achieved on refundings undertaken since 2002. A total of \$9.61 million of net debt service savings were achieved over the remaining terms of bonds refunded since 2002. The County's largest refunding occurred in fiscal year 2006-07 when \$200.9 million of prior Certificates of Participation and Lease Revenue Bonds were refunded as part of the plan of finance for the 2007 Series A and 2007 Series B Lease Revenue Bonds. To the extent that Federal and/or State programs offset debt service cost for projects funded with Lease Revenue Bonds, the County must share the refunding savings attributable to such projects with the Federal and/or State program.

Lease Revenue Bond Refunding Savings Since 2002 (as of June 30, 2014)

<u>Refunding Lease Revenue Bond Issue</u>	<u>Amount Refunded (\$ millions)</u>	<u>Term of the Refunding Bonds</u>	<u>Savings (\$ millions)</u>	<u>Average Annual Savings</u>
2002 Series B	\$ 25.870	18 years	\$ 0.85	\$ 49,906
2007 Series A (advance refunding)	61.220	21 years	3.83	182,380
2007 Series A (current refunding)	26.815	14 years	0.90	64,286
2007 Series B	112.845	15 years	2.93	195,333
2010 Series B (current refunding)	<u>17.400</u>	15 years	<u>1.10</u>	<u>73,330</u>
Total	<u>\$244.150</u>		<u>\$9.61</u>	<u>\$565,235</u>

Pension Obligation Bonds. In addition to the traditional refundings described above, the County has issued Pension Obligation Bonds (POBs) in 1994, 2001 and 2003 to refinance its then-unfunded actuarial accrued liability (UAAL) with the Contra Costa County Employees' Retirement Association (CCCERA). When issuing POBs, the County's objective is to pay a lower interest cost on the POBs than the actuarial interest cost (i.e. the assumed investment rate) charged by CCCERA, thereby producing savings for the County. Unlike traditional refundings where the prior debt service is

CURRENT DEBT POSITION

fixed, the debt service on a UAAL is not necessarily fixed over the term of its amortization; rather, CCCERA's investment performance and/or a number of actuarial assumptions could change from year to year, which would result in the UAAL changing as well. For purposes of determining debt service "savings" from issuance of Pension Obligation Bonds, however, it is typically assumed that the respective UAAL does not change so that the debt service savings are calculated as the difference between the amortization of the respective UAAL at the time of issuance of Pension Obligation Bonds and the debt service on said Pension Obligation Bonds.

For example, in the 2003 Pension Obligation Bond issue, total savings were estimated to be \$113.8 million (\$73 million on a present value basis) over 19 years for average annual savings of about \$6.0 million. The estimated savings reflected the lower interest cost on the bonds (5.36%) versus the 8.35% actuarial interest rate charged by CCCERA at the time, but also assumed CCCERA would earn 8.35% throughout the term of the bonds. The assumed actuarial interest rate has since been lowered to 7.25% meaning that long term savings from Pension Obligation Bonds are also reduced. CCCERA's net return on market value of assets for the last five calendar years is presented below:

Year Ending December 31	Net Return on Market Value of Assets
2010	13.3%
2011	2.1%
2012	13.5%
2013	15.7%
2014	7.7%

Unless CCCERA's future performance produces investment returns above the assumed actuarial rate in some years to offset negative or low investment returns in others, the actual savings from Pension Obligation Bonds may be zero or negative.

To the extent that Federal and/or State programs offset debt service costs for any UAAL, the County shares the savings from the reduced debt service attributable to funding the UAAL with Pension Obligation Bonds with such Federal and/or State program through reduced pension cost claims.

Long Term Credit Rating. Long-term credit ratings provided by a rating agency are an independent assessment of the relative credit risk associated with purchasing and holding a particular bond through its scheduled term of repayment. Long-term credit ratings serve as unbiased opinions of a borrower's financial strength and ability to repay its debt on a timely basis. Long-term credit ratings are one of the most important indicators of creditworthiness readily available to the investment community and have a direct impact on the borrowing rates paid by the County.

CURRENT DEBT POSITION

Almost ten years ago, in December 2005, Moody's downgraded the County's ratings for each type of bond issue by one notch and assigned a Negative outlook to the rating. Standard & Poor's (S&P) assigned a Negative outlook in November 2005, but did not downgrade the ratings. These rating actions were largely attributable to a four-year trend of reduced fund balances in the General Fund. As of June 30, 2007, both Moody's and S&P had removed their respective Negative outlooks on the County's ratings. Citing the County's improved financial flexibility and reserves, each of the two agencies assigned an outlook of "Stable" to the County's ratings. The ratings have had a "Stable" outlook ever since.

History of Underlying Long-Term Ratings Since 1995
All Rating Outlooks are "Stable" Unless Otherwise Noted in Footnotes 4 and 5
(as of June 30, 2014)

Notes	FY Ending June 30	Implied General Obligation Bond/Issuer Rating		Pension Obligation Bond		Lease Revenue Bond/Certificates of Participation	
		Moody's	S&P	Moody's	S&P	Moody's	S&P
1	1995	Aa2	AA	A1	AA-	A1	A+
2	1996	Aa2	AA	Aa3	AA-	A1	A+
3	2001	Aa2	AA	Aa3	AA-	A1	AA-
4	2006	Aa3	AA	A1	AA-	A2	AA-
5	2007	Aa3	AA	A1	AA-	A2	AA-
6	2010	Aa2	AA	Aa3	AA-	A1	AA-
7	2013	Aa2	AA	A1	AA-	A1	AA-
8	2014	Aa2	AAA	A1	AA+	A1	AA+

1. Municipal bond insurance policies were purchased to allow the ratings to be increased to Aaa (Moody's) and AAA (S&P) on all or portions of all Lease Revenue Bond/COPs issues since FY 1987-88 and on all or portions of all Pension Obligation Bonds since FY 2000-01.
2. Beginning in 1996, Moody's began to rate pension obligation bonds one notch (rather than the previous two notches) lower than the issuer's general obligation bond rating. In addition, Moody's replaced their two-notch per tier system (e.g. Aa1, Aa2) with a three notch per tier system (e.g. Aa1, Aa2, Aa3).
3. Beginning in 2001, S&P began to rate lease obligations one notch (rather than the previous two notches) lower than the issuer's general obligation bond rating.
4. S&P assigned an outlook of "Negative" to the County in November 2005. On December 1, 2005, Moody's downgraded the County one notch and changed the outlook to "Negative".
5. Moody's assigned an outlook of "Stable" to the County in November 2006. In February 2007, S&P changed the outlook to "Stable".
6. The changes in Moody's ratings reflect the recalibration of ratings completed by Moody's in April 2010.
7. On February 20, 2013 Moody's downgraded the County's Pension Obligation Bonds to A1 with a "Stable" outlook.
8. On December 19, 2013, S&P upgraded the County's ratings for each type of debt.

PERFORMANCE MEASUREMENT PROGRAM

As part of its long-term planning strategy, Contra Costa County began including its performance measurement program in the annual budget process in FY 2011-12. Part of the annual budget preparations for each department is to update its Performance Report with the following information:

- Department Mission, Mandate or Goal
- Major Program Descriptions
- Accomplishments
- Challenges
- Performance Indicators

All department Performance Reports are posted on the County's website. Performance Report information is included in Departmental Budget Summaries as information is developed.

Additionally, Contra Costa County is involved in the Bay Area Regional Benchmarking Project (Project BARB). Project participants include nine Bay Area counties: Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano and Sonoma.

The intent of Project BARB is to provide regional data that can be used by participating jurisdictions to learn from each other, evaluate performance, improve management practices and inform goal-setting. Specifically, comparing performance data among the nine Bay Area counties will:

1. Establish Bay Area averages or norms that can be used to inform goal setting and resource allocations by participating jurisdictions;
2. Identify best practices that can help to improve operations and service delivery;
3. Provide valid and reliable data to aid in decision-making and resource allocation;
4. Serve as a catalyst for enhancing inter-county communications and sparking new ideas; and
5. Provide a professional development opportunity for staff to work with their peers in other counties.

PERFORMANCE MEASUREMENT PROGRAM

Phase I of Project BARB, Community Measures, was completed and a report issued in February of 2012. As part of Phase I, statistical profiles were compiled for each participating county to provide context in determining comparability for the Project. The Phase I Report identified seven Community Measures, with corresponding goal areas, as community indicators of interest to all counties. Data was collected for each goal area and a Bay Area average provided as a regional benchmark for each indicator. Phase II of the BARB, Internal Services Measures, was not completed due to personnel resource issues and conflicts in measurements. Public Safety Measures, which were begun in 2012 were not completed.

In March, 2013 Project BARB members met to discuss problems related to regional measurement comparisons and to receive a related presentation from the International City/County Management Association (ICMA). On October 1, 2013, Contra Costa County participated in the ICMA Center for Performance Management 101 survey. The survey consisted of 14 service areas:

- Highways & Road Maintenance
- Facilities Management
- Permits, Land Use, & Plan Review
- Information Technology
- Risk Management
- Police
- Code Enforcement
- Procurement
- Parks & Recreation
- Fire & EMS
- Human Resources
- Libraries
- Fleet Management
- Solid Waste

Contra Costa reported data on all but the Fire and EMS service areas. In addition to Contra Costa County, 20 other jurisdictions submitted data to ICMA.

In December 2013, Project BARB members and an ICMA representative met to discuss the Center Performance Management 101 survey. During this discussion, the group shared consortium measures on recidivism/criminal justice. In addition, ICMA offered technical support to the group regarding the 101 survey data analysis and reporting.

In May and June 2014, ICMA provided Project BARB with FY 2012-13 final datasets to facilitate completion of the group's original benchmarking goals. Six (Alameda, Contra Costa, Marin, Napa, San Mateo, and Solano) of the nine Project BARB counties participated in the Performance Management 101 survey. ICMA provided datasets specific to Project BARB counties, as well as access to all Performance Management 101 survey respondents' data, which included 118 jurisdictions from 37 states.

PERFORMANCE MEASUREMENT PROGRAM

The preliminary datasets as compared to Project BARB counties provided the following highlights:

- Although Contra Costa County has a high number of Worker's Compensation Claims filed, the number of days lost by employees due to injury is well below the average.
- Information Technology (IT) datasets are difficult to measure due to some counties outsourcing these services, varying web-based operations that may result in higher IT costs but may provide enhanced efficiencies in other areas, and variability of how counties track IT services and resolutions.
- Contra Costa's average number of working days from a hiring requisition request to the compilation of an eligibles list for recruitments processed externally was similar to the other counties; however, the average number of working days from a hiring requisition request to the compilation of an eligibles list for recruitments processed in-house was the highest reported number due to Contra Costa's consent decree and continuance of an applicant appeal period.
- Library datasets show Contra Costa with the highest figures for population served, annual circulation for library facilities, and number of terminals with internet access.
- Contra Costa's datasets reflect the highest percentage of alternative fuel vehicles in fleet.
- Contra Costa was well below the average response time for completing pothole repairs, with a 100% completion rate for reported pothole repairs.

The County Administrator's Office provided the datasets to the departments with surveyed service areas and received positive feedback regarding the utility of local Bay Area counties' data as a performance measurement starting point. Questions regarding comparability of specific measures were raised, which require more in-depth information from other Project BARB counties to appropriately establish apples-to-apples comparisons. Other Project BARB members received similar feedback and shared concerns on how to make the process more effective for their departments.

ICMA has changed their performance management analytics system to an online platform with additional features and at an increased cost. To ensure that the new ICMA performance management platform is aligned with Project BARB goals, the majority of the participating counties have decided to wait until the next reporting cycle. This will allow Project BARB to focus on efficiencies that will support their departments'

PERFORMANCE MEASUREMENT PROGRAM

and countywide goals. Marin County confirmed that they will be submitting data through the new ICMA Insights system. Marin County will be able to share their experience with the new platform to other Project BARB members for future discussions on the utility of ICMA performance management tools.

In the meantime, Project BARB will continue to work on identifying comparable regional datasets that will evaluate performance, improve management practices, and support goal-setting for informed decision making and resource allocation.

The background of the page is a photograph of a body of water, likely a bay or estuary, with a grassy shoreline and hills in the distance under a blue sky with white clouds. Overlaid on this is a large, semi-transparent circular seal of the County of Contra Costa, California. The seal features a central illustration of a ship, a building, and a landscape, surrounded by the text "THE SEAL OF THE COUNTY OF CONTRA COSTA CALIFORNIA".

County of Contra Costa Appendix

Page intentionally left blank

Countywide Program Modification List

Order	Reference to Mand/Disc List	Programs/ Budget Units	Services	FTE	Net County Cost Impact	Impact
-------	-----------------------------	------------------------	----------	-----	------------------------	--------

Animal Services

1	3	Animal Services	Field Enforcement	0.0	(\$300,000)	This reduction will be handled using adjustments to staffing levels through, overtime reductions, and reduced use of temporary employees.
1	3	Animal Services	Licensing Revenue	0.0	\$300,000	Anticipated reduction in Animal Licensing revenue.
			Total	0.0	\$0	

Capital Improvements

1	3	Plant Acquisition	Fixed Assets	0.0	\$5,000,000	Construction and repair of County facilities.
			Total	0.0	\$5,000,000	

Central Support

1	6	Risk Management	Add one Information Systems Specialist I position	1.0	\$100,000	To reflect the addition of a position to support the Countywide Training Program.
1	6	Risk Management	Charges to Internal Service Fund - Revenue		(\$100,000)	Recovery of cost of additional position through charges to Internal Service Fund
			Total	1.0	\$0	

County Counsel

1	1	County Counsel Risk Mgmt / Tort Unit	Services and Supplies	0.0	(\$6,250)	Reduction in miscellaneous service and supply expenses will require operational efficiencies. Reductions have minimal impact
			Total	0.0	(\$6,250)	

District Attorney

1	1	Mainline Prosecution	Mainline Prosecution	4.0	\$767,080	Add four (4) Deputy District Attorney – Basic positions to augment program staffing in the District Attorney's Office
2	7	Administration	Administration	1.0	\$120,000	Add one (1) Administrative Services Assistant II position to serve as the grant writer to originate, manage and report on grant funding for the department
3	3	Investigation	Investigation	1.0	\$101,625	Add one (1) Crime Scene Investigation (CSI) Specialist position to expand investigative capabilities with the department.
4	4	Victim/Witness Advocacy	Victim/Witness Advocacy	1.0	\$79,027	Add one (1) Victim/Witness Program Specialist position to assist with Victim/Witness program caseloads

Countywide Program Modification List

Order	Reference to Mand/Disc List	Programs/ Budget Units	Services	FTE	Net County Cost Impact	Impact
5	1	Mainline Prosecution	Reduce Vacancy Factor	0.0	\$252,697	Reduce budgeted vacancy factor within the department providing additional flexibility to hire into vacant positions
			Total	7.0	\$1,320,474	

Law and Justice Systems

1	1	Law & Justice Systems Development	Reduce project reserve	0.0	(\$128,000)	Will reduce funds available for the case management systems replacement project in order to subsidize the first-year cost of the Superior Court to implement Laura's Law.
			Total	0.0	(\$128,000)	

Public Defender

1	2	Investigations	Various	1.0	\$132,039	Addition of one Investigator I position and one vehicle.
2	3	Adult and Criminal	Salaries and Benefits	5.0	\$698,497	Addition of one and a half Deputy Public Defender IIIs, three Deputy Public Defender IIs, one half-time Legal Assistant.
3	Various	Various	Temporary Salaries	0	(\$230,877)	Reduction in temporary salary appropriations.
			Total	6.0	\$599,659	

Public Works

1	15	Print and Mail Services	Salaries and Benefits	(3.0)	(\$240,516)	Eliminate vacant Storekeeper, Lead Print and Mail Services Technician, and Reprographics Technician
2	15	Print and Mail Services	Salaries and Benefits	4.0	\$225,016	Fund two Mail Machine Operators and two Office Services Worker positions
3	1	Public Works	Salaries and Benefits	2.0	\$180,700	Fund two Environmental Analyst I positions
4	15	Print and Mail Services	Expenditure Transfers	N/A	\$15,500	Reduce charges to user departments based on anticipated decrease in salaries and benefits
5	1	Public Works	Expenditure Transfers	N/A	(\$180,700)	Increase charges to Special Revenue funds based on anticipated increase in salaries and benefits.
			Total	3.0	\$0	

Countywide Program Modification List

Order	Reference to Mand/Disc List	Programs/ Budget Units	Services	FTE	Net County Cost Impact	Impact
-------	-----------------------------	------------------------	----------	-----	------------------------	--------

Sheriff-Coroner

1	17	Unincorporated Patrol	County Patrol Operations	10.0	\$1,824,892	Increased staffing in County Patrol by 10 FTE Deputy Sheriff positions to support unincorporated patrol operations throughout the County
2	17	Unincorporated Patrol	County Patrol Operations	0.0	(\$297,980)	Reduce overtime appropriation in County Patrol in recognition of 10 FTE new Deputy Sheriff positions placed into service
			Total	10.0	\$1,526,912	

Superior Court

1	1	Trial Court Programs	Increase subsidy to Superior Court to provide for first-year cost to implement Laura's Law	0.0	\$128,000	Will reduce funds available for the Law & Justice case management systems replacement project and provide time for the Superior Court to secure State financing to support the program.
			Total	0.0	\$128,000	

NON-COUNTY GENERAL FUND PROGRAM MODIFICATIONS

Order	Reference to Mand/Disc List	Programs/ Budget Units	Services	FTE	Net Fund Impact	Impact
-------	-----------------------------	------------------------	----------	-----	-----------------	--------

Contra Costa County Fire Protection District

1	N/A	Fire Prevention/ Administration	Fire Prevention/ Administration	7.0	\$1,212,623	Adds support positions in telecommunications, IT, facility maintenance, training and administration
2	N/A	Fire Suppression	Fire Suppression	0	\$400,000	Fire boat purchase; water rescue, fire suppression on docks and marina and in refinery areas
			Total	7.0	\$1,612,623	

Library

1	2	Countywide Services	Add one Library Specialist position	1.0	\$94,639	To support Library staff in the creation of new children's programming and expansion of current children's programming at all library locations.
1	2	Countywide Services	Charge to Library Fund – Revenue	0.0	(\$94,639)	Recovery of cost of additional position through charges to Library Fund.
			Total	1.0	\$0	

Countywide Program Modification List

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
--	---------	---------	-------	--------------	-----------------	------------------	-----	---------	-------------

Agriculture/Weights & Measures

1	Administration	M	D	1,374,178	0	1,374,178	4.0	No	Provides direction and financial control, develop and implement policies and procedures in support of the operations of the department.
2	Agricultural Division	M	D	3,234,093	2,833,928	400,165	32.0	No	Provide enforcement of State laws and County ordinances in regard to pesticide use and worker safety regulations, enforcement of quarantine regulations, exotic pest eradication and pest management, organic produce and quality assurance programs involving fruits, nuts, vegetables, eggs, nursery stock and seed. Assist the public with pest identification and control techniques using environmentally safe pest management practices.
3	Weights & Measures	M	D	1,148,421	867,043	281,378	9.0	No	Provide assurance of fair business practices by performing inspection of all point-of-sale systems (scanners) used in commercial transactions. Provide regulatory services to ensure commercial sales are made in compliance with State laws. Provide protection for consumers by enforcing State laws designed to prevent deceptive packaging and ensure accurate units of measure. Inspect Weighmasters for compliance with State law. Administer exams to for licensing of device service agents.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
4	Cooperative Extension	D	D	194,279	0	194,279	1.0	No	Program works with County farmers to assure a sustainable safe, productive, environmentally friendly and economically viable food system; provides educational programs for youth-serving professionals in topics such as positive youth development, civic engagement, and adolescent development; administers the 4-H Youth Development Program, which focuses on science, life skill acquisition and citizenship; and provides research and education on critical nutrition issues including childhood obesity and anemia, especially for low-income families with young children.

Animal Services

1	Animal Care & Housing	M	M	6,085,554	3,833,966	2,252,278	48.0	No	Provides humane care and veterinary treatment to animals that are being held pending location of owners or other disposition. AB 1856 and SB 1785 have increased mandated holding times and require treatment for sick/injured animals to become potentially adoptable.
2	Animal Licensing	M	D	176,980	176,980	0	1.0	No	Licensing program for dogs throughout the County to assist in identification of lost animals and control of rabies.
3	Field Enforcement	M	D	4,383,348	2,710,627	1,672,721	32.0	No	Enforces State laws and County ordinances in the unincorporated areas of the County and within incorporated cities that have agreements with the County.
4	Spay/Neuter Clinic	D	D	657,444	657,444	0	2.0	No	Provides low cost pet spay/neuter services to the public.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
--	---------	---------	-------	--------------	-----------------	------------------	-----	---------	-------------

Assessor

1	Appraisal	M	D	7,250,845	730,113	6,520,732	47.0	No	Secured property appraisal mandated by R&T Code Sections 50-93, 101-2125.
2	Business	M	D	2,030,654	213,692	1,816,962	12.0	No	Unsecured property appraisal mandated by R&T Code Sections 2901-2928.1.
3	Support Services	M	D	6,810,337	694,499	6,115,838	56.0	Yes	Provides clerical support for appraisal and business divisions; exemption processing; drafting and GIS mapping; public service; and information systems support. The GIS function is a countywide system that the office provides support for. R&T Code 75.20,
4	Administrative Services	M	D	1,438,929	142,461	1,296,468	7.0	No	Functions of Assessor are mandated. Duties of Assessor's Office, however, may be consolidated with Treasurer, or Recorder, or Clerk and Recorder.
5	Property Tax Administration Program	M	D	3,052,351	3,052,351	0	0.0	No	Provides funding from the State-County Property Tax Administration Program to be used to improve operations and enhance computer applications and systems.

Auditor-Controller

1	Property Tax/Special Accounting	M	D	1,916,524	1,908,928	7,596	11.5	Yes	Builds the countywide tax roll and allocates and accounts for property tax apportionment and assessments. Assists in preparing the budget documents for the County and special districts, including monitoring expenditures for budget compliance. Additionally, the Division assists in administering the Tax and Revenue Anticipation Notes and other bond programs that greatly enhance the County's financial status. The Division also is responsible for a variety of governmental fiscal reports.
---	---------------------------------	---	---	-----------	-----------	-------	------	-----	--

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
2	Disbursements	M	D	2,917,006	1,804,986	1,112,020	23.0	Yes	Processes timely and accurate payroll for all County departments, most fire districts, some special districts, and some non-county regional agencies. Processes demands, purchase orders, and contracts.
3	General Accounting	M	D	1,193,552	881,351	312,201	7.0	Yes	Manages the countywide Financial System and process various types of fiscal information for County departments, special districts, and other non-county agencies. Maintains the general ledger. Enforces accounting policies, procedures, and processes and ensures financial reporting in accordance with County policies and state, and federal guidelines. Reconciles fixed asset activity to County inventory.
4	Internal Audit	M	D	813,887	485,467	328,420	6.0	No	Develops and executes audit programs for the examination, verification, and analysis of financial records, procedures, and internal controls of the County departments. Produces the Comprehensive Annual Financial Report.
5	Administration/ Systems	M	D	2,385,486	645,723	1,739,763	8.5	Yes	Provides general management of financial information and accounts of all departments, districts, and other agencies governed by the Board of Supervisors. Provides employee development, personnel, payroll, and fiscal administration. Provides systems development and support and secretarial support.
6	Automated Systems Development	D	D	200,000	200,000	0	0.0	No	Non General-Fund. Accumulates interest earnings from the Teeter Plan borrowing program and other funding sources to finance maintenance and enhancement for countywide financial systems.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
--	---------	---------	-------	--------------	-----------------	------------------	-----	---------	-------------

Board of Supervisors

1	Legislation & Policy Direction	M	D	6,120,579	213,579	5,907,000	31.0	No	Enforces statutes and enacts legislation, establishes general operating policies and plans, adopts annual budgets and levies taxes, determines land use, and appoints County officials.
2	Municipal Advisory Councils	D	D	36,000	0	36,000	0.0	No	Advises the Board of Supervisors on matters that relate to their respective unincorporated areas, as designated by the Board, concerning services which are or may be provided to the area by the County or other local government agencies, including but not limited to, advising on matters of public health, safety, welfare, public works, and planning.
3	Board Mitigation Programs	D	D	150,000	150,000	0	0.0	No	Provides funding for mitigation programs out of the North Richmond Waste and Recovery Fee and the Solid Waste Transfer Facility Host Community Mitigation Fee.
4	North Richmond Waste & Recovery Mitigation Fund	D	D	550,000	550,000	0	0.0	No	Defrays annual costs associated with collection and disposal of illegally dumped waste and associated impacts in North Richmond and adjacent areas.

Capital Improvements

1	Minor non-Capital Improvements	D	D	1,500,000	0	1,500,000	0.0	Yes	Minor repairs and improvements to County facilities using in-house staff, consultants, and contractors.
2	Facilities Lifecycle Improvement Summary	D	D	10,750,000	750,000	10,000,000	0.0	Yes	Addresses deferred facilities maintenance and capital renewal in accordance with the Real Estate Asset Management program (RAMP).

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
3	Plant Acquisition	D	D	5,000,000	0	5,000,000	0.0	Yes	Majority of projects appropriated by mid-year adjustments. Used to plan, design and construct various repair, improvement and construction projects for County facilities using in-house staff, consultants and contractors.

Central Support

1	Clerk of the Board	M	D	1,069,500	99,500	970,000	8.0	Yes	Provides staff support to the Board of Supervisors by recording and compiling the actions of the Board taken in open session; maintaining the official records; preparing the weekly agenda and summary; and maintaining a roster of various Boards and Commit
2	Economic Development/ Arts Commission	D	D	429,346	14,248	415,098	0.0	No	Provides funding to the Arts Commission to promote the arts throughout the County.
3	LAFCO	M	M	195,000	0	195,000	0.0	No	Encourages orderly formation and development of local government agencies and approves, amends, or disapproves applications to create new cities or special districts, and modifies boundaries of existing agencies.
4	Merit Board	M	D	87,959	30,959	57,000	0.5	Yes	Hears and makes determinations on appeals of employees and oversees merit system to ensure that merit principles are upheld.
5	Mgmt Info System	D	D	772,000	350,000	422,000	0.0	Yes	Computer support to small depts, Productivity Investment Fund, Geographic Information System Program.
6	Risk Management	M	D	9,794,792	5,466,638	4,328,154	34.0	Yes	Net cost represents GF premiums paid to Insurance Trust Funds. Risk Management program is responsible for the administration of workers' compensation claims, liability and medical malpractice claims, insurance and self-insurance programs, and loss prevention services.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
--	---------	---------	-------	--------------	-----------------	------------------	-----	---------	-------------

Child Support Services

1	Child Support Enforcement Program	M	M	18,817,709	18,817,709	0	171.0	No	Mandated services assisting parents to meet their mutual obligation to support their children. Operations of this Department are currently controlled by the regulations of the State Department of Child Support Services.
---	-----------------------------------	---	---	------------	------------	---	-------	----	---

Clerk – Recorder

1	Elections	M	M	8,878,835	2,066,076	6,812,759	33.0	No	Conducts federal, State, local and district elections in an accurate and timely manner and according to State and Federal law.
2	Recorder	M	M	3,652,891	5,465,650	(1,812,759)	38.0	No	Maintains and preserves all official records relating to real property, subdivision maps, assessment districts, and records of surveys offered for recording; records of all births, deaths and marriages occurring within Contra Costa County. Produce and maintain indices of all records held by the County Clerk-Recorder.
3	Recorder Micro/Mod/VRIP/Redaction/ERDS (Dedicated funds)	M/D	M	11,040,581	11,040,581	0	12.0	No	Provides support, improvement and full operation of a modernized recording system including infrastructure, technology, equipment and staff to efficiently process, organize, and maintain official documents and records in the Clerk-Recorder Division for easy location and retrieval by public and other County users. Maintains and improves vital records, redacts Social Security Numbers from public documents and sets up and maintains an electronic recording program.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
--	---------	---------	-------	--------------	-----------------	------------------	-----	---------	-------------

Conflict Defense

1	Conflict Defense	M	D	5,000,000	0	5,000,000	0.0	No	Mandated legal representation provided to indigents by appointed private attorneys on criminal cases in which the Public Defender has a conflict of interest in representation.
---	------------------	---	---	-----------	---	-----------	-----	----	---

Conservation and Development

1	Administration	M	D	1,579,984	1,579,984	0	2.0	No	The legislative body shall by ordinance assign the functions of the planning agency to a planning department, one or more planning commissions, administrative bodies or hearing officers, the legislative body itself, or any combination thereof, as it deems appropriate and necessary.
2	Current Planning	M	D	7,436,481	7,436,481	0	26.0	No	Facilitate the regulation of the land use and development to preserve and enhance community identity in keeping with the County General Plan and other adopted goals and policies. At least 5 public hearings on land use applications must be supported for 2 Regional Planning Commissions, the County Planning Commission and the Zoning Administrator.
3	Advance Planning	M	D	243,342	243,342	0	1.0	No	Develop and maintain long-range policy planning processes through the County General Plan to anticipate and respond to changes in new legal mandates and local priorities.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
4	Water Planning	D	D	1,009,413	1,009,413	0	7.0	No	Develop County's water policy and administration of the County Water Agency, which includes administration of the Coastal Impact Assistance Program, the Open Space Funding Measure and the East Contra Costa Habitat Conservation Plan Association. The Water Agency is a County special district whose operating budget is included with the County Special District budgets.
5	Conservation/ Solid Waste	M	D	1,434,899	1,434,899	0	5.0	No	Administer the Solid Waste Management and Waste Recycling programs and provide technical services related to sanitary landfills, and other environmental issues. Participation in 2 solid waste partnerships and other solid waste, recycling programs must be supported.
6	Transportation Planning	M	D	1,683,704	1,683,704	0	6.0	No	Develop an effective transportation network throughout the county by planning for roads and other types of transportation systems on countywide corridors and with local and neighborhood areas. Administer programs related to Growth Management, Congestion Management and trip reduction. Provide staff support for other County efforts requiring transportation planning resources. Staff support or participation in over 10 committees including the Board's Transportation, Infrastructure and Water Committee is required.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
7	Federal Programs, CDBG, Successor Agency	D	D	1,258,746	1,258,746	0	8.0	No	Responsible for administration of Community Development Block Grant and various housing programs that promote safe and affordable housing, a suitable living environment and expanded economic opportunities, principally for persons of very low- and low-income. Successor Agency oversees dissolution of the former Redevelopment Agency and staffs Oversight Board.
8	Business and Information Services	D	D	4,103,142	4,103,142	0	23.0	No	Manage the department's cost recovery efforts to ensure program revenues cover operating costs and other fiscal and budget services. Provide purchasing and personnel services. Provide Geographic Information System support and development, including mapping services. Manage countywide demographic and Census data. Manage land use application and permit tracking electronic data and department computer services. Provide administrative policy and procedure guidance for the department. Respond to data requests for demographic information and public records act.
9	Building Inspection Services	M	M	6,810,713	6,810,713	0	29.0	No	Review plans, issue building permits, and inspect the construction of buildings.
10	Code Enforcement	M	D	1,466,573	1,466,573	0	11.0	No	Respond to building and zoning complaints, perform on-site investigations, abate hazards, and perform inspections.
11	Weatherization	D	D	859,437	859,437	0	9.0	No	Free home weatherization services to low income residents.
12	Application & Permit Center	M	D	3,438,703	3,438,703	0	27.0	No	Manage and help process applications and permits.
13	Clean Water	M	D	25,000	25,000	0	0.0	No	Inspection services for development projects requiring compliance with Clean Water regulations.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
14	Residential Rental Inspection	D	D	11,455	11,455	0	0.0	No	Inspection services for all rental units in unincorporated portions of the County
15	Vehicle Abatement Program	D	D	76,909	76,909	0	0.0	No	Inspection services to remove abandoned vehicles that possess a hazard or public nuisance.
16	Service Contracts/Sate Ilite Locations	D	D	3,564,500	3,564,500	0	4.0	No	Inspection services to various contract cities and remote locations within the unincorporated county.
17	Multi-Year Special Projects	M	D	0	0	0	0.0	No	Inspection services for large projects where fees received are used to cover multiple service years.
18	Plant Acquisition	D	D	0	0	0	0.0	No	Funding for the acquisition and rehabilitation of a department financed central operations office
19	Energy Upgrade CA	D	D	130,883	130,883	0	0.0	No	This is the new BayRen grant State Energy Program Grant, with the Association of Bay Area Governments as the fiscal agent which provides residential retrofit programs to eligible local governments for cost-effective energy efficiency projects.
20	Keller Canyon Mitigation Fee	D	D	1,300,000	1,300,000	0	0.0	No	Funding for mitigation programs within East County community.
21	Housing Rehabilitation & Sustainability Program	D	D	540,559	340,559	200,000	2.0	No	Financial assistance to low and moderate-income families performing housing rehabilitation. Develop organizational capacity in Sustainability Programs.
22	HOPWA Grant	D	D	1,709,663	1,709,663	0	0.0	No	Provide housing opportunities for people with HIV/AIDS.
23	HUD Block Grant	D	M	4,342,168	4,342,168	0	0.0	No	CDBG provides annual direct grants that can be used to revitalize neighborhoods, expand affordable housing and economic opportunities, and/or improve community facilities and services, principally to benefit low- and moderate-income persons.
24	HUD Emergency Shelter	D	D	236,892	236,892	0	0.0	No	Emergency Shelter Grant program provides homeless persons with basic shelter and essential supportive services.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
25	HUD Home Block Grants	D	D	3,922,913	3,922,913	0	0.0	No	Grants for the acquisition, rehabilitation or new construction of housing for rent or ownership, tenant-based rental assistance, and assistance to homebuyers. Funds may also be used for the development of non-luxury housing, such as site acquisition, site improvements, demolition and relocation.
26	Abandoned Vehicle Abatement Service Authority	D	D	0	0	0	0.0	No	Receives funds from State DMV which are disbursed to cities and unincorporated county related to the abatement of abandoned vehicles in Contra Costa
27	Used Oil Recycling Grant	D	M	160,000	160,000	0	0.0	No	Used Oil Block Grant funds to help establish or enhance permanent, sustainable used oil recycling programs.
28	Fish and Game Protection	M	D	136,150	136,150	0	0.0	No	Provide programs from fines levied for violation of the California Fish and Game Code. Funds are restricted to the propagation and conservation of fish and game in the County.
29	Livable Communities	D	D	800,000	800,000	0	0.0	No	Collection of Developer Fees in the Camino Tassajara Combined General Plan Area, to aid in the implementation of the Smart Growth Action Plan.
30	HUD Neighborhood Stabilization	D	D	1,657,447	1,657,447	0	0.0	No	Provide assistance to the County to acquire and redevelop foreclosed properties that might otherwise become sources of abandonment and blight within the community.
31	Private Activity Bond	D	M	1,521,051	1,521,051	0	0.0	No	Bond revenue received from single and multiple family housing programs that is used primarily to fund program staff costs and finance property acquisition related to affordable housing and economic development projects.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
32	Affordable Housing	D	M	130,000	130,000	0	0.0	No	Mortgage payments on loans made from federal affordable housing program. Funds are reimbursed to the affordable housing program and used to provide financial assistance for additional affordable housing and economic development. These projects include the North Richmond Senior Housing Project and commercial center and land acquisition in the Pleasant Hill BART Redevelopment Area.
33	HUD Neighborhood Preservation	D	M	1,076,000	1,076,000	0	0.0	No	Grants from HUD's Community Development Block Grant program, expended for the purpose of funding the Housing Rehabilitation and Neighborhood Preservation Program loans and program administration.
34	Transportation Improvement - Measure J	D	D	2,270,000	2,270,000	0	0.0	No	Measure J monies are allocated based upon a 7-year Capital Improvement Program approved by the Board of Supervisors and other agencies for specific transportation projects.
35	PH Bart Greenspace Mtce	D	D	400,000	400,000	0	0.0	No	Construction/development of a green-space/respite on the Iron Horse Corridor between Coggins to Treat Blvd, including the south portion of former Del Hombre Lane.

Contingency Reserve

1	Contingency Reserve	D	D	7,671,955	0	7,671,955	0.0	Yes	Provide funding for unforeseen emergencies or unanticipated new expenditures occurring during the fiscal year, which have no other funding source.
---	---------------------	---	---	-----------	---	-----------	-----	-----	--

County Administrator

1	Affirmative Action	D	D	365,575	100,000	265,575	2.0	No	Coordinates various state, federal and locally approved affirmative action programs.
---	--------------------	---	---	---------	---------	---------	-----	----	--

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
2	Board Support & Gen Administration	M	D	4,398,000	536,715	3,861,285	16.0	Yes	Coordinates and provides policy support for the Board of Supervisors; administers County budget; administers special programs; provides administrative support and oversight to departments in carrying out their missions by providing policy guidance, inform
3	CCTV & Public Info	D	D	1,044,448	1,044,448	0	6.0	No	Administers cable franchises and community access (CCTV). Supported by cable TV franchise fees.
4	AB109	D	D	4,967,000	4,967,000	0	1.0	No	Administers the AB 109 State Realignment allocation from the State to provide for the reentry and reintegration of the formerly incarcerated, including administrative oversight and data evaluation.
5	Labor Relations	M	D	1,520,222	522,082	998,140	7.0	Yes	Administers County's labor management relations programs including the collective bargaining process, grievance investigation, training and counseling.

County Counsel

1	General Law	M	D	5,802,877	3,152,877	2,650,000	23.0	Yes	Provides legal services necessary for the continued operation of the County departments and special districts. Provides legal services to outside clients and independent special districts upon request.
2	Social Service Probate	M	M	2,854,167	2,854,167	0	16.0	No	Provides mandatory legal services for Employment and Human Services Department activities (adoptions, dependent children, etc.) and Health Services Department activities (conservatorships, etc.)
3	Risk Mgt/Tort Unit	M	D	1,746,716	1,746,716	0	10.0	Yes	Defends the County in tort, employment and civil rights actions in State and Federal court and monitors outside litigation counsel. Services are reimbursed by General Liability Trust Fund.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
--	---------	---------	-------	--------------	-----------------	------------------	-----	---------	-------------

Crockett/Rodeo Revenues

1	Crockett/Rodeo	D	D	560,000	0	560,000	0.0	No	Appropriations attributable to the property tax increment from the co-generation facility in Crockett and the UNOCAL Reformulated Gasoline Project at the Rodeo facility for both capital and program uses.
---	----------------	---	---	---------	---	---------	-----	----	---

Debt Service

1	Debt Service	D	M	0	0	0	0.0	Yes	Allows County to issue notes, permitting it to borrow money in order to meet short term cash flow deficiencies, pending receipt of taxes and revenues.
2	County/State West Contra Costa Healthcare District (WCCHCD)	D	M	0	0	0	0.0	Yes	To account for the West Contra Costa Healthcare District's allocation of property tax revenue.
3	Retirement/UAL Bond Fund	D	M	36,917,526	36,917,526	0	0.0	Yes	To accumulate and payout the principal and interest costs for the Pension Obligation bond for employee retirement liabilities, covering the general County group of funds including the General, Library and Land Development Funds. The bond obligation rate is adjusted each year to take into account the prior year's variances in operational costs and recovery.
4	Notes and Warrants Interest	D	M	0	0	0	0.0	Yes	To budget for the interest and administrative costs associated with Teeter Plan borrowing program and other funding sources.
5	Retirement Litigation Settlement Debt Service	D	M	2,759,911	2,759,911	0	0.0	Yes	To provide funding for the Retirement Litigation debt services repayment schedule, which resulted from a court case requiring the County to pay \$28.1 million over a period of approximately 20 years (ending February 2024).

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
--	---------	---------	-------	--------------	-----------------	------------------	-----	---------	-------------

Department of Information Technology

1	Administration	D	D	2,095,759	2,095,762	(3)	10.0	Yes	Provides accounting and administrative services to Dept. Provides a Customer Service Center and an Electronic Government Liaison to coordinate Countywide Internet Efforts.
2	Information Security	D	D	872,255	872,255	0	1.0	Yes	Maintains the Countywide Information Security Program including Information Security Awareness, Risk Assessment and Business Resumption programs.
3	Network Services	D	D	1,744,279	1,786,605	(42,326)	6.2	Yes	Provides business and technical assistance, including overall IT infrastructure design, implementation, project mgmt, system integration, storage services, e-mail & internet access.
4	Operations	D	D	4,477,435	4,482,139	(4,704)	9.6	Yes	Responsible for County's Central Data Center that houses the IBM mainframe, AS/400's, RS/6000's, Sun and IBM UNIX servers and customer owned servers. Performs database administration duties in support of Oracle, Informix, and IDMS data management systems. Manages County's off-site disaster recovery resources.
5	GIS Support	D	D	458,484	408,484	50,000	2.1	Yes	Supports Countywide Geographic Information System program.
6	Systems and Programming	D	D	5,077,887	5,077,887	0	21.6	Yes	Provides information application services to Depts via consultation; proposes solutions to meet business goals and incorporating technology solutions by designing, implementing and maintaining departmental systems.
7	Telecommunications	D	D	8,957,344	8,862,344	95,000	20.0	Yes	Responsible for planning, operating, maintaining, and managing the County's communication systems including radio, telephone, voice mail and microwave.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
8	Wide-Area-Network Services	D	D	3,578,193	3,581,160	(2,967)	5.8	Yes	Insures on-going support and maintenance of the County's Wide-Area-Network (WAN) Infrastructure.

District Attorney

1	Mainline Prosecution	M	D	22,194,587	13,471,847	8,722,740	124.0	No	Attends the courts and conducts on behalf of the people all prosecutions for public offenses occurring in Contra Costa County, including homicide, gang crimes, sexual assault, juvenile, general felony, and misdemeanor crimes
2	Special Prosecution	M	D	3,847,139	2,423,727	1,423,412	18.0	No	Attends the courts and conducts on behalf of the people all special prosecutions, including auto, real estate, and worker's compensation fraud; environmental crimes, high-tech crimes, and family violence crimes
3	Investigation	M	D	4,052,866	555,000	3,497,866	19.0	No	Investigates all types of crime under the District Attorney's jurisdiction, locates and interviews suspects and witnesses, assists in grand jury investigations, writes search warrant affidavits, serves search warrants, conducts searches for fugitives, conducts surveillance, makes arrests and appears and testifies as witnesses in criminal and civil cases.
4	Victim/Witness Advocacy	M	D	754,210	809,447	(55,237)	9.5	No	Victim liaison providing assistance in obtaining protective orders and restitution, advice to the Bench on bail levels, and victim advocacy
5	Public Administrator	M	D	293,406	200,000	93,406	2.0	No	As ordered by the court where the decedent had no known will or heirs, or had not appointed an executor, investigates cases to locate a will, heirs or relatives; if none, continues to locate and protect assets, arranges for burial, and administers estate

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
6	Public Assistance Fraud	M	D	267,802	414,000	(146,198)	1.0	No	Works with personnel from various social service agencies to detect, investigate and successfully prosecute individuals who attempt to defraud various public assistance programs.
7	Administration	M	D	3,054,186	108,000	2,946,186	10.0	No	Operations, fiscal, personnel, procurement, and facilities management, and resource development
8	AB 109	M	D	1,560,751	1,642,926	(82,175)	9.0	No	Public Safety Realignment Act which transfers responsibility for supervising specific low-level inmates and parolees from CDCR to counties, including parole revocation proceedings.

Employee/Retiree Benefits

1	Employee Benefits	M	D	4,554,929	93,000	4,461,929	0.0	Yes	Funds PeopleSoft Project (Payroll).
2	Retiree Health Benefits	M	D	1,353,467	300,000	1,053,467	0.0	Yes	Retiree health costs for Court employees not paid for by the State as well as for former employees retired from defunct departments.

Employment and Human Services

<i>Aging and Adult Services Bureau</i>									
1	General Assistance Eligibility	M	M	4,445,890	0	4,445,890	25.9	No	Provides eligibility determination for General Assistance (GA). GA is cash assistance for indigent adults not currently eligible for state or federally funded assistance programs. Included are other services required to maintain eligibility (or full cash assistance) such as mental health, substance abuse treatment and shelter beds. On-going case management is also included.
2	GA Assistance Payments	M	D	3,176,692	0	3,176,692	0.0	No	Provides cash assistance to adults not eligible for state or federal assistance.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
3	SSI Advocacy	D	D	749,728	749,728	0	6.5	No	Assists GA and CalWORKs clients with a verified disability, which has lasted, or is expected to last at least 12 months, apply for Supplemental Security Income (SSI) benefits and, as needed, to appeal denial of benefits.
4	Adult Social Services	M	D	4,648,801	4,630,942	17,859	33.4	No	Provides social worker response to investigate reports that older or dependent adults are exploited, neglected or physically abused. Includes allocated clerical and administrative staff.
5	Agency on Aging Title III/VII Grants	M	D	4,041,154	3,878,718	162,436	7.0	No	Provides supportive social services, congregate meals, home delivered meals, in-home services and elder abuse prevention to over 19,500 seniors annually.
6	Agency on Aging HICAP	D	M	338,857	338,857	0	2.0	No	Health Insurance Counseling and Advocacy Program provides health insurance counseling and community education services to over 8,200 individuals.
7	Indigent Interment	M	M	123,776	16,420	107,356	0.0	No	Provides cremation and burial, in cemetery lots or niches, of indigent decedents.
8	In-Home Supportive Services Provider Costs	M	M	27,443,992	25,088,201	2,355,791	0.0	No	Provides funds for wages, health and retirement benefits for individuals who provide in-home supportive services to eligible individuals who are unable to care for themselves.
9	In-Home Supportive Services Administration	M	D	10,059,479	8,726,212	1,333,267	69.7	No	Funds for administration to determine eligibility for recipients who are unable to care for themselves at home.
10	Public Authority	M	D	2,447,017	2,447,017	0	0.0	No	Provides registry and referral services, screens registry applicants, assists IHSS recipients with hiring IHSS provider. The program also trains providers and recipients and serves as employer of record for providers. NCC for this special fund is provided through In Home Supportive Services.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
11	Senior Community Service Employment Program	D	M	543,406	543,406	0	0.0	No	Provides Seniors with low employment prospects subsidized employment with Community Service Agencies, non-profits or Government Agencies. Enrollment priority for those Most in Need: Veterans, 65 or older, the disabled, seniors with limited English proficiency or low literacy skills and those at risk of homelessness.
Children and Family Services Bureau									
12	Adoptions	D	M	2,686,134	2,681,538	4,596	18.5	No	Provides adoption services to children who are free for adoption under the Civil Code and Welfare & Institutions Code. It also provides services, on a fee basis, for stepparent adoptions.
13	Foster Care/Adoption Assistance Eligibility	M	M	3,790,893	3,730,893	60,000	24.6	No	Provides eligibility determination for cash assistance for care of children placed in out of home care.
14	Child Abuse Prevention	D	M	319,185	287,267	31,918	0.0	No	Provides child abuse prevention services authorized by AB 1733; supports the Zero Tolerance for Domestic Violence implementation plan.
15	Child Welfare Services	M	M	43,319,280	43,238,835	80,445	239.5	No	Provides 24-hour response to allegations of child abuse; services to maintain children in their own homes; services to remedy conditions which caused the Juvenile Court to order a child removed from home due to abuse or neglect; and planning services to assist children in establishing permanency through adoption, legal guardianship, or a permanent living arrangement.
16	Family Preservation Program	D	M	1,457,611	1,396,939	60,672	0.0	No	Provides intensive social work services to children and families when the child is at risk of out-of-home placement.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
17	Foster Home Licensing	D	M	1,185,114	1,133,301	51,813	4.9	No	Processes applications for county foster home licenses and provides support services to licensed foster care parents.
18	Aid to Adoptions Program	M	M	17,011,811	16,692,479	319,332	0.0	No	Provides payments to families in the adoption process or who have adopted children .
19	Foster Care Payments	M	M	30,346,918	30,196,071	150,847	0.0	No	Federal, state and county funded program that provides payment for care of foster children in the custody of the county.
20	Independent Living Skills	M	D	836,417	836,417	0	6.0	No	Provides individual and group support services, including practical skill building for current and former foster youth that are eligible for federal foster care funds when transitioning out of the foster care system.
21	Ann Adler Children & Family Trust	D	D	80,000	80,000	0	0.0	No	Provides support programs for care of abused, neglected and at risk children.
22	County Children's Trust Fund	D	D	185,000	185,000	0	0.0	No	Provides child abuse prevention services.
Workforce Services Bureau									
23	CalWORKs Eligibility Services	M	M	21,195,247	21,195,247	0	216.7	No	Provides eligibility determination for CalWORKs cash aid, supportive services, and includes ongoing case management. Eligibility is limited to a maximum of 48 months.
24	CalWORKs Employment Services	M	D	27,647,969	27,647,969	0	155.0	No	Provides case management of CalWORKs recipients who have a Welfare-to-Work (WtW) requirement and includes supportive services including special employment and training services/programs. Eligibility is limited to 48 months with the last 24 months being contingent on specific work-related activity engagement.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
25	CalWORKs Cal-Learn	M	D	1,003,007	1,003,007	0	4.0	No	Provides eligibility determination and related service costs of providing intensive case management, supportive services and fiscal incentives/disincentives to eligible teen recipients who are pregnant or parenting and participating in the Cal-Learn Program.
26	CalWORKs Child Care Program - Stage One	M	M	6,175,184	6,175,184	0	18.0	No	Eligibility and ongoing case management under Stage One subsidized child care.
27	Mental Health/Substance Abuse	M	D	1,839,952	1,839,952	0	0.0	No	Provides CalWORKs case management and treatment services for mental health and substance abuse.
28	CalWORKs SB 1569	M	M	51,051	41,845	9,206	0.2	No	Provides case management of CalWORKs recipients who are victims of trafficking or crime.
29	CalWORKs Family Stabilization Program	M	M	587,310	587,310	0	3.8	No	Provides comprehensive evaluations and wraparound services to Welfare-to-Work families who are experiencing identified situations and/or crises.
30	CalWORKs Expanded Subsidized Employment	M	D	3,937,393	3,937,393	0	12.1	No	Provides funds for wage, non-wage and operational costs for six-month job placements for Welfare-to-Work clients.
31	CalWORKs Housing Support Program	D	D	1,085,850	1,085,850	0	0.0	No	Provides funds for support services and administrative activities for homeless CalWORKs families.
32	CalWORKs Cash Assistance (TANF) Temporary Assistance to Needy Families	M	M	59,433,932	58,054,581	1,379,351	0.0	No	Provides cash assistance to eligible families based on income levels. Eligibility limited to a maximum of 24 months.
33	Medi-Cal Eligibility	M	M	54,825,004	53,760,079	1,064,925	353.3	No	Provides eligibility determination for Medi-Cal programs including determinations for the new MAGI Medi-Cal Program implemented as an expansion of the Medi-Cal Program mandated by Health Care Reform.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
34	CalFresh Eligibility	M	M	40,266,706	36,894,976	3,371,730	227.4	No	Provides eligibility determination and ongoing case management for CalFresh benefits for eligible low-income individuals and families.
35	Work Incentive Nutritional Supplement Eligibility	M	M	94,157	94,157	0	0.7	No	Provides eligibility determination for eligible CalFresh and California Food Assistance Program households.
36	Work Incentive Nutritional Supplement Program	M	M	323,190	323,190	0	0.0	No	Provides a \$10 per month additional food supplement for eligible CalFresh and California Food Assistance Program households.
37	Standard Utility Assistance Subsidy Program	M	M	362,179	362,179	0	0.0	No	Provides an annual \$20.01 utility assistance benefit to eligible CalFresh households.
38	Refugee Programs Administration	M	M	90,824	90,824	0	0.1	No	Provides eligibility determination and grant maintenance activities for the Refugee Cash Assistance (RCA) and Cash Assistance Program for Immigrants (CAPI) programs.
39	Refugee Assistance Payments	M	M	198,235	198,235	0	0.0	No	Provides funds for cash assistance payments for immigrants.
40	Covered California Call Center (Under Contract)	M	M	13,766,962	13,766,962	0	201.0	No	The only county-operated statewide Call Center which provides healthcare enrollment services under the Affordable Care Act to California residents.
Workforce Development Board									
41	WIA Employment & Training/Adult/Dislocated Worker Programs	M	D	9,230,552	9,230,552	0	14.0	No	Provides employment services (such as job search and placement assistance, and initial assessment of skills), career counseling, access to job training, adult education and literacy, and employment services to individuals seeking to find new or better employment opportunities.
42	WIA Small Business Dev	D	M	500,000	500,000	0	1.0	No	Provides training, counseling, and technical assistance to small businesses and startups to support economic development and stimulate job growth in Contra Costa County and the region.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
Service Integration Program									
43	SIT	D	D	135,000	135,000	0	0.0	No	Provides integrated delivery of human services provided by various county departments.
Community Services Bureau									
44	Child Development	D	M	23,310,612	23,310,612	0	99.0	No	State-funded general childcare program serving 1,315 children in 12 centers with 43 classrooms and six partner agencies throughout the County. Include childcare services to families who receive Child Protective Services, children at risk of abuse and neglect, children with special needs, low-income families, and current and former CalWORKs participants.
45	Child Nutrition	D	M	1,090,823	1,090,823	0	12.0	No	Nutritional counseling for families and meal services for low-income and disabled children serving approximately 1,261 children and families and delivers approximately 451,163 meals..
46	Child Start	D	M	7,749,772	7,749,772	0	69.0	No	Combines Head Start, Early Head Start, and Child Development funds to provide full-day, full-year childcare for 715 children of low-income working parents.
47	Community Action	D	M	3,218,421	3,075,240	143,181	26.0	No	Community Action programs help low-income families achieve self-sufficiency and support activities that can achieve measurable outcomes in improving educational capability, literacy skills, housing attainment, income enhancement, and disaster preparedness.
48	Early Head Start	D	M	5,106,942	5,106,942	0	5.0	No	Federally-funded childcare program for infants and toddlers ages 0-3, serving 311 income eligible and disabled infants and toddlers and their families.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
49	Head Start	D	M	20,675,931	20,675,931	0	92.5	No	Federally-funded childcare services that provide part-day and full-day educational and comprehensive services for children ages 3-5, serving 1,571 income eligible and disabled children and families.
50	Housing & Energy	D	M	2,276,525	2,260,918	15,607	6.0	No	Federally-funded program that provides utility bill payment assistance, energy education, and weatherization services to approximately 4,269 low-income residents of the County.
51	Childcare Enterprise	D	M	74,089	74,089	0	0.0	No	Childcare enterprise provides childcare at below market rates to families who do not qualify for subsidized Head Start or Child Development programs due to higher family income.
Zero Tolerance - Domestic Violence									
52	General Fund	D	D	3,359,809	2,031,562	1,328,247	0.0	No	Coordinated Services designed to reduce domestic and family violence and elder abuse.
53	Special Revenue Fund	M	D	357,382	357,382	0	2.0	No	Provides oversight and coordination of domestic violence programs. Supported by recording fees authorized by State law (SB 968)
54	Victim Assistance	M	M	139,000	139,000	0	0.0	No	Provides funding for emergency shelter, counseling, health and social welfare services to victims of domestic violence. Supported by marriage license fees as authorized in SB 91, the Domestic Violence Center Act and codified under Welfare & Institutions Code 18290-18307.
Administration									
55	Administration	D	D	5,008,689	4,679,850	328,839	193.0	Yes	Provides administrative support to all areas of the Department

General Purpose Revenue

1	General County Revenues	M	D	0	384,880,000	384,880,000	0.0	No	Receives revenues which are not attributable to a specific County services and which are available for County General Fund expenditures.
---	-------------------------	---	---	---	-------------	-------------	-----	----	--

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
--	---------	---------	-------	--------------	-----------------	------------------	-----	---------	-------------

Health Services

<i>Hospital & Ambulatory Care Centers</i>									
1	Administrative Services	D	D	12,212,460	0	12212460	120.0	Yes	Provides centralized Department-wide administrative support to all Health Services divisions, e.g. IT, Payroll, Personnel.
2	Ambulatory Care Centers	M	M	119,558,880	115,609,733	3,949,147	623.5	No	Provides for operation of the 12 medical ambulatory care centers located throughout the County.
3	Charges from Other County Depts	M	D	20,844,369	20844369	0	0.0	Yes	Provides centralized charges to Health Services Department from other County departments, e.g. GSD.
4	Emergency Medical Services	M	M	1,439,414	1,439,414	0	4.0	Yes	Provides overall coordination of the emergency ambulance services throughout the County, and coordination of medical disaster response efforts.
5	Hospital Capital Project	D	D	14,048,118	14,048,118	0	0.0	No	Debt services principal payments, and acquisition of new and replacement capital equipment.
6	Hospital & Emergency Care	M	M	262,233,518	255,057,978	7,175,540	1,182.8	No	Provides for operation of the 167 beds at Contra Costa Regional Medical Center and the medical and psychiatric emergency rooms.
7	Physician Services	M	M	100,976,178	97,640,837	3,335,341	253.3	No	Provides for operation of medical staff at the Medical Center and at the 12 ambulatory care clinics and the Family Practice Residency Program.
<i>Contra Costa Health Plan - EF2</i>									
8	Medi-Cal Members	M	M	382,565,862	382,565,862	0	156.0	No	Serves County residents enrolled in Contra Costa Health Plan that qualify for Medi-Cal and are not seniors or persons with a disability.
9	Medi-Cal Seniors and Persons with Disabilities Members	D	M	150,926,258	150,926,258	0	0.0	No	Serves County residents enrolled in Contra Costa Health Plan who are seniors or persons with a disability that qualify for Medi-Cal.
10	Charges from Other County Depts	D	D	2,997,115	2,997,115	0	0.0	No	Provides centralized charges to Health Services Department from other County departments.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
Contra Costa Community Health Plan - EF3									
11	Commercial Groups, including Basic Health Care	D	M	61,759,186	61,759,186	0	0.0	No	Serves county residents enrolled in CCHP whose premiums are paid by themselves or their employers. Includes those who qualify for Medicare coverage. BHC: serves medically indigent County residents where household income is 300% of the Federal Poverty Level or less, whose medical care is managed by CCHP. Includes Health Care for Indigent eligibles.
12	In-Home Supportive Services	D	M	10,284,048	6,547,760	3,736,288	0.0	No	Serves county residents enrolled in CCHP whose premiums are paid by either themselves or their employers. Also includes those who qualify for Medicare coverage. BHC: Serves medically indigent County residents where household income is 300% of the Federal Poverty Level or less, whose medical care is managed by CCHP. Includes Health Care for Indigent eligibles.
Behavioral Health Division - Alcohol and Other Drug									
13	Narcotic Treatment Program	D	D	3,552,816	3,552,816	0	0.0	No	Provides outpatient methadone maintenance for opiate dependent adults, especially those persons at risk of HIV infection through IV drug use.
14	Non-Residential Program	D	D	856,238	856,238	0	0.0	No	Provides outpatient substance abuse recovery services for adults, youth/adolescents and family members who have alcohol and other drug problems, persons at risk or addicted to alcohol and other drugs.
15	Prevention Services	D	D	1,553,587	1,553,587	0	5.0	No	Provides alcohol and other drugs education, drug-free activities, community-based initiatives, problem identification and referral for youth and adults.
16	Residential Services Program	D	D	3,968,417	3,818,287	150,130	17.0	No	Provides recovery services for men, women, women and their children, and adolescents, and detoxification for adults.
17	Special Programs	D	D	3,232,553	3,232,553	0	0.0	No	Time-limited federal and State special initiatives and demonstration projects.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
18	Support Services and Countywide Prevention	D	D	1,267,950	1,087,950	180,000	9.0	No	Management of all substance abuse services, including personnel, budgets, program planning and evaluation, contracted services, Countywide prevention activities and monitoring service delivery.
Behavioral Health Division - Homeless Program									
19	Administration	D	D	676,119	170,999	505,120	5.5	Yes	Administration includes staffing (except for Shelter Plus Care), occupancy costs, costs incurred for the Continuum of Care Board, and costs associated with grant writing and consultation.
20	Outreach and Engagement Services	D	D	46,958	46,958	0	0.0	No	These services are aimed at identifying homeless individuals and families in need of services and assisting them in accessing the services necessary to end their homelessness. Outreach and engagement services include an interim housing intake line, outreach teams, and multi-service centers.
21	Interim Housing and Support Services	D	D	1,708,782	748,621	960,161	1.0	No	Interim Housing and Support Services offer short-term shelter and support services that allow for stabilization, referral and preparation for permanent housing and/or mental health and treatment services.
22	Supportive Housing Program	D	D	1,190,709	1,190,709	0	0.0	No	The Supportive Housing Program provides a variety of permanent housing options for homeless adults, families, and transition age youth with disabilities. All housing options come with supportive services aimed at assisting the resident in maintaining their housing.
23	Contra Costa Youth Continuum of Services for Runaway and Homeless Youths	D	D	582,151	426,266	155,885	1.0	No	Contra Costa's Youth Continuum of Services provides outreach, shelter, transitional, and permanent housing and services to youth ages 14-21.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
24	Homeless Management Information System	D	D	233,658	194,783	38,875	1.0	No	The Homeless Management Information System (HMIS) is a shared homeless service and housing database system administered by the County Homeless Program and includes community based homeless service providers. HMIS enables the collection and sharing of uniform client data information; analysis of program effectiveness; longitudinal data collection for analysis of client and program outcomes, in reference to the goals & objectives of the 10 Year Plan to End Homelessness. Also includes participation in a Bay Area Wide data collection system for analysis of client outcome data and service utilization patterns of homeless persons.
Behavioral Health Division - Mental Health									
25	Adult Services	M	D	45,641,868	41,212,165	4,429,703	121.9	No	Provides comprehensive mental health services to seriously and persistently mentally disabled adults including hospitalization, residential care, intensive day treatment, outpatient, outreach and case management.
26	Child & Adolescent Services	M	D	46,841,581	46,508,150	333,431	82.4	No	Provides comprehensive mental health services to seriously emotionally disabled children and youth 0-17 and their families, including hospitalization, intensive day treatment, outpatient, outreach, case management and wraparound services.
27	Local Hosp Inpatient Psychiatric	M	M	10,080,577	7,711,009	2,369,568	0.0	No	Provides acute inpatient psychiatric care at Contra Costa Regional Medical Center, involuntary evaluation and short-term treatment for seriously and persistently mentally ill clients who may be a danger to themselves or others.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
28	Medi-Cal Managed Care	M	M	8,509,854	8,509,854	0	11.0	No	Provides community-based acute psychiatric inpatient hospital services and outpatient specialty mental health services for Medi-Cal eligible adults and children.
29	Crisis Stabilization	M	M	11,432,014	7,177,981	4,254,033	0.0	No	Provides crisis intervention and stabilization, psychiatric diagnostic assessment, medication, emergency treatment, screening for hospitalization and intake, disposition planning and placement/referral services.
30	Mental Health Services Act	M	D	43,114,746	43,114,746	0	142.9	No	Expands Mental Health care programs for children, transition age youth, adults and older adults. (Proposition 63)
31	Support Services	D	D	11,526,372	11,526,372	0	54.5	No	Provides personnel administration, contract negotiation, program planning and development, monitoring service delivery and quality assurance, and interagency coordination.
Public Health									
32	Communicable Disease Control	M/D	D	8,555,899	5,472,880	3,083,019	44.6	No	Identification, investigation and treatment of persons who have communicable disease or who have been exposed or are at risk for a communicable disease.
33	Community Wellness & Prevention	D	D	2,743,288	2,083,354	659,934	15.9	No	Provides for prevention of chronic disease and injuries.
34	Family, Maternal & Child Health	M/D	D	9,067,075	6,894,121	2,172,954	71.4	No	Promotes health and welfare of families and children.
35	Fixed Assets	D	D	345,000	0	345,000	0.0	No	Provides for acquisition of capital equipment and for needed capital improvement projects.
36	PH Administration & Management	D	D	6,900,619	5,036,350	1,864,269	34.1	Yes	Provides program oversight.
37	Public Health Clinical Services	D	D	13,757,437	8,232,387	5,525,050	83.4	No	Provides full scope pediatric clinics, women's health and family planning, sexually transmitted disease clinics, occupational health clinics, immunization clinics, public health nursing visits to new babies and mothers, and health care for the homeless.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
38	AIDS/HIV and STD Program	M/D	D	4,002,572	3,268,573	733,999	30.4	No	Provides access to care, monitoring and surveillance, community education and prevention services
39	Senior Nutrition Program	D	D	1,721,324	1,705,622	15,702	3.5	No	Provides 450,000 meals per year including 250,000 meals delivered to the residences of frail homebound elders and AIDS patients Countywide via 60+ volunteer driven delivery routes, and 200,000 meals served in 21 community and senior centers.
Environmental Health									
40	Environmental Health	M	M	10,840,486	10,927,564	(87,078)	60.0	No	Provides retail food programs, consumer protection programs, solid waste program, medical waste program and land use programs.
41	Fixed Assets	D	D	44,068	44,068	0	0.0	No	Provides for acquisition of capital equipment and for needed capital improvement projects.
42	Hazardous Materials Program	M	M	9,103,587	9,176,919	(73,332)	37	No	Provides emergency response, hazardous waste, hazardous material, underground tank and accidental release programs.
Detention Facility Program									
43	Detention Facility Med Services	M	D	20,780,117	1,059,324	19,720,793	65.7	No	Provides primary care medical services for inmates in County detention facilities.
44	Detention Facility MH Services	M	D	1,939,412	56,492	1,882,920	14.6	No	Provides assistance to Sheriff's Department in identification and management of mentally ill in the main County detention facility.
45	Juvenile Hall Medical Services	M	D	1,762,412	1,453,848	308,564	10.4	No	Provides primary care medical services to inmates at Juvenile Hall. Expenditures are transferred to the Probation Department.
46	Juvenile Justice Facilities	D	D	699,687	699,687	0	0.0	No	Crisis intervention, medication evaluation and consultation.
California Children's Services Program									
47	California Children's Services	M	M	9,803,541	7,101,116	2,702,425	57.0	No	Provides habilitation or rehabilitation of children with specific handicapping conditions, in need of specialist care, and whose families are unable to pay for the required care.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
Conservatorship/Guardianship Program									
48	Conservatorship/ Guardianship	M	M	3,163,958	403,859	2,760,099	19	No	Controls the financial affairs and daily support coordination of clients who are mentally ill, frail elderly or otherwise deemed to be incapable of caring for themselves in these areas.
Emergency Medical Services SB-12									
49	Administration	D	D	161,934	161,934	0	0.0	No	Reimbursement for County incurred costs related to Emergency Medical Services program collections and disbursements.
50	Emergency Medical Services	D	M	247,687	247,687	0	0.0	No	Reimbursement for County operated Emergency Medical Services program.
51	Hospitals	D	M	364,241	364,241	0	0.0	No	Payments to hospitals for emergency room care provided to indigents.
52	Physicians	D	M	845,042	845,042	0	0.0	No	Payments to physicians for emergency services to indigents.
53	Pediatric Trauma Centers	D	M	73,499	73,499	0	0.0	No	Reimbursement to physicians and hospitals for uncompensated services provided at pediatric trauma centers.
Ambulance Services Areas (Measure H)									
54	Zone A	D	M	227,645	227,645	0	0.0	No	Funds EMS first responder medical and communication equipment, supplies, and training of medical dispatchers.
55	Zone B	D	M	5,284,356	5,284,356	0	8.0	No	Provides funds for pre-hospital care coordinators, EMS data analyst, EMS first responder equipment, communications equipment, hazardous materials charges and ambulance services.
Major Risk Medical Insurance Program									
56	Major Risk Medical Insurance	D	M	800,000	800,000	0	0.0	No	Provides services to County residents who qualify for the Access for Infants and Mothers program and the Major Risk Medical Insurance Program (MRMIB). CCHP is a contracted health plan carrier for these programs, which are administered by the State.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
--	---------	---------	-------	--------------	-----------------	------------------	-----	---------	-------------

Human Resources

1	Employee Benefits Administration	M	D	5,306,156	5,306,156	0	13.0	Yes	Formulates & implements policies for administration of benefit programs and services that assist the County in maintaining a competitive compensation package and that contribute to the well-being of employees and retirees.
2	Employee Child Care	D	M	46,586	46,586	0	0.0	No	Board mandate & must follow IRS regs. Provides for the funding and development of child care programs for employees. Funded by benefit admin fee and forfeited Dependent Care Assistance Program monies.
3	Administration	M	D	1,469,707	1,719,608	(249,901)	5.0	Yes	Develops, administers and maintains merit and exempt employment systems.
4	Personnel Services	M	M	3,214,901	165,000	3,049,901	28.0	Yes	Develops and administers programs and policies to help ensure that the County recruits and selects a highly skilled and diversified workforce that is properly classified and compensated. Maintains all personnel history files and records.

Justice System Development/Planning

1	Law & Justice System Dev	D	D	2,785,944	387,579	2,398,365	3.0	Yes	Develops and installs automated info systems for justice departments.
2	Automated ID & Warrant	D	M	2,804,252	2,804,252	0	0.0	No	Special fund to finance a Countywide warrant system and to replace and enhance the automated fingerprint identification equipment.
3	Vehicle Theft Program	D	M	930,000	930,000	0	0.0	No	Provides local funding programs relating to vehicle theft crimes.
4	DNA Identification	D	M	285,000	285,000	0	0.0	No	Provides for the collection of DNA specimens, samples and print impressions.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
5	Local Community Corrections	M	D	25,237,218	25,237,218	0	0.0	No	Special fund created for Communities Corrections Grant under AB109 as a pass-through for the cities' share of SLESF funding.
6	SLESF - AB109	M	M	6,316,840	6,316,840	0	0.0	No	Within the County's Local Revenue Fund pursuant to AB 109 and AB 118, this account provides the State Supplemental Law Enforcement funding for the Sheriff and Contra Costa cities.

Library

1	Administration	D	D	4,999,255	4,999,255	0	19.3	No	Provides administrative, shipping, and volunteer services management while organizing and directing the operation of the County Library.
2	Countywide Services	D	D	1,784,273	1,784,273	0	11.3	No	Directly provides library service to patrons countywide and supports community library services and operations, including telephone reference service, periodicals, and program support in adult, young adult, and youth services.
3	Lib-Community Services	D	D	16,461,310	16,461,310	0	120.8	No	Includes the provision of community library services through 26 County Library facilities. These services include materials collections, public services, and programs that are tailored for each community.
4	Support Services	D	D	4,634,126	4,634,126	0	27.2	No	Support Services includes automation, Virtual Library, circulation, technical services, and collection management.
5	Casey Library Gift	D	D	100	100	0	0.0	No	Established from proceeds from the estate of Nellie Casey. Funds are restricted for use in the Ygnacio Valley Library.

Probation

Care of Court Wards									
1	Out-of-Home Placement	M	M	8,910,000	4,781,488	4,128,512	0.0	No	Court-ordered board and care costs for minors placed outside of County facilities by the Juvenile Court.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
2	California Dept. of Juv. Justice Fees	M	M	200,000	0	200,000	0.0	No	Fees paid to the California Division of Juvenile Justice for incarceration costs of juveniles.
3	Medical Services in Juvenile Facilities	M	M	2,153,535	335,000	1,818,535	0.0	No	Fees paid to Health Services for medical care of juvenile residents in County facilities.
Juvenile Facilities									
4	Juvenile Hall	M	M	20,177,305	263,500	19,913,805	118.5	No	Maximum security facility designed for the mandated detention of minors before and after Court hearings. Approximately 1,600 juveniles are booked annually. (W&I 850)
5	Orin Allen Youth Rehabilitation	D	M	7,206,115	7,366,385	(160,270)	41.0	No	Correctional facility providing 100 beds for seriously delinquent boys committed by the courts. Approximately 225 juveniles are committed annually for an average stay of six months. (W&I 880)
6	Home Supervision	M	M	287,996	382,000	(94,004)	1.0	No	Provides electronic monitoring / GPS support to juvenile probation deputies and intensive supervision to minors released to the community prior to sentencing.
7	Youthful Offender Treatment Program	D	M	282,319	3,208,367	(2,926,048)	1.0	No	Specific commitment treatment program for male youthful offenders utilizing cognitive/evidence-based practices. The program encompasses a specialized living unit for participants who are in custody.
Probation Programs									
8	Adult Investigations & Supervision	M	D	9,725,371	7,552,861	2,172,510	64.0	No	Over 3,500 felony investigative reports are prepared annually for the Coordinated Trial Courts. These include pre-plea reports for plea and bail considerations and assessment and recommendation reports for sentencing. (PC 1191). Includes AB109, SB678 and Smart Probation funded positions.
9	Drug Enforcement	D	M	170,321	0	170,321	1.0	No	Intensive monitoring of drug usage and supervision of 75 offenders annually.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
10	Vehicle Theft (Adult)	D	M	192,187	180,967	11,220	1.0	No	Cooperative program among the California Highway Patrol, Sheriff, District Attorney and Probation depts. Provides close supervision to a caseload of auto thieves placed on felony probation. This program is partially funded by the State via vehicle license fees.
11	Domestic Violence	D	M	496,977	2,000	494,977	6.0	No	Intensive supervision of felony/misdemeanor cases that may involve court-ordered participation in a 52 week batterer's program. All batterer's programs are mandated to be certified by the Probation Department. (PC 1203.097)
12	Office of Traffic Safety DUI Program	D	M	309,063	280,000	29,063	2.0	No	California Office of Traffic Safety provides grant funding for intensified supervision of felony drunk drivers. The grant does not cover indirect costs.
13	Juvenile Investigation/Supervision/ Special Services	M	D	6,269,595	676,660	5,592,935	45.0	No	Further investigation into alleged offenses, including recommendations regarding the continuing disposition of the minor offender. The department performs over 3,500 intake and court investigations annually.
14	Field Services Support	D	D	1,985,252	0	1,985,252	23.0	No	Provides support services to Deputy Probation Office staff in adult and juvenile programs.
15	School Probation Officers	D	M	1,225,908	1,518,236	(292,328)	9.0	No	Case management services for juveniles referred by school districts as well as those on active probation.
16	Community Probation	D	M	789,414	1,138,677	(349,263)	6.0	No	Partners deputy probation officers with eight police jurisdictions to provide intensive supervision to high-risk youth.
17	Youthful Offender Treatment Program	D	M	708,311	300,000	408,311	5.0	No	Aftercare supervision for institution commitment treatment program for male youthful offenders.
18	Training	M	D	99,567	151,580	(52,013)	3.0	Yes	State required and approved training for Probation staff. (PC 6035)

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
19	Administration/ Personnel / Info Tech	M	D	8,631,280	0	8,631,280	16.0	Yes	Services include fiscal and personnel management, central records, automated systems, contract management, employee and facility safety, purchasing and payroll, facility and office management, and resource development.
20	Probation Collections Unit	D	D	462,205	645,000	(182,795)	4.0	No	Collections unit was added to the Probation Department in FY 2010/11 upon the closure of the Office of Revenue Collections. The unit is responsible for collecting fees.
21	Supplemental Law Enforcement Services Fund	D	D	3,158,420	3,158,420	0	0.0	No	Provides state resources from the Juvenile Justice Crime Prevention Act of 2000 to support juvenile prevention initiatives.
22	Probation Ward Welfare	D	D	262,500	262,500	0	0.0	No	Provides for the revenues associated with the detention commissary and commission from detention pay telephones. Revenues used to fund essential clothing and transportation for emancipating youth and educational opportunities for detained youth.
23	Community Corrections Performance Incentives Fund	D	D	3,677,015	3,677,015	0	0.0	No	Provides revenue realized by the California Department of Corrections and Rehabilitation to be used for evidence-based probation supervision activities.

Public Defender

1	Administration	M	D	4,180,992	0	4,180,992	9.0	No	Provides management, administrative support, and oversight of all Departmental functions.
2	Investigations	M	D	1,512,701	0	1,512,701	11.8	No	Conducts defense investigations of adult criminal and juvenile cases as needed to ensure effective representation of all clients.
3	Criminal Defense	M	M	11,417,645	183,407	11,234,238	63.8	No	Provides effective assistance of counsel for all qualifying adults and juveniles charged with criminal offenses.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
4	AB 109	M	D	1,499,552	1,499,552	0	8.5	No	Provides support and services to reduce recidivism for low level felony offenders; furthers the goals of AB109.
5	Alternate Defender Office	M	D	2,772,069	0	2,772,069	13.0	No	Provides effective assistance of counsel for qualifying adults and juvenile clients for whom the main office has declared a conflict of interest.

Public Works

1	Public Works Services /Administration (0650)	M	D	44,757,761	43,582,365	1,175,396	265.8	No	Administrative support to the department to ensure completion of projects. This support includes personnel, clerical, finance/budget and surveyor functions. The budget for all Public Works personnel are in this program.
2	Non-County Funded Road Construction (0661)	M	D	11,830,000	11,830,000	0	0.0	No	Non-county road construction projects funded by other governmental agencies.
3	County Drainage Maintenance (0330)	M	D	744,000	44,000	700,000	0.0	No	Drainage maintenance for County owned drainage facilities.
4	Rd Fund-Construction & Road Planning/ Admin	M	D	32,060,537	32,060,537	0	0.0	No	Road construction projects for county roads. Includes administration and planning costs.
5	Rd Fund Maintenance & Misc. Property	M	D	16,743,278	16,743,278	0	0.0	No	Maintenance for county streets and roads.
6	PW Land Development	M	M	2,510,000	2,510,000	0	0.0	No	Engineering services and regulation of land development.
7	Airport	D	D	3,941,669	3,941,669	0	17.0	No	Operation and capital development of airports.
8	Other Special Rev. Funds	D	M	26,624,303	26,624,303	0	0.0	No	Use based on special revenue agreements.
9	Area of Benefit Fees	D	M	2,037,200	2,037,200	0	0.0	No	Fees on development for future road projects.
10	Purchasing	M	D	1,067,588	442,588	625,000	6.0	Yes	Purchasing services for all County departments.
11	Fleet Services/ Fleet Services ISF	D	D	15,393,802	15,393,802	0	17.0	Yes	Maintenance, repair, and vehicle acquisition for County departments & fire district.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
12	General County Building Occupancy	D	D	14,214,254	139,254	14,075,000	0.0	Yes	General funded building and grounds maintenance. This program area includes fixed costs for expenses related to utilities, taxes, debt service, building insurance, custodial contracts, common area maintenance, rents, and elevator maintenance.
13	GSD Outside Agency Services	D	D	942,669	942,669	0	0.0	Yes	Outside Agency services. This program area includes occupancy costs, print & mail services, and fleet services.
14	Facilities Maintenance Building & Grounds	D	D	95,454,588	95,137,588	317,000	174.0	Yes	General maintenance and repairs of County buildings & facilities.
15	Print and Mail Services	D	D	4,958,027	4,958,027	0	20.0	Yes	Copy, printing, and mail services for County departments.
16	Resource Recovery	M	D	494,132	494,132	0	0.0	Yes	Recycling services for County departments.

Sheriff-Coroner

Administrative Services Bureau									
1	Central Administration	D	D	18,467,312	1,371,480	17,095,832	36.0	No	Comprised of the Sheriff's executive, fiscal, and personnel units which provide centralized administrative oversight of the Office of the Sheriff.
Custody Services Bureau									
2	Custody Services Admin	M	D	3,322,072	28,121,477	(24,799,405)	17.0	No	Provides inmate classification, training, and other detention management services.
3	Martinez Detention Facility	M	M	25,788,446	106,000	25,682,446	132.0	No	Maximum-security institution, located in Martinez that houses many of the County's unsentenced inmates while they are awaiting trial. It also serves as the booking and intake center for all law enforcement agencies within the County.
4	West County Detention Facility	M	M	22,613,025	5,500	22,607,525	126.0	No	WCDF is a program-oriented facility for medium security prisoners, located in Richmond. Inmates who present behavioral problems are returned to the MDF in Martinez.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
5	Marsh Creek Detention Facility	M	M	4,041,631	1,500	4,040,131	22.0	No	Located in Clayton, this facility is primarily responsible for the care, custody, and control of sentenced minimum-security male inmates, but unsentenced inmates may also be held at this facility.
6	Custody Alternative/County Parole Program	M	M	3,642,802	1,300,000	2,342,802	21.0	No	Diverts persons who would be incarcerated into programs such as Work Alternative Program. Work Alternative is operated for those inmates sentenced to jail for 30 days or less. Inmates accepted into the program provide public service labor.
7	Detention Transportation	D	D	4,246,125	3,500	4,242,625	20.0	No	Provides inmate transportation between detention facilities and the Courts.
8	AB109 Program	M	M	9,466,951	9,466,951	0	30.0	No	Programming primarily at the West County Detention and Marsh Creek Detention Facilities including supervision and operating costs related to non-serious, non-violent, non-sexual offenders in county custody pursuant to AB109 Public Safety Realignment.
Field Operations Bureau									
9	Cities/Districts Contracts	D	M	22,375,113	22,375,113	0	98.0	No	Contract city law enforcement services provided in the cities of Danville, Lafayette, Oakley, and Orinda; and to AC transit and Diablo.
10	Coroner	M	D	2,866,559	185,000	2,681,559	10.0	No	Determine the cause of death, specifically in the area of homicide, suicide, accidental and unexplained natural deaths. Coroner's deputies are on duty 24 hours a day, 7 days per week, and remove the deceased from place of death.
11	Special Investigations	D	M	240,421	230,000	10,421	1.0	No	Provides Investigation services to the District Attorney's Office.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
12	Investigations	M	D	9,090,834	350,805	8,740,029	39.0	No	This division conducts narcotics enforcement and follow-up investigation of all reported serious crimes that occur in the unincorporated area of Contra Costa County, as well as in the cities and districts that contract for investigative services.
13	Property and Evidence Services	M	M	660,983	94,000	566,983	4.0	No	Provides storage, security and disposition of items of evidence, seized contraband, safekeeping weapons and found property for the Sheriff's Office, its 5 contract cities, West Narcotics Enforcement Team and the Superior Court.
14	Marine Patrol	D	D	3,939,743	1,168,620	2,771,123	12.0	No	Responsible for patrol of the navigable waterways within the County and enforcement of all applicable laws.
15	Avoid the 25	D	M	161,172	120,000	41,172	0.0	No	Avoid the 25 is a grant sponsored by the State of California to fight DUIs on County roadways.
16	Sheriff's Helicopter Program	D	D	1,389,430	1,389,430	0	0.0	No	Provides air support throughout the County and through contract with the City of Vallejo.
17	Unincorporated Patrol	M	D	28,381,344	41,663,206	(13,281,862)	156.0	No	Provides patrol services throughout the unincorporated area of the County using a community based policing model.
Contract Services Budget									
18	Facility Security Contracts	D	M	4,796,259	4,796,259	0	42.0	No	Contract facility security services for the Health Services Department and the Employment and Human Services Department.
19	Court Security	M	M	13,857,264	13,857,264	0	72.0	No	Provides bailiff and court security services for the Superior Court. This division is responsible for all security in and around court buildings, and must provide officers for additional security at all court appearances of high-risk cases.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
Support Services Bureau									
20	Sheriff's Recruiting	M	D	1,813,211	8,000	1,805,211	10.0	No	Responsible for employment services including recruiting, background investigations, and hiring, examining the status of operations and procedures within the office as a whole, changes to the Policies and Procedure Manual, providing m,mbackground information.
21	Resources/ Plans/ Standards	D	D	2,631,444	224,000	2,407,444	5.0	No	Inspection and Control is instrumental in organizational development by surveying current law enforcement management theory and practice to compare department procedures and systems against those in other jurisdictions. Professional Standards is responsible for formulating policies and procedures, Internal Affairs and risk management litigation.
22	Civil	M	M	1,981,712	420,000	1,561,712	13.0	No	Serves protective orders when protected person has fee waiver, performs postings, evictions, levies, civil processes. Civil unit also completes the extradition function for this agency and numerous other agencies on a contract basis.
23	AB 1109 Vehicle Program	M	M	87,144	87,144	0	0.0	No	Restricted funding for vehicle usage by the Civil unit.
24	AB 709 Automated Program	M	M	408,153	408,153	0	0.0	No	Restricted funding for automation services by the Civil unit.
25	Communications/ Dispatch	M	M	7,639,973	3,282,000	4,357,973	58.0	No	Provides a basic emergency telephone answering system as provided in articles 53100-53120 of the Calif. Govt Code. Shall provide public safety answering point system for telecommunications from the public for reporting, police, fire, ambulance, and medical related incidents.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
26	Automated Regional Information Exchange Systems (ARIES)	D	D	716,792	716,792	0	2.0	No	The ARIES database has been established to collect data from several California jurisdictions to share information to support increased monitoring and enforcement of the law.
27	Criminalistics	M	M	9,872,003	3,872,346	5,999,657	46.0	No	Conducts firearms, forensic biology and trace evidence examinations. Conducts DNA profiling on evidence materials; submits DNA profiles to the Calif. Dept of Justice database of unsolved crimes. Responds to crime scenes to document and collect evidence. Also includes federal grants for Criminalistics supplies and equipment.
28	Information Services	D	D	5,755,678	276,000	5,479,678	17.0	No	Provides communication and programming for networks, jail management, communication system and ARIES.
29	Records	M	M	2,697,299	61,000	2,636,299	28.5	No	Provides for the release, inspection and production of law enforcement records, and fingerprint identification.
30	CAL-ID	D	D	2,899,001	2,899,001	0	12.0	No	Operates a computerized system for the identification of fingerprints.
31	Technical Services Administration	D	D	248,423	0	248,423	0.0	No	Provides administrative oversight for the Technical Services Division.
32	Vehicle Anti-Theft Program	D	D	3,706	474,500	(470,794)	0.0	No	Investigates and gathers evidence on stolen vehicles throughout Contra Costa County.
Office of Emergency Services									
33	Emergency Services Support	D	D	1,178,548	32,500	1,146,048	4.0	No	Provides management oversight 24-hours a day for response to critical incidents, major crimes, or other significant events and provides direction at the command level. Operates the Volunteer Services Unit and Search and Rescue (SAR) response teams.

Mandatory/Discretionary Program Listing – By Department

Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation	
34	Emergency Services	D	D	2,311,769	215,000	2,096,769	10.0	No	Provides emergency preparedness planning and coordination along with vulnerability assessment; manages the homeland security grant funds for the operational area; gathers and disseminates crime analysis and intelligence data.
35	Community Warning System	D	D	1,293,673	1,293,673	0	3.0	No	Manages the countywide all hazard Community Warning System. The CWS is funded entirely from private industry funds and/or fines.
36	Homeland Security Grants	D	D	2,764,776	2,764,776	0	0.0	No	Homeland Security grant management and centralization.
37	Special Weapons and Tactics (SWAT) Team	D	D	380,199	20,000	360,199	0.0	No	The Special Weapons and Tactics team is used in situations involving hostage taking, armed barricaded subjects, snipers, or other situations that present a high degree of danger to life or property.
Special Funds									
38	Central ID Bureau	D	M	4,247,100	4,247,100	0	0.0	No	Provides for operation of the Alameda-Contra Costa fingerprint database (which is a component of the state-wide database) Automated Fingerprint Identification System (AFIS) and Livescans in place in county law enforcement agencies.
39	County Law Enforcement Capital Projects	D	D	1,158,221	1,158,221	0	0.0	No	Supports replacement and enhancement of a Countywide law enforcement message switching computer; accumulates funds to partially finance Sheriff's communication equipment replacement; and accumulates funds to finance major equipment replacement for the Helicopter Program.
40	Controlled Substance Analysis	D	D	7,000	7,000	0	0.0	No	Provides criminalistics laboratory analysis of controlled substances, in order to increase the effectiveness of criminal investigation and prosecution.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
41	Law Enforcement Training Center	D	D	1,519,603	1,519,603	0	4.0	No	Established as an enterprise fund, this Division of the Sheriff with the Contra Costa College District at Los Medanos Community College provides specialized training to law enforcement personnel.
42	Narcotic Forfeiture	D	M	63,825	63,825	0	0.0	No	Within the Investigation Division, Asset Forfeiture provides the necessary support for tracking the assets of persons involved in narcotics crimes in addition to ongoing narcotics enforcement efforts, to maximize forfeited assets, and to augment traditional investigations.
43	Inmate Welfare Summary	D	M	2,937,972	2,937,972	0	6.0	No	Provides for the revenues associated primarily with detention commissary and commission from detention pay telephones. Funds are restricted to funding educational opportunities for inmates and enhancing inmate welfare.
44	Supplemental Law Enforcement Services Funds	D	M	585,634	585,634	0	0.0	No	Pursuant to Government Code 30061-30063, the State supplements otherwise available funding for local public safety services. These funds are used for jail operations and enhancement of Patrol Division services.
45	Traffic Safety	M	M	394,560	394,560	0	0.0	No	Provides for the cost of official traffic control devices, the maintenance thereof, equipment and supplies for traffic law enforcement and traffic accident prevention, the maintenance, improvement or construction of public streets, bridges and culverts.
46	Trial Court Security	M	D	15,130,301	15,130,301	0	0.0	No	Provides AB 109 Public Safety Realignment (State) funding for bailiff and court security services for the Superior Court.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
47	Countywide Gang and Drug Trust	D	D	81,000	81,000	0	0.0	No	Provides expenditures and revenues for preventing, enforcing and prosecuting illegal gang and/or drug activity. Expenditures must be approved by a panel consisting of the Sheriff, District Attorney, Chief Probation Officer, and a representative from the County Police Chiefs' Association.

Superior Court

1	Civil Grand Jury	M	D	155,500	0	155,500	0.0	No	An investigative body which examines County accounts, and inquiries into any alleged misconduct in office or public officials. It may also inquire into all public offenses committed within the county, conduct confidential investigations, and bring indictments when deemed appropriate.
2	Criminal Grand Jury	M	D	88,000	0	88,000	0.0	No	Examine evidence presented by the District Attorney and return criminal indictments directly to the Superior Court.
3	Trial Ct. Programs	M	M	17,058,296	6,770,161	10,288,135	0.0	No	Provide for all court services not eligible under California Rule of Court 810 (e.g., capital case costs) and fund the General Fund subsidy for Court operations to the State of California.
4	Dispute Resolution	M	D	243,000	243,000	0	0.0	No	Provides for local dispute resolution services including small claims, guardianship, and unlawful detainer/civil harassment mediation, as an alternative to formal court proceedings.
5	Courthouse Construction	D	M	2,009,173	2,009,173	0	0.0	Yes	Special fund created for penalty assessments levied on court fines for the purpose of courthouse construction.
6	Criminal Justice Facility Construction	D	M	1,670,647	1,670,647	0	0.0	Yes	Special fund created for penalty assessments levied on court fines for the purpose of criminal justice facility construction, systems development and operations.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Sources	General Fund NCC	FTE	Support	Explanation
7	Family Law Center - Debt Service	D	M	2,087,030	2,087,030	0	0.0	Yes	Provides for the Superior Court's share of the annual debt service payment obligations for the Family Law Center.

Treasurer-Tax Collector

1	Treasurer	M	D	1,303,892	49,900	1,253,992	6.6	No	Provides for the safekeeping of funds for the County, 18 School Districts, a Community College District, a Board of Education, and 21 Voluntary Special Districts. Administers a comprehensive investment program for the County and districts to ensure maximum yield on investments.
2	Tax Collections	M	M	3,468,549	2,727,500	741,049	19.7	No	Collects property taxes and special levies for all cities, school districts, special districts and County government.
3	Business License	M	D	129,409	124,450	4,959	1.2	No	Chapter 64-14.202 Purpose and authority: The purpose of this chapter is to effectuate Revenue and Taxation Code Section 7284 (CH 466, Stats. 1990; Cal. Const. Art. IV, § 8(c)(2)) in order to levy a business license tax in the unincorporated area of the county. (Ord. 91-35 § 1). State law permits the levy of such tax.

Veterans Service

1	Veterans Service	D	D	1,016,700	201,700	815,000	7.5	No	Provides assistance to veterans, their dependents and survivors in obtaining veteran's benefits.
---	------------------	---	---	-----------	---------	---------	-----	----	--

Service Key:

M = Mandated by law (must be legal mandate NOT a Board mandate)

D = Discretionary

Level Key:

M = Mandated by law

D = Discretionary

Mandatory/Discretionary Program Listing – By Department

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Gross Amount	Revenue Offset	General Fund NCC	FTE	Support	Explanation
1	HSD - Contra Costa Health Plan	Medi-Cal Members	M	M	382,565,862	382,565,862	0	156.0	No	Serves County residents enrolled in Contra Costa Health Plan that qualify for Medi-Cal and are not seniors or persons with a disability.
2	HSD - Hospital & Ambulatory Care	Hospital & Emergency Care	M	M	262,233,518	255,057,978	7,175,540	1,182.8	No	Provides for operation of the 167 beds at Contra Costa Regional Medical Center and the medical and psychiatric emergency rooms.
3	HSD - Hospital & Ambulatory Care	Ambulatory Care Centers	M	M	119,558,880	115,609,733	3,949,147	623.5	No	Provides for operation of the 12 medical ambulatory care centers located throughout the County.
4	HSD - Hospital & Ambulatory Care	Physician Services	M	M	100,976,178	97,640,837	3,335,341	253.3	No	Provides for operation of medical staff at the Medical Center and at the 12 ambulatory care clinics and the Family Practice Residency Program.
5	EHSD - Workforce Services	Temporary Assistance to Needy Families	M	M	59,433,932	58,054,581	1,379,351	0.0	No	Provides cash assistance to eligible families based on income levels. Eligibility limited to a maximum of 24 months.
6	EHSD - Workforce Services	Medi-Cal Eligibility	M	M	54,825,004	53,760,079	1,064,925	353.3	No	Provides eligibility determination for Medi-Cal programs including determinations for the new MAGI Medi-Cal Program implemented as an expansion of the Medi-Cal Program mandated by Health Care Reform.
7	EHSD - Children and Family Services	Child Welfare Services	M	M	43,319,280	43,238,835	80,445	239.5	No	Provides 24-hour response to allegations of child abuse; services to maintain children in their own homes; services to remedy conditions which caused the Juvenile Court to order a child removed from home due to abuse or neglect; and planning services to assist children in establishing permanency through adoption, legal guardianship, or a permanent living arrangement.
8	EHSD - Workforce Services	CalFresh Eligibility	M	M	40,266,706	36,894,976	3,371,730	227.4	No	Provides eligibility determination and ongoing case management for CalFresh benefits for eligible low-income individuals and families.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Gross Amount	Revenue Offset	General Fund NCC	FTE	Support	Explanation
9	EHSD - Children and Family Services	Foster Care Payments	M	M	30,346,918	30,196,071	150,847	0.0	No	Federal, state and county funded program that provides payment for care of foster children in the custody of the county.
10	EHSD - Aging and Adult Services	In-Home Supportive Services Provider Costs	M	M	27,443,992	25,088,201	2,355,791	0.0	No	Provides funds for wages, health and retirement benefits for individuals who provide in-home supportive services to eligible individuals who are unable to care for themselves.
11	Sheriff-Coroner - Custody Services	Martinez Detention Facility	M	M	25,788,446	106,000	25,682,446	132.0	No	Maximum-security institution, located in Martinez that houses many of the County's unsentenced inmates while they are awaiting trial. It also serves as the booking and intake center for all law enforcement agencies within the County.
12	Sheriff-Coroner - Custody Services	West County Detention Facility	M	M	22,613,025	5,500	22,607,525	126.0	No	WCDF is a program-oriented facility for medium security prisoners, located in Richmond. Inmates who present behavioral problems are returned to the MDF in Martinez.
13	EHSD - Workforce Services	CalWORKs Eligibility Services	M	M	21,195,247	21,195,247	0	216.7	No	Provides eligibility determination for CalWORKs cash aid, supportive services, and includes ongoing case management. Eligibility is limited to a maximum of 48 months.
14	Probation - Juvenile Facilities	Juvenile Hall	M	M	20,177,305	263,500	19,913,805	118.5	No	Maximum security facility designed for the mandated detention of minors before and after Court hearings. Approximately 1,600 juveniles are booked annually. (W&I 850)
15	Child Support Services	Child Support Enforcement Program	M	M	18,817,709	18,817,709	0	171.0	No	Mandated services assisting parents to meet their mutual obligation to support their children. Operations of this Department are currently controlled by the regulations of the State Department of Child Support Services.
16	Superior Court	Trial Ct. Programs	M	M	17,058,296	6,770,161	10,288,135	0.0	No	Provide for all court services not eligible under California Rule of Court 810 (e.g., capital case costs) and fund the General Fund subsidy for Court operations to the State of California.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Gross Amount	Revenue Offset	General Fund NCC	FTE	Support	Explanation
17	EHSD - Children and Family Services	Aid to Adoptions Program	M	M	17,011,811	16,692,479	319,332	0.0	No	Provides payments to families in the adoption process or who have adopted children .
18	Sheriff - Coroner - Contract Services	Court Security	M	M	13,857,264	13,857,264	0	72.0	No	Provides bailiff and court security services for the Superior Court. This division is responsible for all security in and around court buildings, and must provide officers for additional security at all court appearances of high-risk cases.
19	EHSD - Workforce Services	Covered California Call Center (Under Contract)	M	M	13,766,962	13,766,962	0	201.0	No	The only county-operated statewide Call Center which provides healthcare enrollment services under the Affordable Care Act to California residents.
20	HSD - Mental Health	Crisis Stabilization	M	M	11,432,014	7,177,981	4,254,033	0.0	No	Provides crisis intervention and stabilization, psychiatric diagnostic assessment, medication, emergency treatment, screening for hospitalization and intake, disposition planning and placement/referral services.
21	Public Defender	Criminal Defense	M	M	11,417,645	183,407	11,234,238	63.8	No	Provides effective assistance of counsel for all qualifying adults and juveniles charged with criminal offenses.
22	HSD - Environmental Health	Environmental Health	M	M	10,840,486	10,927,564	(87,078)	60.0	No	Provides retail food programs, consumer protection programs, solid waste program, medical waste program and land use programs.
23	HSD - Mental Health	Local Hosp Inpatient Psychiatric	M	M	10,080,577	7,711,009	2,369,568	0.0	No	Provides acute inpatient psychiatric care at Contra Costa Regional Medical Center, involuntary evaluation and short-term treatment for seriously and persistently mentally ill clients who may be a danger to themselves or others.
24	Sheriff - Coroner - Support Services	Criminalistics	M	M	9,872,003	3,872,346	5,999,657	46.0	No	Conducts firearms, forensic biology and trace evidence examinations. Conducts DNA profiling on evidence materials; submits DNA profiles to the Calif. Dept of Justice database of unsolved crimes. Responds to crime scenes to document and collect evidence. Also includes federal grants for Criminalistics supplies and equipment.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Gross Amount	Revenue Offset	General Fund NCC	FTE	Support	Explanation
25	HSD - California Children's Services	California Children's Services	M	M	9,803,541	7,101,116	2,702,425	57.0	No	Provides habilitation or rehabilitation of children with specific handicapping conditions, in need of specialist care, and whose families are unable to pay for the required care.
26	Sheriff - Coroner - Custody Services	AB109 Program	M	M	9,466,951	9,466,951	0	30.0	Np	Programming primarily at the West County Detention and Marsh Creek Detention Facilities including supervision and operating costs related to non-serious, non-violent, non-sexual offenders in county custody pursuant to AB109 Public Safety Realignment.
27	HSD - Environmental Health	Hazardous Materials Program	M	M	9,103,587	9,176,919	(73,332)	37.0	No	Provides emergency response, hazardous waste, hazardous material, underground tank and accidental release programs.
28	Probation - Care of Court Wards	Out-of-Home Placement	M	M	8,910,000	4,781,488	4,128,512	0.0	No	Court-ordered board and care costs for minors placed outside of County facilities by the Juvenile Court.
29	Clerk – Recorder	Elections	M	M	8,878,835	2,066,076	6,812,759	33.0	No	Conducts federal, State, local and district elections in an accurate and timely manner and according to State and Federal law.
30	HSD - Mental Health	Medi-Cal Managed Care	M	M	8,509,854	8,509,854	0	11.0	No	Provides community-based acute psychiatric inpatient hospital services and outpatient specialty mental health services for Medi-Cal eligible adults and children.
31	Sheriff - Coroner - Support Services	Communications/Dispatch	M	M	7,639,973	3,282,000	4,357,973	58.0	No	Provides a basic emergency telephone answering system as provided in articles 53100-53120 of the Calif. Govt Code. Shall provide public safety answering point system for telecommunications from the public for reporting, police, fire, ambulance, and medical related incidents.
32	Conservation and Development	Building Inspection Services	M	M	6,810,713	6,810,713	0	29.0	No	Review plans, issue building permits, and inspect the construction of buildings.
33	Justice Systems Planning	SLESF - AB109	M	M	6,316,840	6,316,840	0	0.0	No	Within the County's Local Revenue Fund pursuant to AB 109 and AB 118, this account provides the State Supplemental Law Enforcement funding for the Sheriff and Contra Costa cities.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Gross Amount	Revenue Offset	General Fund NCC	FTE	Support	Explanation
34	EHSD - Workforce Services	CalWORKs Child Care Program - Stage One	M	M	6,175,184	6,175,184	0	18.0	No	Eligibility and ongoing case management under Stage One subsidized child care.
35	Animal Services	Animal Care & Housing	M	M	6,085,554	3,833,275	2,252,279	48.0	No	Provides humane care and veterinary treatment to animals that are being held pending location of owners or other disposition. AB 1856 and SB 1785 have increased mandated holding times and require treatment for sick/injured animals to become potentially adoptable.
36	EHSD - Aging and Adult Services	General Assistance Eligibility	M	M	4,445,890	0	4,445,890	25.9	No	Provides eligibility determination for General Assistance (GA). GA is cash assistance for indigent adults not currently eligible for state or federally funded assistance programs. Included are other services required to maintain eligibility (or full cash assistance) such as mental health, substance abuse treatment and shelter beds. On-going case management is also included.
37	Sheriff-Coroner - Custody Services	Marsh Creek Detention Facility	M	M	4,041,631	1,500	4,040,131	22.0	No	Located in Clayton, this facility is primarily responsible for the care, custody, and control of sentenced minimum-security male inmates, but unsentenced inmates may also be held at this facility.
38	EHSD - Children and Family Services	Foster Care/Adoption Assistance Eligibility	M	M	3,790,893	3,730,893	60,000	24.6	No	Provides eligibility determination for cash assistance for care of children placed in out of home care.
39	Clerk – Recorder	Recorder	M	M	3,652,891	5,465,650	(1,812,759)	38.0	No	Maintains and preserves all official records relating to real property, subdivision maps, assessment districts, and records of surveys offered for recording; records of all births, deaths and marriages occurring within Contra Costa County. Produce and maintain indices of all records held by the County Clerk-Recorder.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Gross Amount	Revenue Offset	General Fund NCC	FTE	Support	Explanation
40	Sheriff-Coroner - Custody Services	Custody Alternative/ County Parole Program	M	M	3,642,802	1,300,000	2,342,802	21.0	No	Diverts persons who would be incarcerated into programs such as Work Alternative Program. Work Alternative is operated for those inmates sentenced to jail for 30 days or less. Inmates accepted into the program provide public service labor.
41	Treasurer - Tax Collector	Tax Collections	M	M	3,468,549	2,727,500	741,049	19.7	No	Collects property taxes and special levies for all cities, school districts, special districts and County government.
42	Human Resources	Personnel Services	M	M	3,214,901	165,000	3,049,901	28.0	Yes	Develops and administers programs and policies to help ensure that the County recruits and selects a highly skilled and diversified workforce that is properly classified and compensated. Maintains all personnel history files and records.
43	HSD - Conserv/ Guardianship	Conserv/ Guardianship	M	M	3,163,958	403,859	2,760,099	19.0	No	Controls the financial affairs and daily support coordination of clients who are mentally ill, frail elderly or otherwise deemed to be incapable of caring for themselves in these areas.
44	County Counsel	Social Service Probate	M	M	2,854,167	2,854,167	0	16.0	No	Provides mandatory legal services for Employment and Human Services Department activities (adoptions, dependent children, etc.) and Health Services Department activities (conservatorships, etc.)
45	Sheriff - Coroner - Support Services	Records	M	M	2,697,299	61,000	2,636,299	28.5	No	Provides for the release, inspection and production of law enforcement records, and fingerprint identification.
46	Public Works	PW Land Development	M	M	2,510,000	2,510,000	0	0.0	No	Engineering services and regulation of land development.
47	Probation - Care of Court Wards	Medical Services in Juvenile Facilities	M	M	2,153,535	335,000	1,818,535	0.0	No	Fees paid to Health Services for medical care of juvenile residents in County facilities.
48	Sheriff - Coroner - Support Services	Civil	M	M	1,981,712	420,000	1,561,712	13.0	No	Serves protective orders when protected person has fee waiver, performs postings, evictions, levies, civil processes. Civil unit also completes the extradition function for this agency and numerous other agencies on a contract basis.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Gross Amount	Revenue Offset	General Fund NCC	FTE	Support	Explanation
49	HSD - Hospital & Ambulatory Care	Emergency Medical Services	M	M	1,439,414	1,439,414	0	4.0	Yes	Provides overall coordination of the emergency ambulance services throughout the County, and coordination of medical disaster response efforts.
50	Sheriff-Coroner - Field Operations	Property and Evidence Services	M	M	660,983	94,000	566,983	4.0	No	Provides storage, security and disposition of items of evidence, seized contraband, safekeeping weapons and found property for the Sheriff's Office, its 5 contract cities, West Narcotics Enforcement Team and the Superior Court.
51	EHSD - Workforce Services	CalWORKs Family Stabilization Program	M	M	587,310	587,310	0	3.8	No	Provides comprehensive evaluations and wraparound services to Welfare-to-Work families who are experiencing identified situations and/or crises.
52	Sheriff - Coroner - Support Services	AB 709 Automated Program	M	M	408,153	408,153	0	0.0	No	Restricted funding for automation services by the Civil unit.
53	Sheriff-Coroner - Special Funds	Traffic Safety	M	M	394,560	394,500	0	0.0	No	Provides for the cost of official traffic control devices, the maintenance thereof, equipment and supplies for traffic law enforcement and traffic accident prevention, the maintenance, improvement or construction of public streets, bridges and culverts.
54	EHSD - Workforce Services	Standard Utility Assistance Subsidy Program	M	M	362,179	362,179	0	0.0	No	Provides an annual \$20.01 utility assistance benefit to eligible CalFresh households.
55	EHSD - Workforce Services	Work Incentive Nutritional Supplement Program	M	M	323,190	323,190	0	0.0	No	Provides a \$10 per month additional food supplement for eligible CalFresh and California Food Assistance Program households.
56	Probation - Juvenile Facilities	Home Supervision	M	M	287,996	382,000	(94,004)	1.0	No	Provides electronic monitoring / GPS support to juvenile probation deputies and intensive supervision to minors released to the community prior to sentencing.
57	Probation - Care of Court Wards	California Dept. of Juv. Justice Fees	M	M	200,000	0	200,000	0.0	No	Fees paid to the California Division of Juvenile Justice for incarceration costs of juveniles.
58	EHSD - Workforce Services	Refugee Assistance Payments	M	M	198,235	198,235	0	0.0	No	Provides funds for cash assistance payments for immigrants.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Gross Amount	Revenue Offset	General Fund NCC	FTE	Support	Explanation
59	Central Support	LAFCO	M	M	195,000	0	195,000	0.0	No	Encourages orderly formation and development of local government agencies and approves, amends, or disapproves applications to create new cities or special districts, and modifies boundaries of existing agencies.
60	EHSD - Zero Tolerance	Victim Assistance	M	M	139,000	139,000	0	0.0	No	Provides funding for emergency shelter, counseling, health and social welfare services to victims of domestic violence. Supported by marriage license fees as authorized in SB 91, the Domestic Violence Center Act and codified under Welfare & Institutions Code 18290-18307.
61	EHSD - Aging and Adult Services	Indigent Interment	M	M	123,776	16,420	107,356	0.0	No	Provides cremation and burial, in cemetery lots or niches, of indigent decedents.
62	EHSD - Workforce Services	Work Incentive Nutritional Supplement Eligibility	M	M	94,157	94,157	0	0.7	No	Provides eligibility determination for eligible CalFresh and California Food Assistance Program households.
63	EHSD - Workforce Services	Refugee Programs Administration	M	M	90,824	90,824	0	0.1	No	Provides eligibility determination and grant maintenance activities for the Refugee Cash Assistance (RCA) and Cash Assistance Program for Immigrants (CAPI) programs.
64	Sheriff - Coroner - Support Services	AB 1109 Vehicle Program	M	M	87,144	87,144	0	0.0	No	Restricted funding for vehicle usage by the Civil unit.
65	EHSD - Workforce Services	CalWORKs SB 1569	M	M	51,051	41,845	9,206	0.2	No	Provides case management of CalWORKs recipients who are victims of trafficking or crime.
66	HSD - Mental Health	Child & Adolescent Services	M	D	46,841,581	46,508,150	333,431	82.4	No	Provides comprehensive mental health services to seriously emotionally disabled children and youth 0-17 and their families, including hospitalization, intensive day treatment, outpatient, outreach, case management and wraparound services.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Gross Amount	Revenue Offset	General Fund NCC	FTE	Support	Explanation
67	HSD - Mental Health	Adult Services	M	D	45,641,868	41,212,165	4,429,703	121.9	No	Provides comprehensive mental health services to seriously and persistently mentally disabled adults including hospitalization, residential care, intensive day treatment, outpatient, outreach and case management.
68	Public Works	Public Works Services / Administration (0650)	M	D	44,757,761	43,582,365	1,175,396	265.8	No	Administrative support to the department to ensure completion of projects. This support includes personnel, clerical, finance/budget and surveyor functions. The budget for all Public Works personnel are in this program.
69	HSD - Mental Health	Mental Health Services Act	M	D	43,114,746	43,114,746	0	142.9	No	Expands Mental Health care programs for children, transition age youth, adults and older adults.
70	Public Works	Rd Fund-Construction & Road Planning/Admin	M	D	32,060,537	32,060,537	0	0.0	No	Road construction projects for county roads. Includes administration and planning costs.
71	Sheriff-Coroner - Field Operations	Unincorporated Patrol	M	D	28,381,344	41,663,206	(13,281,862)	156.0	No	Provides patrol services throughout the unincorporated area of the County using a community based policing model.
72	EHSD - Workforce Services	CalWORKs Employment Services	M	D	27,647,969	27,647,969	0	155.0	No	Provides case management of CalWORKs recipients who have a Welfare-to-Work (WtW) requirement and includes supportive services including special employment and training services/programs. Eligibility is limited to 48 months with the last 24 months being contingent on specific work-related activity engagement.
73	Justice Systems Planning	Local Community Corrections	M	D	25,237,218	25,237,218	0	0.0	No	Special fund created for Communities Corrections Grant under AB109 as a pass-through for the cities' share of SLESF funding.
74	District Attorney	Mainline Prosecution	M	D	22,194,587	13,471,847	8,722,740	124.0	No	Attends the courts and conducts on behalf of the people all prosecutions for public offenses occurring in Contra Costa County, including homicide, gang crimes, sexual assault, juvenile, general felony, and misdemeanor crimes

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Gross Amount	Revenue Offset	General Fund NCC	FTE	Support	Explanation
75	HSD - Hospital & Ambulatory Care	Charges from Other County Depts	M	D	20,844,369	20,844,369	0	0.0	Yes	Provides centralized charges to Health Services Department from other County departments, e.g. GSD.
76	HSD - Detention Facilities	Detention Facility Med Services	M	D	20,780,117	1,059,324	19,720,793	65.7	No	Provides primary care medical services for inmates in County detention facilities.
77	Public Works	Rd Fund Maintenance & Misc. Property	M	D	16,743,278	16,743,278	0	0.0	No	Maintenance for county streets and roads.
78	Sheriff-Coroner - Special Funds	Trial Court Security	M	D	15,130,301	15,130,301	0	0.0	No	Provides AB 109 Public Safety Realignment (State) funding for bailiff and court security services for the Superior Court.
79	Public Works	Non-County Funded Road Construction (0661)	M	D	11,830,000	11,830,000	0	0.0	No	Non-county road construction projects funded by other governmental agencies.
80	EHSD - Aging and Adult Services	In-Home Supportive Services Administration	M	D	10,059,479	8,726,212	1,333,267	69.7	No	Funds for administration to determine eligibility for recipients who are unable to care for themselves at home.
81	Central Support	Risk Management	M	D	9,794,792	5,466,638	4,328,154	34.0	Yes	Net cost represents GF premiums paid to Insurance Trust Funds. Risk Management program is responsible for the administration of workers' compensation claims, liability and medical malpractice claims, insurance and self-insurance programs, and loss prevention services.
82	Probation - Probation Programs	Adult Investigations & Supervision	M	D	9,725,371	7,552,861	2,172,510	64.0	No	Over 3,500 felony investigative reports are prepared annually for the Coordinated Trial Courts. These include pre-plea reports for plea and bail considerations and assessment and recommendation reports for sentencing. (PC 1191). Includes AB109, SB678 and Smart Probation funded positions.
83	EHSD - Workforce Development Board	WIA Employment & Training/Adult/Dislocated Worker Programs	M	D	9,230,552	9,230,552	0	14.0	No	Provides employment services (such as job search and placement assistance, and initial assessment of skills), career counseling, access to job training, adult education and literacy, and employment services to individuals seeking to find new or better employment opportunities.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Gross Amount	Revenue Offset	General Fund NCC	FTE	Support	Explanation
84	Sheriff-Coroner - Field Operations	Investigations	M	D	9,090,834	350,805	8,740,029	39.0	No	This division conducts narcotics enforcement and follow-up investigation of all reported serious crimes that occur in the unincorporated area of Contra Costa County, as well as in the cities and districts that contract for investigative services.
85	Probation - Probation Programs	Administration / Personnel / Info Tech	M	D	8,631,280	0	8,631,280	16.0	Yes	Services include fiscal and personnel management, central records, automated systems, contract management, employee and facility safety, purchasing and payroll, facility and office management, and resource development.
86	Conservation and Development	Current Planning	M	D	7,436,481	7,436,481	0	26.0	No	Facilitate the regulation of the land use and development to preserve and enhance community identity in keeping with the County General Plan and other adopted goals and policies. At least 5 public hearings on land use applications must be supported for 2 Regional Planning Commissions, the County Planning Commission and the Zoning Administrator.
87	Assessor	Appraisal	M	D	7,250,845	730,113	6,520,732	47.0	No	Secured property appraisal mandated by R&T Code Sections 50-93, 101-2125.
88	Assessor	Support Services	M	D	6,810,337	694,499	6,115,838	56.0	Yes	Provides clerical support for appraisal and business divisions; exemption processing; drafting and GIS mapping; public service; and information systems support. The GIS function is a countywide system that the county provides support for. R&T Code 75.20,
89	Probation - Probation Programs	Juvenile Investigation/ Supervision/ Special Services	M	D	6,269,595	676,660	5,592,935	45.0	No	Further investigation into alleged offenses, including recommendations regarding the continuing disposition of the minor offender. The department performs over 3,500 intake and court investigations annually.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Gross Amount	Revenue Offset	General Fund NCC	FTE	Support	Explanation
90	Board of Supervisors	Legislation & Policy Direction	M	D	6,120,579	213,579	5,907,000	31.0	No	Enforces statutes and enacts legislation, establishes general operating policies and plans, adopts annual budgets and levies taxes, determines land use, and appoints County officials.
91	County Counsel	General Law	M	D	5,802,877	3,152,877	2,650,000	23.0	Yes	Provides legal services necessary for the continued operation of the County departments and special districts. Provides legal services to outside clients and independent special districts upon request.
92	Human Resources	Employee Benefits Administration	M	D	5,306,156	5,306,156	0	13.0	Yes	Formulates & implements policies for administration of benefit programs and services that assist the County in maintaining a competitive compensation package and that contribute to the well-being of employees and retirees.
93	Conflict Defense	Conflict Defense	M	D	5,000,000	0	5,000,000	0.0	No	Mandated legal representation provided to indigents by appointed private attorneys on criminal cases in which the Public Defender has a conflict of interest in representation.
94	EHSD - Aging and Adult Services	Adult Social Services	M	D	4,648,801	4,630,942	17,859	33.4	No	Provides social worker response to investigate reports that older or dependent adults are exploited, neglected or physically abused. Includes allocated clerical and administrative staff.
95	Employee/Retiree Benefits	Employee Benefits	M	D	4,554,929	93,000	4,461,929	0.0	Yes	Funds PeopleSoft Project (Payroll).
96	County Administrator	Board Support & Gen Administration	M	D	4,398,000	536,715	3,861,285	16.0	Yes	Coordinates and provides policy support for the Board of Supervisors; administers County budget; administers special programs; provides administrative support and oversight to departments in carrying out their missions by providing policy guidance, inform
97	Animal Services	Field Enforcement	M	D	4,383,348	2,710,627	1,672,721	32.0	No	Enforces State laws and County ordinances in the unincorporated areas of the County and within incorporated cities that have agreements with the County.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Gross Amount	Revenue Offset	General Fund NCC	FTE	Support	Explanation
98	Public Defender	Administration	M	D	4,180,992	0	4,180,992	9.0	No	Provides management, administrative support, and oversight of all Departmental functions.
99	District Attorney	Investigation	M	D	4,052,866	555,000	3,497,866	19.0	No	Investigates all types of crime under the District Attorney's jurisdiction, locates and interviews suspects and witnesses, assists in grand jury investigations, writes search warrant affidavits, serves search warrants, conducts searches for fugitives, conducts surveillance, makes arrests and appears and testifies as witnesses in criminal and civil cases.
100	EHSD - Aging and Adult Services	Agency on Aging Title III/VII Grants	M	D	4,041,154	3,878,718	162,436	7.0	No	Provides supportive social services, congregate meals, home delivered meals, in-home services and elder abuse prevention to over 19,500 seniors annually.
101	EHSD - Workforce Services	CalWORKs Expanded Subsidized Employment	M	D	3,937,393	3,937,393	0	12.1	No	Provides funds for wage, non-wage and operational costs for six-month job placements for Welfare-to-Work clients.
102	District Attorney	Special Prosecution	M	D	3,847,139	2,423,727	1,423,412	18.0	No	Attends the courts and conducts on behalf of the people all special prosecutions, including auto, real estate, and worker's compensation fraud; environmental crimes, high-tech crimes, and family violence crimes
103	Conservation and Development	Application & Permit Center	M	D	3,438,703	3,438,703	0	27.0	No	Manage and help process applications and permits.
104	Sheriff-Coroner - Custody Services	Custody Services Admin	M	D	3,322,072	28,121,477	(24,799,405)	17.0	No	Provides inmate classification, training, and other detention management services.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Gross Amount	Revenue Offset	General Fund NCC	FTE	Support	Explanation
105	Agriculture/Weights & Measures	Agricultural Division	M	D	3,234,093	2,833,928	400,165	32.0	No	Provide enforcement of State laws and County ordinances in regard to pesticide use and worker safety regulations, enforcement of quarantine regulations, exotic pest eradication and pest management, organic produce and quality assurance programs involving fruits, nuts, vegetables, eggs, nursery stock and seed. Assist the public with pest identification and control techniques using environmentally safe pest management practices.
106	EHSD - Aging and Adult Services	GA Assistance Payments	M	D	3,176,692	0	3,176,692	0.0	No	Provides cash assistance to adults not eligible for state or federal assistance.
107	District Attorney	Administration	M	D	3,054,186	108,000	2,946,186	10.0	No	Operations, fiscal, personnel, procurement, and facilities management, and resource development
108	Assessor	Property Tax Administration Program	M	D	3,052,351	3,052,351	0	0.0	No	Provides funding from the State-County Property Tax Administration Program to be used to improve operations and enhance computer applications and systems.
109	Auditor-Controller	Disbursements	M	D	2,917,006	1,804,986	1,112,020	23.0	Yes	Processes timely and accurate payroll for all County departments, most fire districts, some special districts, and some non-county regional agencies. Processes demands, purchase orders, and contracts.
110	Sheriff-Coroner - Field Operations	Coroner	M	D	2,866,559	185,000	2,681,559	10.0	No	Determine the cause of death, specifically in the area of homicide, suicide, accidental and unexplained natural deaths. Coroner's deputies are on duty 24 hours a day, 7 days per week, and remove the deceased from place of death.
111	Public Defender	Alternate Defender Office	M	D	2,772,069	0	2,772,069	13.0	No	Provides effective assistance of counsel for qualifying adults and juvenile clients for whom the main office has declared a conflict of interest.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Gross Amount	Revenue Offset	General Fund NCC	FTE	Support	Explanation
112	EHSD - Aging and Adult Services	Public Authority	M	D	2,447,017	2,447,017	0	0.0	No	Provides registry and referral services, screens registry applicants, assists IHSS recipients with hiring IHSS provider. The program also trains providers and recipients and serves as employer of record for providers. NCC for this special fund is provided through In Home Supportive Services.
113	Auditor-Controller	Administration / Systems	M	D	2,385,486	645,723	1,739,763	8.5	Yes	Provides general management of financial information and accounts of all departments, districts, and other agencies governed by the Board of Supervisors. Provides employee development, personnel, payroll, and fiscal administration. Provides systems development and support and secretarial support.
114	Assessor	Business	M	D	2,030,654	213,692	1,816,962	12.0	No	Unsecured property appraisal mandated by R&T Code Sections 2901-2928.1.
115	HSD - Detention Facilities	Detention Facility MH Services	M	D	1,939,412	56,492	1,882,920	14.6	No	Provides assistance to Sheriff's Department in identification and management of mentally ill in the main County detention facility.
116	Auditor-Controller	Property Tax/Special Accounting	M	D	1,916,524	1,908,928	7,596	11.5	Yes	Builds the countywide tax roll and allocates and accounts for property tax apportionment and assessments. Assists in preparing the budget documents for the County and special districts, including monitoring expenditures for budget compliance. Additionally, the Division assists in administering the Tax and Revenue Anticipation Notes and other bond programs that greatly enhance the County's financial status. The Division also is responsible for a variety of governmental fiscal reports.
117	EHSD - Workforce Services	Mental Health/ Substance Abuse	M	D	1,839,952	1,839,952	0	0.0	No	Provides CalWORKs case management and treatment services for mental health and substance abuse.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Gross Amount	Revenue Offset	General Fund NCC	FTE	Support	Explanation
118	Sheriff - Coroner - Support Services	Sheriff's Recruiting	M	D	1,813,211	8,000	1,805,211	10.0	No	Responsible for employment services including recruiting, background investigations, and hiring, examining the status of operations and procedures within the office as a whole, changes to the Policies and Procedure Manual, providing m,background information.
119	HSD - Detention Facilities	Juvenile Hall Medical Services	M	D	1,762,412	1,453,848	308,564	10.4	No	Provides primary care medical services to inmates at Juvenile Hall. Expenditures are transferred to the Probation Department.
120	County Counsel	Risk Mgt/Tort Unit	M	D	1,746,716	1,746,716	0	10.0	Yes	Defends the County in tort, employment and civil rights actions in State and Federal court and monitors outside litigation counsel. Services are reimbursed by General Liability Trust Fund.
121	Conservation and Development	Transportation Planning	M	D	1,683,704	1,683,704	0	6.0	No	Develop an effective transportation network throughout the county by planning for roads and other types of transportation systems on countywide corridors and with local and neighborhood areas. Administer programs related to Growth Management, Congestion Management and trip reduction. Provide staff support for other County efforts requiring transportation planning resources. Staff support or participation in over 10 committees including the Board's Transportation, Infrastructure and Water Committee is required.
122	Conservation and Development	Administration	M	D	1,579,984	1,579,984	0	2.0	No	The legislative body shall by ordinance assign the functions of the planning agency to a planning department, one or more planning commissions, administrative bodies or hearing officers, the legislative body itself, or any combination thereof, as it deems appropriate and necessary.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Gross Amount	Revenue Offset	General Fund NCC	FTE	Support	Explanation
123	District Attorney	AB 109	M	D	1,560,751	1,642,926	(82,175)	9.0	No	Public Safety Realignment Act which transfers responsibility for supervising specific low-level inmates and parolees from CDCR to counties, including parole revocation proceedings.
124	County Administrator	Labor Relations	M	D	1,520,222	522,082	998,140	7.0	Yes	Administers County's labor management relations programs including the collective bargaining process, grievance investigation, training and counseling.
125	Public Defender	Investigations	M	D	1,512,701	0	1,512,701	11.8	No	Conducts defense investigations of adult criminal and juvenile cases as needed to ensure effective representation of all clients.
126	Public Defender	AB 109	M	D	1,499,552	1,499,552	0	8.5	No	Provides support and services to reduce recidivism for low level felony offenders; furthers the goals of AB109.
127	Human Resources	Administration	M	D	1,469,707	1,719,608	(249,901)	5.0	Yes	Develops, administers and maintains merit and exempt employment systems.
128	Conservation and Development	Code Enforcement	M	D	1,466,573	1,466,573	0	11.0	No	Respond to building and zoning complaints, perform on-site investigations, abate hazards, and perform inspections.
129	Assessor	Administrative Services	M	D	1,438,929	142,461	1,296,468	7.0	No	Functions of Assessor are mandated. Duties of Assessor's Office, however, may be consolidated with Treasurer, or Recorder, or Clerk and Recorder.
130	Conservation and Development	Conservation/Solid Waste	M	D	1,434,899	1,434,899	0	5.0	No	Administer the Solid Waste Management and Waste Recycling programs and provide technical services related to sanitary landfills, and other environmental issues. Participation in 2 solid waste partnerships and other solid waste, recycling programs must be supported.
131	Agriculture/Weights & Measures	Administration	M	D	1,374,178	0	1,374,178	4.0	No	Provides direction and financial control, develop and implement policies and procedures in support of the operations of the department.
132	Employee/Retiree Benefits	Retiree Health Benefits	M	D	1,353,467	300,000	1,053,467	0.0	Yes	Retiree health costs for Court employees not paid for by the State as well as for former employees retired from defunct departments.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Gross Amount	Revenue Offset	General Fund NCC	FTE	Support	Explanation
133	Treasurer - Tax Collector	Treasurer	M	D	1,303,892	49,900	1,253,992	6.6	No	Provides for the safekeeping of funds for the County, 18 School Districts, a Community College District, a Board of Education, and 21 Voluntary Special Districts. Administers a comprehensive investment program for the County and districts to ensure maximum yield on investments.
134	Auditor-Controller	General Accounting	M	D	1,193,552	881,351	312,201	7.0	Yes	Manages the countywide Financial System and process various types of fiscal information for County departments, special districts, and other non-county agencies. Maintains the general ledger. Enforces accounting policies, procedures, and processes and ensures financial reporting in accordance with County policies and state, and federal guidelines. Reconciles fixed asset activity to County inventory.
135	Agriculture/Weights & Measures	Weights & Measures	M	D	1,148,421	867,043	281,378	9.0	No	Provide assurance of fair business practices by performing inspection of all point-of-sale systems (scanners) used in commercial transactions. Provide regulatory services to ensure commercial sales are made in compliance with State laws. Provide protection for consumers by enforcing State laws designed to prevent deceptive packaging and ensure accurate units of measure. Inspect Weighmasters for compliance with State law. Administer exams to for licensing of device service agents.
136	Central Support	Clerk of the Board	M	D	1,069,500	99,500	970,000	8.0	Yes	Provides staff support to the Board of Supervisors by recording and compiling the actions of the Board taken in open session; maintaining the official records; preparing the weekly agenda and summary; and maintaining a roster of various Boards and Commit
137	Public Works	Purchasing	M	D	1,067,588	442,588	625,000	6.0	Yes	Purchasing services for all County departments.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Gross Amount	Revenue Offset	General Fund NCC	FTE	Support	Explanation
138	EHSD - Workforce Services	CalWORKs Cal-Learn	M	D	1,003,007	1,003,007	0	4.0	No	Provides eligibility determination and related service costs of providing intensive case management, supportive services and fiscal incentives/disincentives to eligible teen recipients who are pregnant or parenting and participating in the Cal-Learn Program.
139	EHSD - Children and Family Services	Independent Living Skills	M	D	836,417	836,417	0	6.0	No	Provides individual and group support services, including practical skill building for current and former foster youth that are eligible for federal foster care funds when transitioning out of the foster care system.
140	Auditor-Controller	Internal Audit	M	D	813,887	485,467	328,420	6.0	No	Develops and executes audit programs for the examination, verification, and analysis of financial records, procedures, and internal controls of the County departments. Produces the Comprehensive Annual Financial Report.
141	District Attorney	Victim/ Witness Advocacy	M	D	754,210	809,447	(55,237)	9.5	No	Victim liaison providing assistance in obtaining protective orders and restitution, advice to the Bench on bail levels, and victim advocacy
142	Public Works	County Drainage Maintenance	M	D	744,000	44,000	700,000	0.0	No	Drainage maintenance for County owned drainage facilities.
143	Public Works	Resource Recovery	M	D	494,132	494,132	0	0.0	Yes	Recycling services for County departments.
144	EHSD - Zero Tolerance	Special Revenue Fund	M	D	357,382	357,382	0	2.0	No	Provides oversight and coordination of domestic violence programs. Supported by recording fees authorized by State law (SB 968)
145	District Attorney	Public Administrator	M	D	293,406	200,000	93,406	2.0	No	As ordered by the court where the decedent had no known will or heirs, or had not appointed an executor, investigates cases to locate a will, heirs or relatives; if none, continues to locate and protect assets, arranges for burial, and administers estate

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Gross Amount	Revenue Offset	General Fund NCC	FTE	Support	Explanation
146	District Attorney	Public Assistance Fraud	M	D	267,802	414,000	(146,198)	1.0	No	Works with personnel from various social service agencies to detect, investigate and successfully prosecute individuals who attempt to defraud various public assistance programs.
147	Conservation and Development	Advance Planning	M	D	243,342	243,342	0	1.0	No	Develop and maintain long-range policy planning processes through the County General Plan to anticipate and respond to changes in new legal mandates and local priorities.
148	Superior Court	Dispute Resolution	M	D	243,000	243,000	0	0.0	No	Provides for local dispute resolution services including small claims, guardianship, and unlawful detainer/civil harassment mediation, as an alternative to formal court proceedings.
149	Animal Services	Animal Licensing	M	D	176,980	176,980	0	1.0	No	Licensing program for dogs throughout the County to assist in identification of lost animals and control of rabies.
150	Superior Court	Civil Grand Jury	M	D	155,500	0	155,500	0.0	No	An investigative body which examines County accounts, and inquiries into any alleged misconduct in office or public officials. It may also inquire into all public offenses committed within the county, conduct confidential investigations, and bring indictments when deemed appropriate.
151	Conservation and Development	Fish and Game Protection	M	D	136,150	136,150	0	0.0	No	Provide programs from fines levied for violation of the California Fish and Game Code. Funds are restricted to the propagation and conservation of fish and game in the County.
152	Treasurer - Tax Collector	Business License	M	D	129,409	124,450	4,959	1.2	No	Chapter 64-14.202 Purpose and authority: The purpose of this chapter is to effectuate Revenue and Taxation Code Section 7284 (CH 466, Stats. 1990; Cal. Const. Art. IV, § 8(c)(2)) in order to levy a business license tax in the unincorporated area of the county. (Ord. 91-35 § 1). State law permits the levy of such tax.
153	Probation - Probation Programs	Training	M	D	99,567	151,580	(52,013)	3.0	Yes	State required and approved training for Probation staff. (PC 6035)

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Gross Amount	Revenue Offset	General Fund NCC	FTE	Support	Explanation
154	Superior Court	Criminal Grand Jury	M	D	88,000	0	88,000	0.0	No	Examine evidence presented by the District Attorney and return criminal indictments directly to the Superior Court.
155	Central Support	Merit Board	M	D	87,959	30,959	57,000	0.5	Yes	Hears and makes determinations on appeals of employees and oversees merit system to ensure that merit principles are upheld.
156	Conservation and Development	Clean Water	M	D	25,000	25,000	0	0.0	No	Inspection services for development projects requiring compliance with Clean Water regulations.
157	Conservation and Development	Multi-Year Special Projects	M	D	0	0	0	0.0	No	Inspection services for large projects where fees received are used to cover multiple service years.
158	General Purpose Revenue	General County Revenues	M	D	0	384,880,000	(384,880,000)	0.0	No	Receives revenues which are not attributable to a specific County services and which are available for County General Fund expenditures.
159	Clerk – Recorder	Recorder Micro/Mod/VR IP/Redaction/ER DS (Dedicated funds)	M/D	M	11,040,581	11,040,581	0	12.0	No	Provides support, improvement and full operation of a modernized recording system including infrastructure, technology, equipment and staff to efficiently process, organize, and maintain official documents and records in the Clerk-Recorder Division for easy location and retrieval by public and other County users. Maintains and improves vital records, redacts Social Security Numbers from public documents and sets up and maintains an electronic recording program.
160	HSD - Public Health	Family, Maternal & Child Health	M/D	D	9,067,075	6,894,121	2,172,954	71.5	No	Promotes health and welfare of families and children.
161	HSD - Public Health	Communicable Disease Control	M/D	D	8,555,899	5,472,880	3,083,019	44.6	No	Identification, investigation and treatment of persons who have communicable disease or who have been exposed or are at risk for a communicable disease.
162	HSD - Public Health	AIDS/HIV and STD Program	M/D	D	4,002,572	3,268,573	733,999	30.4	No	Provides access to care, monitoring and surveillance, community education and prevention services
163	HSD - Contra Costa Health Plan	Medi-Cal Seniors and Persons with Disabilities Members	D	M	150,926,258	150,926,258	0	0.0	No	Serves County residents enrolled in Contra Costa Health Plan who are seniors or persons with a disability that qualify for Medi-Cal.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Gross Amount	Revenue Offset	General Fund NCC	FTE	Support	Explanation
164	HSD - Community Health Plan	Commercial Groups, including Basic Health Care	D	M	61,759,186	61,759,186	0	0.0	No	Serves county residents enrolled in CCHP whose premiums are paid by themselves or their employers. Includes those who qualify for Medicare coverage. BHC: serves medically indigent County residents where house-hold income is 300% of the Federal Poverty Level or less, whose medical care is managed by CCHP. Includes Health Care for Indigent eligibles.
165	Debt Service	Retirement/U AAL Bond Fund	D	M	36,917,526	36,917,526	0	0.0	Yes	To accumulate and payout the principal and interest costs for the Pension Obligation bond for employee retirement liabilities, covering the general County group of funds including the General, Library and Land Development Funds. The bond obligation rate is adjusted each year to take into account the prior year's variances in operational costs and recovery.
166	Public Works	Other Special Rev. Funds	D	M	26,624,303	26,624,303	0	0.0	No	Use based on special revenue agreements.
167	EHSD - Community Services	Child Development	D	M	23,310,612	23,310,612	0	99.0	No	State-funded general childcare program serving 1,315 children in 12 centers with 43 classrooms and six partner agencies throughout the County. Include childcare services to families who receive Child Protective Services, children at risk of abuse and neglect, children with special needs, low-income families, and current and former CalWORKs participants.
168	Sheriff-Coroner - Field Operations	Cities/Districts Contracts	D	M	22,375,113	22,375,113	0	98.0	No	Contract city law enforcement services provided in the cities of Danville, Lafayette, Oakley, and Orinda; and to AC transit and Diablo.
169	EHSD - Community Services	Head Start	D	M	20,675,931	20,675,931	0	92.5	No	Federally-funded childcare services that provide part-day and full-day educational and comprehensive services for children ages 3-5, serving 1,571 income eligible and disabled children and families.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Gross Amount	Revenue Offset	General Fund NCC	FTE	Support	Explanation
170	HSD - Community Health Plan	In-Home Supportive Services	D	M	10,284,048	6,547,760	3,736,288	0.0	No	Serves county residents enrolled in CCHP whose premiums are paid by either themselves or their employers. Also includes those who qualify for Medicare coverage. BHC: Serves medically indigent County residents where household income is 300% of the Federal Poverty Level or less, whose medical care is managed by CCHP. Includes Health Care for Indigent eligibles.
171	EHSD - Community Services	Child Start	D	M	7,749,772	7,749,772	0	69.0	No	Combines Head Start, Early Head Start, and Child Development funds to provide full-day, full-year childcare for 715 children of low-income working parents.
172	Probation - Juvenile Facilities	Orin Allen Youth Rehabilitation	D	M	7,206,115	7,366,385	(160,270)	41.0	No	Correctional facility providing 100 beds for seriously delinquent boys committed by the courts. Approximately 225 juveniles are committed annually for an average stay of six months. (W&I 880)
173	HSD - Ambulance Services Areas	Zone B	D	M	5,284,356	5,284,356	0	8.0	No	Provides funds for pre-hospital care coordinators, EMS data analyst, EMS first responder equipment, communications equipment, hazardous materials charges and ambulance services.
174	EHSD - Community Services	Early Head Start	D	M	5,106,942	5,106,942	0	5.0	No	Federally-funded childcare program for infants and toddlers ages 0-3, serving 311 income eligible and disabled infants and toddlers and their families.
175	Sheriff - Coroner - Contract Services	Facility Security Contracts	D	M	14,311,355	14,311,355	0	42.0	No	Contract facility security services for the Health Services Department and the Employment and Human Services Department.
176	Conservation and Development	HUD Block Grant	D	M	4,342,168	4,342,168	0	0.0	No	CDBG provides annual direct grants that can be used to revitalize neighborhoods, expand affordable housing and economic opportunities, and/or improve community facilities and services, principally to benefit low- and moderate-income persons.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Gross Amount	Revenue Offset	General Fund NCC	FTE	Support	Explanation
177	Sheriff-Coroner - Special Funds	Central ID Bureau	D	M	4,247,100	4,247,100	0	0.0	No	Provides for operation of the Alameda-Contra Costa fingerprint database (which is a component of the state-wide database) Automated Fingerprint Identification System (AFIS) and Livescans in place in county law enforcement agencies.
178	EHSD - Community Services	Community Action	D	M	3,218,421	3,075,240	143,181	26.0	No	Community Action programs help low-income families achieve self-sufficiency and support activities that can achieve measurable outcomes in improving educational capability, literacy skills, housing attainment, income enhancement, and disaster preparedness.
179	Sheriff-Coroner - Special Funds	Inmate Welfare Summary	D	M	2,937,972	2,937,972	0	6.0	No	Provides for the revenues associated primarily with detention commissary and commission from detention pay telephones. Funds are restricted to funding educational opportunities for inmates and enhancing inmate welfare.
180	Justice Systems Planning	Automated ID & Warrant	D	M	2,804,252	2,804,252	0	0.0	No	Special fund to finance a Countywide warrant system and to replace and enhance the automated fingerprint identification equipment.
181	Debt Service	Retirement Litigation Settlement Debt Service	D	M	2,759,911	2,759,911	0	0.0	Yes	To provide funding for the Retirement Litigation debt services repayment schedule, which resulted from a court case requiring the County to pay \$28.1 million over a period of approximately 20 years (ending February 2024).
182	EHSD - Children and Family Services	Adoptions	D	M	2,686,134	2,681,538	4,596	18.5	No	Provides adoption services to children who are free for adoption under the Civil Code and Welfare & Institutions Code. It also provides services, on a fee basis, for stepparent adoptions.
183	EHSD - Community Services	Housing & Energy	D	M	2,276,525	2,260,918	15,607	6.0	No	Federally-funded program that provides utility bill payment assistance, energy education, and weatherization services to approximately 4,269 low-income residents of the County.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Gross Amount	Revenue Offset	General Fund NCC	FTE	Support	Explanation
184	Superior Court	Family Law Center - Debt Service	D	M	2,087,030	2,087,030	0	0.0	Yes	Provides for the Superior Court's share of the annual debt service payment obligations for the Family Law Center.
185	Public Works	Area of Benefit Fees	D	M	2,037,200	2,037,200	0	0.0	No	Fees on development for future road projects.
186	Superior Court	Courthouse Construction	D	M	2,009,173	2,009,173	0	0.0	Yes	Special fund created for penalty assessments levied on court fines for the purpose of courthouse construction.
187	Superior Court	Criminal Justice Facility Construction	D	M	1,670,647	1,670,647	0	0.0	Yes	Special fund created for penalty assessments levied on court fines for the purpose of criminal justice facility construction, systems development and operations.
188	Conservation and Development	Private Activity Bond	D	M	1,521,051	1,521,051	0	0.0	No	Bond revenue received from single and multiple family housing programs that is used primarily to fund program staff costs and finance property acquisition related to affordable housing and economic development projects.
189	EHSD - Children and Family Services	Family Preservation Program	D	M	1,457,611	1,396,939	60,672	0.0	No	Provides intensive social work services to children and families when the child is at risk of out-of-home placement.
190	Probation - Probation Programs	School Probation Officers	D	M	1,225,908	1,518,236	(292,328)	9.0	No	Case management services for juveniles referred by school districts as well as those on active probation.
191	EHSD - Children and Family Services	Foster Home Licensing	D	M	1,185,114	1,133,301	51,813	4.9	No	Processes applications for county foster home licenses and provides support services to licensed foster care parents.
192	EHSD - Community Services	Child Nutrition	D	M	1,090,823	1,090,823	0	12.0	No	Nutritional counseling for families and meal services for low-income and disabled children serving approximately 1,261 children and families and delivers approximately 451,163 meals..
193	Conservation and Development	HUD Neighborhood Preservation	D	M	1,076,000	1,076,000	0	0.0	No	Grants from HUD's Community Development Block Grant program, expended for the purpose of funding the Housing Rehabilitation and Neighborhood Preservation Program loans and program administration.
194	Justice Systems Planning	Vehicle Theft Program	D	M	930,000	930,000	0	0.0	No	Provides local funding programs relating to vehicle theft crimes.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Gross Amount	Revenue Offset	General Fund NCC	FTE	Support	Explanation
195	HSD - Emergency Medical Services	Physicians	D	M	845,042	845,042	0	0.0	No	Payments to physicians for emergency services to indigents.
196	HSD - Major Risk Medical Insurance	Major Risk Medical Insurance	D	M	800,000	800,000	0	0.0	No	Provides services to County residents who qualify for the Access for Infants and Mothers program and the Major Risk Medical Insurance Program (MRMIB). CCHP is a contracted health plan carrier for these programs, which are administered by the State.
197	Probation - Probation Programs	Community Probation	D	M	789,414	1,138,677	(349,263)	6.0	No	Partners deputy probation officers with eight police jurisdictions to provide intensive supervision to high-risk youth.
198	Probation - Probation Programs	Youthful Offender Treatment Program	D	M	708,311	300,000	408,311	5.0	No	Aftercare supervision for institution commitment treatment program for male youthful offenders.
199	Sheriff-Coroner - Special Funds	Supplemental Law Enforcement Services Funds	D	M	585,634	585,634	0	0.0	No	Pursuant to Government Code 30061-30063, the State supplements otherwise available funding for local public safety services. These funds are used for jail operations and enhancement of Patrol Division services.
200	EHSD - Aging and Adult Services	Senior Community Service Employment Program	D	M	543,406	543,406	0	0.0	No	Provides Seniors with low employment prospects subsidized employment with Community Service Agencies, non-profits or Government Agencies. Enrollment priority for those Most in Need: Veterans, 65 or older, the disabled, seniors with limited English proficiency or low literacy skills and those at risk of homelessness.
201	EHSD - Workforce Development Board	WIA Small Business Dev	D	M	500,000	500,000	0	1.0	No	Provides training, counseling, and technical assistance to small businesses and startups to support economic development and stimulate job growth in Contra Costa County and the region.
202	Probation - Probation Programs	Domestic Violence	D	M	496,977	2,000	494,977	6.0	No	Intensive supervision of felony/misdemeanor cases that may involve court-ordered participation in a 52 week batterer's program. All batterer's programs are mandated to be certified by the Probation Department. (PC 1203.097)

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Gross Amount	Revenue Offset	General Fund NCC	FTE	Support	Explanation
203	HSD - Emergency Medical Services	Hospitals	D	M	364,241	364,241	0	0.0	No	Payments to hospitals for emergency room care provided to indigents.
204	EHSD - Aging and Adult Services	Agency on Aging HICAP	D	M	338,857	338,857	0	2.0	No	Health Insurance Counseling and Advocacy Program provides health insurance counseling and community education services to over 8,200 individuals.
205	EHSD - Children and Family Services	Child Abuse Prevention	D	M	319,185	287,267	31,918	0.0	No	Provides child abuse prevention services authorized by AB 1733; supports the Zero Tolerance for Domestic Violence implementation plan.
206	Probation - Probation Programs	Office of Traffic Safety DUI Program	D	M	309,063	280,000	29,063	2.0	No	California Office of Traffic Safety provides grant funding for intensified supervision of felony drunk drivers. The grant does not cover indirect costs.
207	Justice Systems Planning	DNA Identification	D	M	285,000	285,000	0	0.0	No	Provides for the collection of DNA specimens, samples and print impressions.
208	Probation - Juvenile Facilities	Youthful Offender Treatment Program	D	M	282,319	3,208,367	(2,926,048)	1.0	No	Specific commitment treatment program for male youthful offenders utilizing cognitive/evidence-based practices. The program encompasses a specialized living unit for participants who are in custody.
209	HSD - Emergency Medical Services	Emergency Medical Services	D	M	247,687	247,687	0	0.0	No	Reimbursement for County operated Emergency Medical Services program.
210	Sheriff-Coroner - Field Operations	Special Investigations	D	M	240,421	230,000	10,421	1.0	No	Provides Investigation services to the District Attorney's Office.
211	HSD - Ambulance Services Areas	Zone A	D	M	227,645	227,645	0	0.0	No	Funds EMS first responder medical and communication equipment, supplies, and training of medical dispatchers.
212	Probation - Probation Programs	Vehicle Theft (Adult)	D	M	192,187	180,967	11,220	1.0	No	Cooperative program among the California Highway Patrol, Sheriff, District Attorney and Probation depts. Provides close supervision to a caseload of auto thieves placed on felony probation. This program is partially funded by the State via vehicle license fees.
213	Probation - Probation Programs	Drug Enforcement	D	M	170,321	0	170,321	1.0	No	Intensive monitoring of drug usage and supervision of 75 offenders annually.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Gross Amount	Revenue Offset	General Fund NCC	FTE	Support	Explanation
214	Sheriff-Coroner - Field Operations	Avoid the 25	D	M	161,172	120,000	41,172	0.0	No	Avoid the 25 is a grant sponsored by the State of California to fight DUIs on County roadways.
215	Conservation and Development	Used Oil Recycling Grant	D	M	160,000	160,000	0	0.0	No	Used Oil Block Grant funds to help establish or enhance permanent, sustainable used oil recycling programs.
216	Conservation and Development	Affordable Housing	D	M	130,000	130,000	0	0.0	No	Mortgage payments on loans made from federal affordable housing program. Funds are reimbursed to the affordable housing program and used to provide financial assistance for additional affordable housing and economic development. These projects include the North Richmond Senior Housing Project and commercial center and land acquisition in the Pleasant Hill BART Redevelopment Area.
217	EHSD - Community Services	Childcare Enterprise	D	M	74,089	74,089	0	0.0	No	Childcare enterprise provides childcare at below market rates to families who do not qualify for subsidized Head Start or Child Development programs due to higher family income.
218	HSD - Emergency Medical Services	Pediatric Trauma Centers	D	M	73,499	73,499	0	0.0	No	Reimbursement to physicians and hospitals for uncompensated services provided at pediatric trauma centers.
219	Sheriff-Coroner - Special Funds	Narcotic Forfeiture	D	M	63,825	63,825	0	0.0	No	Within the Investigation Division, Asset Forfeiture provides the necessary support for tracking the assets of persons involved in narcotics crimes in addition to ongoing narcotics enforcement efforts, to maximize forfeited assets, and to augment traditional investigations.
220	Human Resources	Employee Child Care	D	M	46,586	46,586	0	0.0	No	Board mandate & must follow IRS regs. Provides for the funding and development of child care programs for employees. Funded by benefit admin fee and forfeited Dependent Care Assistance Program monies.
221	Debt Service	Debt Service	D	M	0	0	0	0.0	Yes	Allows County to issue notes, permitting it to borrow money in order to meet short term cash flow deficiencies, pending receipt of taxes and revenues.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Gross Amount	Revenue Offset	General Fund NCC	FTE	Support	Explanation
222	Debt Service	County/State West Contra Costa Healthcare District (WCCHCD)	D	M	0	0	0	0.0	Yes	To account for the West Contra Costa Healthcare District's allocation of property tax revenue.
223	Debt Service	Notes and Warrants Interest	D	M	0	0	0	0.0	Yes	To budget for the interest and administrative costs associated with Teeter Plan borrowing program and other funding sources.
224	Public Works	Facilities Maintenance	D	D	95,454,588	95,137,588	317,000	174.0	Yes	General maintenance and repairs of County buildings & facilities.
225	Sheriff-Coroner - Administration	Central Administration	D	D	18,467,312	1,371,480	17,095,832	36.0	No	Comprised of the Sheriff's executive, fiscal, and personnel units which provide centralized administrative oversight of the Office of the Sheriff.
226	Library	Library-Community Services	D	D	16,461,310	16,461,310	0	120.8	No	Includes the provision of community library services through 26 County Library facilities. These services include materials collections, public services, and programs that are tailored for each community.
227	Public Works	Fleet Services/	D	D	15,393,802	15,393,802	0	17.0	Yes	Maintenance, repair, and vehicle acquisition for County departments & fire district.
228	Public Works	General County Building Occupancy	D	D	14,214,254	139,254	14,075,000	0.0	Yes	General funded building and grounds maintenance. This program area includes fixed costs for expenses related to utilities, taxes, debt service, building insurance, custodial contracts, common area maintenance, rents, and elevator maintenance.
229	HSD - Hospital & Ambulatory Care	Hospital Capital Project	D	D	14,048,118	14,048,118	0	0.0	No	Debt services principal payments, and acquisition of new and replacement capital equipment.
230	HSD - Public Health	Public Health Clinical Services	D	D	13,757,437	8,232,387	5,525,050	83.4	No	Provides full scope pediatric clinics, women's health and family planning, sexually transmitted disease clinics, occupational health clinics, immunization clinics, public health nursing visits to new babies and mothers, and health care for the homeless.
231	HSD - Hospital & Ambulatory Care	Administrative Services	D	D	12,212,460	0	12,212,460	120.0	Yes	Provides centralized Department-wide administrative support to all Health Services divisions, e.g. IT, Payroll, Personnel.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Gross Amount	Revenue Offset	General Fund NCC	FTE	Support	Explanation
232	HSD - Mental Health	Support Services	D	D	11,526,372	11,526,372	0	54.5	No	Provides personnel administration, contract negotiation, program planning and development, monitoring service delivery and quality assurance, and interagency coordination.
233	Capital Improvements	Facilities Lifecycle Improvement Summary	D	D	10,750,000	750,000	10,000,000	0.0	Yes	Addresses deferred facilities maintenance and capital renewal in accordance with the Real Estate Asset Management program (RAMP).
234	Department of Information Technology	Telecommunications	D	D	8,957,344	8,862,344	95,000	20.0	Yes	Responsible for planning, operating, maintaining, and managing the County's communication systems including radio, telephone, voice mail and microwave.
235	Contingency Reserve	Contingency Reserve	D	D	7,671,955	0	7,671,955	0.0	Yes	Provide funding for unforeseen emergencies or unanticipated new expenditures occurring during the fiscal year, which have no other funding source.
236	HSD - Public Health	PH Administration & Management	D	D	6,900,619	5,036,350	1,864,269	34.1	Yes	Provides program oversight.
237	Sheriff - Coroner - Support Services	Information Services	D	D	5,755,678	276,000	5,479,678	17.0	No	Provides communication and programming for networks, jail management, communication system and ARIES.
238	Department of Information Technology	Systems and Programming	D	D	5,077,887	5,077,887	0	21.6	Yes	Provides information application services to Depts via consultation; proposes solutions to meet business goals and incorporating technology solutions by designing, implementing and maintaining departmental systems.
239	EHSD - Administration	Administration	D	D	5,008,689	4,679,850	328,839	193.0	Yes	Provides administrative support to all areas of the Department
240	Capital Improvements	Plant Acquisition	D	D	5,000,000	0	5,000,000	0.0	Yes	Majority of projects appropriated by mid-year adjustments. Used to plan, design and construct various repair, improvement and construction projects for County facilities using in-house staff, consultants and contractors.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Gross Amount	Revenue Offset	General Fund NCC	FTE	Support	Explanation
241	Library	Administration	D	D	4,999,255	4,999,255	0	19.3	No	Provides administrative, shipping, and volunteer services management while organizing and directing the operation of the County Library.
242	County Administrator	AB109	D	D	4,967,000	4,967,000	0	1.0	No	Administers the AB 109 State Realignment allocation from the State to provide for the reentry and reintegration of the formerly incarcerated, including administrative oversight and data evaluation.
243	Public Works	Print and Mail Services	D	D	4,958,027	4,958,027	0	20.0	Yes	Copy, printing, and mail services for County departments.
244	Library	Support Services	D	D	4,634,126	4,634,126	0	27.2	No	Support Services includes automation, Virtual Library, circulation, technical services, and collection management.
245	Department of Information Technology	Operations	D	D	4,477,435	4,482,139	(4,704)	9.6	Yes	Responsible for County's Central Data Center that houses the IBM mainframe, AS/400's, RS/6000's, Sun and IBM UNIX servers and customer owned servers. Performs database administration duties in support of Oracle, Informix, and IDMS data management systems. Manages County's off-site disaster recovery resources.
246	Sheriff-Coroner - Custody Services	Detention Transportation	D	D	4,246,125	3,500	4,242,625	20.0	No	Provides inmate transportation between detention facilities and the Courts.
247	Conservation and Development	Business and Information Services	D	D	4,103,142	4,103,142	0	23.0	No	Manage the department's cost recovery efforts to ensure program revenues cover operating costs and other fiscal and budget services. Provide purchasing and personnel services. Provide Geographic Information System support and development, including mapping services. Manage countywide demographic and Census data. Manage land use application and permit tracking electronic data and department computer services. Provide administrative policy and procedure guidance for the department. Respond to data requests for demographic information and public records act.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Gross Amount	Revenue Offset	General Fund NCC	FTE	Support	Explanation
248	HSD - Alcohol and Other Drugs	Residential Services Program	D	D	3,968,417	3,818,287	150,130	17.0	No	Provides recovery services for men, women, women and their children, and adolescents, and detoxification for adults.
249	Public Works	Airport	D	D	3,941,669	3,941,669	0	17.0	No	Operation and capital development of airports.
250	Sheriff-Coroner - Field Operations	Marine Patrol	D	D	3,939,743	1,168,620	2,771,123	12.0	No	Responsible for patrol of the navigable waterways within the County and enforcement of all applicable laws.
251	Conservation and Development	HUD Home Block Grants	D	D	3,922,913	3,922,913	0	0.0	No	Grants for the acquisition, rehabilitation or new construction of housing for rent or ownership, tenant-based rental assistance, and assistance to homebuyers. Funds may also be used for the development of non-luxury housing, such as site acquisition, site improvements, demolition and relocation.
252	Probation	Community Corrections Performance Incentives Fund	D	D	3,677,015	3,677,015	0	0.0	No	Provides revenue realized by the California Department of Corrections and Rehabilitation to be used for evidence-based probation supervision activities.
253	Department of Information Technology	Wide-Area-Network Services	D	D	3,578,193	3,581,160	(2,967)	5.8	Yes	Insures on-going support and maintenance of the County's Wide-Area-Network (WAN) Infrastructure.
254	Conservation and Development	Service Contracts/Satellite Locations	D	D	3,564,500	3,564,500	0	4.0	No	Inspection services to various contract cities and remote locations within the unincorporated county.
255	HSD - Alcohol and Other Drugs	Narcotic Treatment Program	D	D	3,552,816	3,552,816	0	0.0	No	Provides outpatient methadone maintenance for opiate dependent adults, especially those persons at risk of HIV infection through IV drug use.
256	EHSD - Zero Tolerance	General Fund	D	D	3,359,809	2,031,562	1,328,247	0.0	No	Coordinated Services designed to reduce domestic and family violence and elder abuse.
257	HSD - Alcohol and Other Drugs	Special Programs	D	D	3,232,553	3,232,553	0	0.0	No	Time-limited federal and State special initiatives and demonstration projects.
258	Probation	Supplemental Law Enforcement Services Fund	D	D	3,158,420	3,158,420	0	0.0	No	Provides state resources from the Juvenile Justice Crime Prevention Act of 2000 to support juvenile prevention initiatives.
259	HSD - Contra Costa Health Plan	Charges from Other County Depts	D	D	2,997,115	2,997,115	0	0.0	No	Provides centralized charges to Health Services Department from other County departments, e.g. GSD.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Gross Amount	Revenue Offset	General Fund NCC	FTE	Support	Explanation
260	Sheriff - Coroner - Support Services	CAL-ID	D	D	2,899,001	2,899,001	0	12.0	No	Operates a computerized system for the identification of fingerprints.
261	Justice Systems Planning	Law & Justice System Dev	D	D	2,785,944	387,579	2,398,365	3.0	Yes	Develops and installs automated info systems for justice departments.
262	Sheriff - Coroner - Support Services	Homeland Security Grants	D	D	2,764,776	2,764,776	0	0.0	No	Homeland Security grant management and centralization.
263	HSD - Public Health	Community Wellness & Prevention	D	D	2,743,288	2,083,354	659,934	15.9	No	Provides for prevention of chronic disease and injuries.
264	Sheriff - Coroner - Support Services	Resources/Plans/Standards	D	D	2,631,444	224,000	2,407,444	5.0	No	Inspection and Control is instrumental in organizational development by surveying current law enforcement management theory and practice to compare department procedures and systems against those in other jurisdictions. Professional Standards is responsible for formulating policies and procedures, Internal Affairs and risk management litigation.
265	Sheriff - Coroner - Support Services	Emergency Services	D	D	2,311,769	215,000	2,096,769	10.0	No	Provides emergency preparedness planning and coordination along with vulnerability assessment; manages the homeland security grant funds for the operational area; gathers and disseminates crime analysis and intelligence data.
266	Conservation and Development	Transportation Improvement - Measure J	D	D	2,270,000	2,270,000	0	0.0	No	Measure J monies are allocated based upon a 7-year Capital Improvement Program approved by the Board of Supervisors and other agencies for specific transportation projects.
267	Department of Information Technology	Administration	D	D	2,095,759	2,095,762	(3)	10.0	Yes	Provides accounting and administrative services to Dept. Provides a Customer Service Center and an Electronic Government Liaison to coordinate Countywide Internet Efforts.
268	Probation - Probation Programs	Field Services Support	D	D	1,985,252	0	1,985,252	23.0	No	Provides support services to Deputy Probation Office staff in adult and juvenile programs.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Gross Amount	Revenue Offset	General Fund NCC	FTE	Support	Explanation
269	Library	Countywide Services	D	D	1,784,273	1,784,273	0	11.3	No	Directly provides library service to patrons countywide and supports community library services and operations, including telephone reference service, periodicals, and program support in adult, young adult, and youth services.
270	Department of Information Technology	Network Services	D	D	1,744,279	1,786,605	(42,326)	6.2	Yes	Provides business and technical assistance, including overall IT infrastructure design, implementation, project mgmt, system integration, storage services, e-mail & internet access.
271	HSD - Public Health	Senior Nutrition Program	D	D	1,721,324	1,705,622	15,702	3.5	No	Provides 450,000 meals per year including 250,000 meals delivered to the residences of frail homebound elders and AIDS patients Countywide via 60+ volunteer driven delivery routes, and 200,000 meals served in 21 community and senior centers.
272	Conservation and Development	HOPWA Grant	D	D	1,709,663	1,709,663	0	0.0	No	Provide housing opportunities for people with HIV/AIDS.
273	HSD - Homeless Program	Interim Housing and Support Services	D	D	1,708,782	748,621	960,161	1.0	No	Interim Housing and Support Services offer short-term shelter and support services that allow for stabilization, referral and preparation for permanent housing and/or mental health and treatment services.
274	Conservation and Development	HUD Neighborhood Stabilization	D	D	1,657,447	1,657,447	0	0.0	No	Provide assistance to the County to acquire and redevelop foreclosed properties that might otherwise become sources of abandonment and blight within the community.
275	HSD - Alcohol and Other Drugs	Prevention Services	D	D	1,553,587	1,553,587	0	5.0	No	Provides alcohol and other drugs education, drug-free activities, community-based initiatives, problem identification and referral for youth and adults.
276	Sheriff-Coroner - Special Funds	Law Enforcement Training Center	D	D	1,519,603	1,519,603	0	4.0	No	Established as an enterprise fund, this Division of the Sheriff with the Contra Costa College District at Los Medanos Community College provides specialized training to law enforcement personnel.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Gross Amount	Revenue Offset	General Fund NCC	FTE	Support	Explanation
277	Capital Improvements	Minor non-Capital Improvements	D	D	1,500,000	0	1,500,000	0.0	Yes	Minor repairs and improvements to County facilities using in-house staff, consultants, and contractors.
278	Sheriff-Coroner - Field Operations	Sheriff's Helicopter Program	D	D	1,389,430	1,389,430	0	0.0	No	Provides air support throughout the County and through contract with the City of Vallejo.
279	Conservation and Development	Keller Canyon Mitigation Fee	D	D	1,300,000	1,300,000	0	0.0	No	Funding for mitigation programs within East County community.
280	Sheriff - Coroner - Support Services	Community Warning System	D	D	1,293,673	1,293,673	0	3.0	No	Manages the countywide all hazard Community Warning System. The CWS is funded entirely from private industry funds and/or fines.
281	HSD - Alcohol and Other Drugs	Support Services and Countywide Prevention	D	D	1,267,950	1,087,950	180,000	9.0	No	Management of all substance abuse services, including personnel, budgets, program planning and evaluation, contracted services, Countywide prevention activities and monitoring service delivery.
282	Conservation and Development	Federal Programs, CDBG, Successor Agency	D	D	1,258,746	1,258,746	0	8.0	No	Responsible for administration of Community Development Block Grant and various housing programs that promote safe and affordable housing, a suitable living environment and expanded economic opportunities, principally for persons of very low- and low-income. Successor Agency oversees dissolution of the former Redevelopment Agency and staffs Oversight Board.
283	HSD - Homeless Program	Supportive Housing Program	D	D	1,190,709	1,190,709	0	0.0	No	The Supportive Housing Program provides a variety of permanent housing options for homeless adults, families, and transition age youth with disabilities. All housing options come with supportive services aimed at assisting the resident in maintaining their housing.
284	Sheriff - Coroner - Support Services	Emergency Services Support	D	D	1,178,548	32,500	1,146,048	4.0	No	Provides management oversight 24-hours a day for response to critical incidents, major crimes, or other significant events and provides direction at the command level. Operates the Volunteer Services Unit and Search and Rescue (SAR) response teams.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Gross Amount	Revenue Offset	General Fund NCC	FTE	Support	Explanation
285	Sheriff-Coroner - Special Funds	County Law Enforcement Capital Projects	D	D	1,158,221	327,000	0	0.0	No	Supports replacement and enhancement of a Countywide law enforcement message switching computer; accumulates funds to partially finance Sheriff's communication equipment replacement; and accumulates funds to finance major equipment replacement for the Helicopter Program.
286	EHSD - Workforce Services	CalWORKs Housing Support Program	D	D	1,085,850	1,085,850	0	0.0	No	Provides funds for support services and administrative activities for homeless CalWORKs families.
287	County Administrator	CCTV & Public Info	D	D	1,044,448	1,044,448	0	6.0	No	Administers cable franchises and community access (CCTV). Supported by cable TV franchise fees.
288	Veterans Services	Veterans Service	D	D	1,016,700	201,700	815,000	7.5	No	Provides assistance to veterans, their dependents and survivors in obtaining veteran's benefits.
289	Conservation and Development	Water Planning	D	D	1,009,413	1,009,413	0	7.0	No	Develop County's water policy and administration of the County Water Agency, which includes administration of the Coastal Impact Assistance Program, the Open Space Funding Measure and the East Contra Costa Habitat Conservation Plan Association. The Water Agency is a County special district whose operating budget is included with the County Special District budgets.
290	Public Works	GSD Outside Agency Services	D	D	942,669	942,669	0	0.0	Yes	Outside Agency services. This program area includes occupancy costs, print & mail services, and fleet services.
291	Department of Information Technology	Information Security	D	D	872,255	872,255	0	1.0	Yes	Maintains the Countywide Information Security Program including Information Security Awareness, Risk Assessment and Business Resumption programs.
292	Conservation and Development	Weatherization	D	D	859,437	859,437	0	9.0	No	Free home weatherization services to low income residents.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Gross Amount	Revenue Offset	General Fund NCC	FTE	Support	Explanation
293	HSD - Alcohol and Other Drugs	Non-Residential Program	D	D	856,238	856,238	0	0.0	No	Provides outpatient substance abuse recovery services for adults, youth/adolescents and family members who have alcohol and other drug problems, persons at risk or addicted to alcohol and other drugs.
294	Conservation and Development	Livable Communities	D	D	800,000	800,000	0	0.0	No	Collection of Developer Fees in the Camino Tassajara Combined General Plan Area, to aid in the implementation of the Smart Growth Action Plan.
295	Central Support	Mgmt Info System	D	D	772,000	350,000	422,000	0.0	Yes	Computer support to small depts, Productivity Investment Fund, Geographic Information System Program.
296	EHSD - Aging and Adult Services	SSI Advocacy	D	D	749,728	749,728	0	6.5	No	Assists GA and CalWORKs clients with a verified disability, which has lasted, or is expected to last at least 12 months, apply for Supplemental Security Income (SSI) benefits and, as needed, to appeal denial of benefits.
297	Sheriff - Coroner - Support Services	Automated Regional Information Exchange Systems (ARIES)	D	D	716,792	716,792	0	2.0	No	The ARIES database has been established to collect data from several California jurisdictions to share information to support increased monitoring and enforcement of the law.
298	HSD - Detention Facilities	Juvenile Justice Facilities	D	D	699,687	699,687	0	0.0	No	Crisis intervention, medication evaluation and consultation.
299	HSD - Homeless Program	Administration	D	D	676,119	170,999	505,120	5.5	Yes	Administration includes staffing (except for Shelter Plus Care), occupancy costs, costs incurred for the Continuum of Care Board, and costs associated with grant writing and consultation.
300	Animal Services	Spay/Neuter Clinic	D	D	657,444	657,444	0	2.0	No	Provides low cost pet spay/neuter services to the public.
301	HSD - Homeless Program	Contra Costa Youth Continuum of Services for Runaway and Homeless Youths	D	D	582,151	426,266	155,885	1.0	No	Contra Costa's Youth Continuum of Services provides outreach, shelter, transitional, and permanent housing and services to youth ages 14-21.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Gross Amount	Revenue Offset	General Fund NCC	FTE	Support	Explanation
302	Crockett/ Rodeo Revenues	Crockett/ Rodeo	D	D	560,000	0	560,000	0.0	No	Appropriations attributable to the property tax increment from the co-generation facility in Crockett and the UNOCAL Reformulated Gasoline Project at the Rodeo facility for both capital and program uses.
303	Board of Supervisors	North Richmond Waste & Recovery Mitigation Fund	D	D	550,000	550,000	0	0.0	No	Defrays annual costs associated with collection and disposal of illegally dumped waste and associated impacts in North Richmond and adjacent areas.
304	Conservation and Development	Housing Rehabilitation & Sustainability Program	D	D	540,559	340,559	200,000	2.0	No	Financial assistance to low and moderate-income families performing housing rehabilitation. Develop organizational capacity in Sustainability Programs.
305	Probation - Probation Programs	Probation Collections Unit	D	D	462,205	645,000	(182,795)	4.0	No	Collections unit was added to the Probation Department in FY 2010/11 upon the closure of the Office of Revenue Collections. The unit is responsible for collecting fees.
306	Department of Information Technology	GIS Support	D	D	458,484	408,484	50,000	2.1	Yes	Supports Countywide Geographic Information System program.
307	Central Support	Economic Development/ Arts Commission	D	D	429,346	14,248	415,098	0.0	No	Provides funding to the Arts Commission to promote the arts throughout the County.
308	Conservation and Development	PH Bart Greenspace Mtce	D	D	400,000	400,000	0	0.0	No	Construction/development of a green-space/respite on the Iron Horse Corridor between Coggins to Treat Blvd, including the south portion of former Del Hombre Lane.
309	Sheriff - Coroner - Support Services	Special Weapons and Tactics (SWAT) Team	D	D	380,199	20,000	360,199	0.0	No	The Special Weapons and Tactics team is used in situations involving hostage taking, armed barricaded subjects, snipers, or other situations that present a high degree of danger to life or property.
310	County Administrator	Affirmative Action	D	D	365,575	100,000	265,575	2.0	No	Coordinates various state, federal and locally approved affirmative action programs.
311	HSD - Public Health	Fixed Assets	D	D	345,000	0	345,000	0.0	No	Provides for acquisition of capital equipment and for needed capital improvement projects.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Gross Amount	Revenue Offset	General Fund NCC	FTE	Support	Explanation
312	Probation	Probation Ward Welfare	D	D	262,500	262,500	0	0.0	No	Provides for the revenues associated with the detention commissary and commission from detention pay telephones. Revenues used to fund essential clothing and transportation for emancipating youth and educational opportunities for detained youth.
313	Sheriff - Coroner - Support Services	Technical Services Administration	D	D	248,423	0	248,423	0.0	No	Provides administrative oversight for the Technical Services Division.
314	Conservation and Development	HUD Emergency Shelter	D	D	236,892	236,892	0	0.0	No	Emergency Shelter Grant program provides homeless persons with basic shelter and essential supportive services.
315	HSD - Homeless Program	Homeless Management Information System	D	D	233,658	194,783	38,875	1.0	No	The Homeless Management Information System (HMIS) is a shared homeless service and housing database system administered by the County Homeless Program and includes community based homeless service providers. HMIS enables the collection and sharing of uniform client data information; analysis of program effectiveness; longitudinal data collection for analysis of client and program outcomes, in reference to the goals & objectives of the 10 Year Plan to End Homelessness. Also includes participation in a Bay Area Wide data collection system for analysis of client outcome data and service utilization patterns of homeless persons.
316	Auditor-Controller	Automated Systems Development	D	D	200,000	200,000	0	0.0	No	Non General-Fund. Accumulates interest earnings from the Teeter Plan borrowing program and other funding sources to finance maintenance and enhancement for countywide financial systems.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Gross Amount	Revenue Offset	General Fund NCC	FTE	Support	Explanation
317	Agriculture/Weights & Measures	Cooperative Extension	D	D	194,279	0	194,279	1.0	No	Program works with County farmers to assure a sustainable safe, productive, environmentally friendly and economically viable food system; provides educational programs for youth-serving professionals in topics such as positive youth development, civic engagement, and adolescent development; administers the 4-H Youth Development Program, which focuses on science, life skill acquisition and citizenship; and provides research and education on critical nutrition issues including childhood obesity and anemia, especially for low-income families with young children.
318	EHSD - Children and Family Services	County Children's Trust Fund	D	D	185,000	185,000	0	0.0	No	Provides child abuse prevention services.
319	HSD - Emergency Medical Services	Administration	D	D	161,934	161,934	0	0.0	No	Reimbursement for County incurred costs related to Emergency Medical Services program collections and disbursements.
320	Board of Supervisors	Board Mitigation Programs	D	D	150,000	150,000	0	0.0	No	Provides funding for mitigation programs out of the North Richmond Waste and Recovery Fee and the Solid Waste Transfer Facility Host Community Mitigation Fee.
321	EHSD - Service Integration Prog	SIT	D	D	135,000	135,000	0	0.0	No	Provides integrated delivery of human services provided by various county departments.
322	Conservation and Development	Energy Upgrade CA	D	D	130,883	130,883	0	0.0	No	This is the new BayRen grant State Energy Program Grant, with the Association of Bay Area Governments as the fiscal agent which provides residential retrofit programs to eligible local governments for cost-effective energy efficiency projects.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Gross Amount	Revenue Offset	General Fund NCC	FTE	Support	Explanation
323	Sheriff-Coroner - Special Funds	Countywide Gang and Drug Trust	D	D	81,000	81,000	0	0.0	No	Provides expenditures and revenues for preventing, enforcing and prosecuting illegal gang and/or drug activity. Expenditures must be approved by a panel consisting of the Sheriff, District Attorney, Chief Probation Officer, and a representative from the County Police Chiefs' Association.
324	EHSD - Children and Family Services	Ann Adler Children & Family Trust	D	D	80,000	80,000	0	0.0	No	Provides support programs for care of abused, neglected and at risk children.
325	Conservation and Development	Vehicle Abatement Program	D	D	76,909	76,909	0	0.0	No	Inspection services to remove abandoned vehicles that possess a hazard or public nuisance.
326	HSD - Homeless Program	Outreach and Engagement Services	D	D	46,958	46,958	0	0.0	No	These services are aimed at identifying homeless individuals and families in need of services and assisting them in accessing the services necessary to end their homelessness. Outreach and engagement services include an interim housing intake line, outreach teams, and multi-service centers.
327	HSD - Environmental Health	Fixed Assets	D	D	44,068	44,068	0	0.0	No	Provides for acquisition of capital equipment and for needed capital improvement projects.
328	Board of Supervisors	Municipal Advisory Councils	D	D	36,000	0	36,000	0.0	No	Advises the Board of Supervisors on matters that relate to their respective unincorporated areas, as designated by the Board, concerning services which are or may be provided to the area by the County or other local government agencies, including but not limited to, advising on matters of public health, safety, welfare, public works, and planning.
329	Conservation and Development	Residential Rental Inspection	D	D	11,455	11,455	0	0.0	No	Inspection services for all rental units in unincorporated portions of the County

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Gross Amount	Revenue Offset	General Fund NCC	FTE	Support	Explanation
330	Sheriff-Coroner - Special Funds	Controlled Substance Analysis	D	D	7,000	7,000	0	0.0	No	Provides criminalistics laboratory analysis of controlled substances, in order to increase the effectiveness of criminal investigation and prosecution.
331	Sheriff - Coroner - Support Services	Vehicle Anti-Theft Program	D	D	3,706	474,500	(470,794)	0.0	No	Investigates and gathers evidence on stolen vehicles throughout Contra Costa County.
332	Library	Casey Library Gift	D	D	100	100	0	0.0	No	Established from proceeds from the estate of Nellie Casey. Funds are restricted for use in the Ygnacio Valley Library.
333	Conservation and Development	Plant Acquisition	D	D	0	0	0	0.0	No	Funding for the acquisition and rehabilitation of a department financed central operations office
334	Conservation and Development	Abandoned Vehicle Abatement Service Authority	D	D	0	0	0	0.0	No	Receives funds from State DMV which are disbursed to cities and unincorporated county related to the abatement of abandoned vehicles in Contra Costa

Service Key:

M = Mandated by law (must be legal mandate NOT a Board mandate)

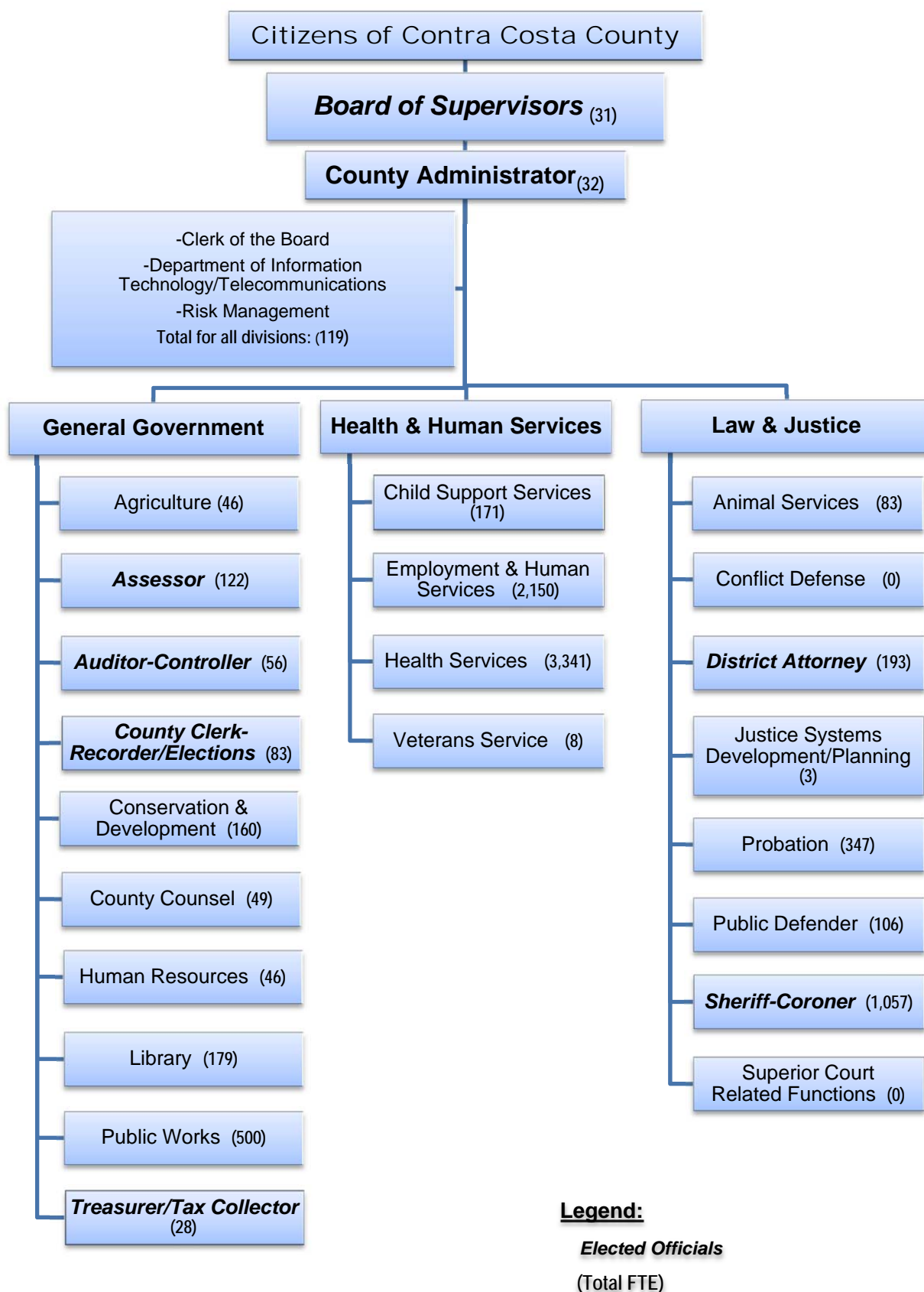
D = Discretionary

Level Key:

M = Mandated by law

D = Discretionary

Contra Costa County Organizational Chart



Contra Costa County Organizational Chart

Fund: a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Governmental Funds are generally used to account for tax supported activities; it accounts for the majority of funds; except for those categorized as proprietary or fiduciary funds.

Types of Governmental funds include:

General Fund is used to account for the general operations of government and any activity not accounted for in another fund.

Special Revenue Funds are used to account for resources legally designated for specific purposes and separately reported.

Debt Service Funds are used to account for resources dedicated to pay principal and interest on general obligation debt.

Capital Project Funds are used to account for resources dedicated to acquiring or constructing major capital facilities.

Permanent Funds are used to account for resources legally restricted so only earnings (and not principal) may be used to support governmental programs.

Proprietary Funds are used by governmental activities that operate in a manner similar to that of private sector businesses in that they charge fees for services. Proprietary Funds rely on the full accrual basis of accounting where revenues are recognized when earned and expenditures are recorded when incurred.

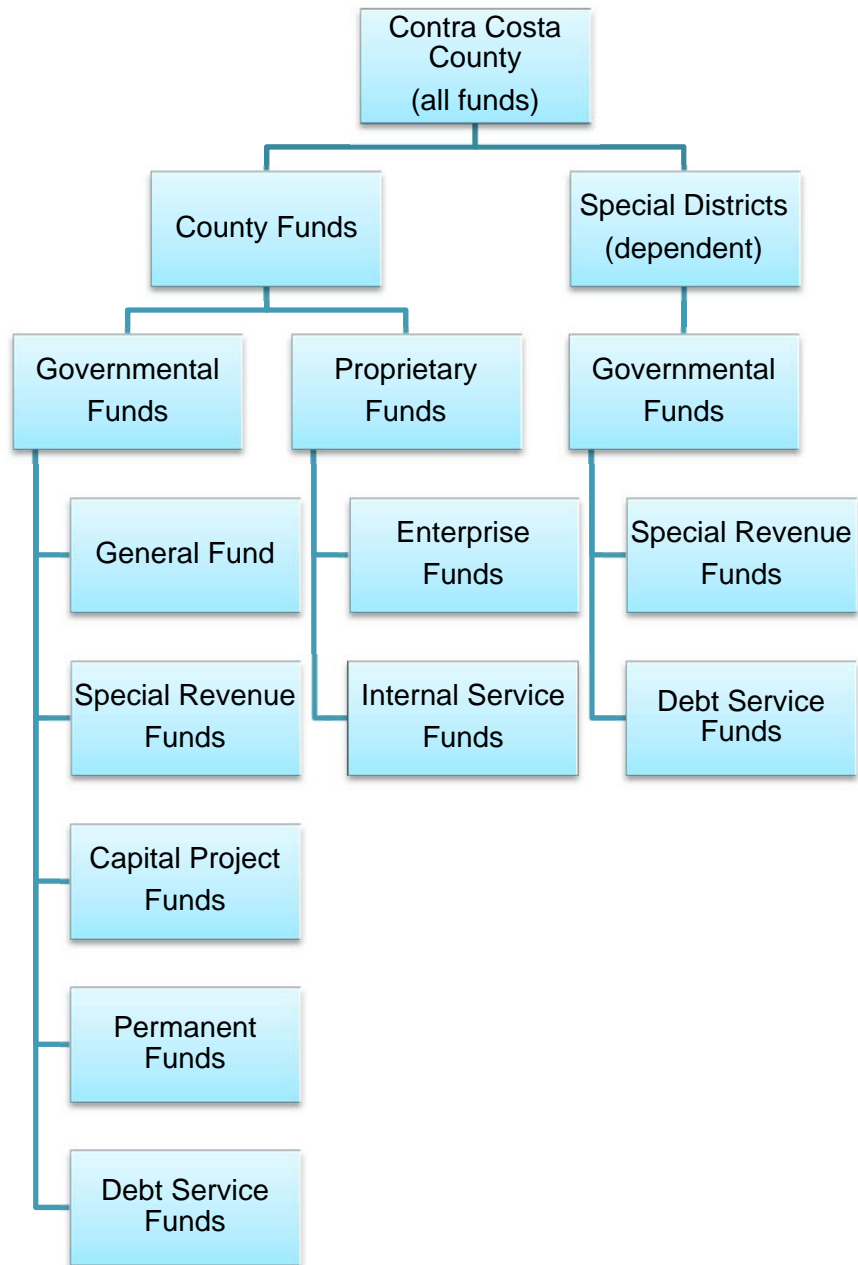
Types of Proprietary funds include: Enterprise and Internal Service Funds

Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises (e.g. water, gas and electric utilities; airports; parking garages; or transit systems). The governmental body intends that the costs of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges.

Internal Service Funds are proprietary funds used to account for the financing of goods or services provided by one department to other departments of the County or other governmental units, on a cost reimbursement basis.

Fund Definitions

Budgetary Fund Structure



Budgetary Fund Structure

Table of Funds – Financial Fund Order

FUND CATEGORY

Fund Type	Fund Number	Fund Title	Fund Description
-----------	-------------	------------	------------------

COUNTY - Governmental

General	100300	GENERAL	To account for resources traditionally associated with governments, which are not required legally to be accounted for in another fund. The General Fund is the primary operating fund of the County.
Special Revenue	105600	COUNTY LAW ENFORCEMENT - CAPITAL PROJECT	To account for expenditures and revenues for the replacement and enhancement of a Countywide law enforcement message switching computer and Sheriff's communications equipment replacement.
Capital Project	105800	JUVENILE HALL - CAPITAL PROJECT	To account for expenditures and revenues for planning the replacement of the County Juvenile Hall.
Capital Project	105900	ELLINWOOD CAPITAL – PROJECT	To account for expenditures and revenues for the Ellinwood - EHS capital project.
Special Revenue	110000	RECORDER MODERNIZATION	To account for the process converting records and modernizing computerized systems in the County Recorder's Office.
Special Revenue	110100	COURT / CLERK AUTOMATION	To account for the cost of automating the Court's recordkeeping system.
Special Revenue	110200	FISH AND GAME	To account for expenditures and fines levied for violation of the California Fish and Game Code. Fund is restricted to the propagation and conservation of fish and game in the County, and education and youth activities related to fish and game.
Special Revenue	110300	LAND DEVELOPMENT FUND	To account for funding related to land development and to regulate subdivision and public improvement development in compliance with Subdivision Map Act and other state and local laws.
Special Revenue	110400	CRIMINALISTICS LABORATORY	To account for revenue generated from fines levied for various controlled substance violations to be used for laboratory analysis.
Special Revenue	110500	SURVEY MONUMENT PRESERVATION	To account for funding used to retrace major historical land division lines upon which later surveys are based.
Special Revenue	110600	CRIMINAL JUSTICE FACILITY CONSTRUCTION	To account for the expenditures and revenues for projects funded with penalty assessments levied on court fines for criminal justice facility construction, systems development and operations.
Special Revenue	110700	COURTHOUSE CONSTRUCTION	To account for the expenditures and revenues from penalty assessments levied on court fines for the purpose of courthouse construction.
Special Revenue	110800	ROAD	To account for funding for road construction and improvement projects to provide the public with a safe, cost effective, and environmentally acceptable road system. Funding from state highway taxes and other revenues.
Special Revenue	110900	TRANSPORTATION IMPROVEMENT	To account for the development, implementation and maintenance of a County Growth Management Program.
Capital Project	111000	SANS CRAINTE DRAINAGE	To fund design and construction of drainage improvements for the Sans Crainte Drainage area.

Table of Funds – Financial Fund Order

FUND CATEGORY

Fund Type	Fund Number	Fund Title	Fund Description
-----------	-------------	------------	------------------

COUNTY - Governmental

Special Revenue	111100	PRIVATE ACTIVITY BOND	To account for County Private Activity Bond fees received from single and multiple-family housing programs that are used to fund program costs and finance property acquisition related to affordable housing and economic development projects.
Special Revenue	111300	AFFORDABLE HOUSING SPECIAL REVENUE	To account for funding received from the federal affordable housing program used to provide financial assistance for affordable housing projects and economic development.
Special Revenue	111400	NAVY TRANSPORTATION MITIGATION	To account for the implementation of various transportation improvement projects near the Concord Naval Weapons Station.
Special Revenue	111500	TOSCO/SOLANO TRANSPORTATION MITIGATION	To account for financing from TOSCO used to implement various transportation improvement projects near Solano Avenue.
Special Revenue	111600	CHILD DEVELOPMENT FUND	To account for the funding from the State to provide low-income residents by providing childcare and related services.
Special Revenue	111800	HUD NEIGHBORHOOD STABILIZATION PROGRAM	To account for funding for the HUD Neighborhood Stabilization Program grants.
Special Revenue	111900	USED OIL RECYCLING GRANT	To account for the revenues and expenditures related to the "Used Oil Recycling Block Grant" awarded by the State of California Environmental Protection Agency.
Special Revenue	112000	CONSERVATION AND DEVELOPMENT	To account for the funding for community development and building inspection functions in the County.
Special Revenue	112100	CONSERVATION & DEVELOPMENT/ PUBLIC WORKS JOINT REVIEW FEE	To account for developer fees used to finance joint application review services for all land development functions throughout unincorporated portions of the County between the Conservation & Development and Public Works Departments.
Special Revenue	112200	DRAINAGE DEFICIENCY	To account for project specific developer fees generally levied through conditions of approval where no formed drainage area exists to finance drainage improvements in the unincorporated County area (enacted pursuant to the Contra Costa County Flood Control and Water Conservation District Act).
Special Revenue	112300	PUBLIC WORKS	To account for developer fees to finance plan review and inspection services of all Land Development functions throughout the unincorporated portions of the County.
Special Revenue	112400	DISTRICT ATTORNEY CONSUMER PROTECTION	To account for funding from court ordered settlements for District Attorney consumer protection projects when individual restitution cannot be determined or is not feasible.
Special Revenue	112500	DOMESTIC VIOLENCE VICTIM ASSISTANCE	To account for the funding for emergency shelter, counseling, health and social welfare services to victims of domestic violence as mandated by the Welfare and Institutions Code §18290-18308. Fees generated through marriage licenses and court fines (Penal Code §1203.097).

Table of Funds – Financial Fund Order

FUND CATEGORY

Fund Type	Fund Number	Fund Title	Fund Description
-----------	-------------	------------	------------------

COUNTY - Governmental

Special Revenue	112600	DISPUTE RESOLUTION PROGRAM	To account for the costs of supporting dispute resolution services, funded by revenue generated from court filing fees.
Special Revenue	112700	ZERO TOLERANCE-DOMESTIC VIOLENCE	To account for the funding for oversight and coordination of domestic violence programs. Supported by recording fees authorized by State law (SB 968).
Special Revenue	112900	DISTRICT ATTORNEY - REVENUE NARCOTICS	To account for a portion of the distributed forfeited narcotics assets that are used for enhancement of prosecution.
Special Revenue	113000	DISTRICT ATTORNEY ENVIRONMENTAL-OSHA	To account for the costs associated with environmental and occupational safety and health investigations, prosecutions, and employee training pursuant to Court Order.
Special Revenue	113100	DISTRICT ATTORNEY FORFEITURE-FEDERAL-DEPARTMENT OF JUSTICE	To comply with the non-supplantation requirement of the H&S Code §11488 delineating the use of federal forfeited narcotics assets from the Department of Justice.
Special Revenue	113200	PLEASANT HILL BART GREENSPACE MAINTENANCE	To account for development of a greenspace respite on the Iron Horse Corridor between Coggins to Treat Blvd, including the south portion of former Del Hombre Lane.
Special Revenue	113300	REAL ESTATE FRAUD PROSECUTION	To account for the costs of deterring, investigating and prosecuting real estate fraud crimes, funded by fees from recording real estate instruments.
Special Revenue	113400	CCC DEPARTMENT OF CHILD SUPPORT SERVICES	To account for the costs of locating absent parents, adjudicating paternity and establishing and enforcing support orders in accordance with regulations of the State Department of Child Support Services.
Special Revenue	113500	EMERGENCY MEDICAL SERVICES FUND	To account for the reimbursement to physicians and hospitals for a percentage of the losses they incur in providing uncompensated emergency services.
Special Revenue	113600	PROP 36 - SUBSTANCE ABUSE CRIME PREVENTION ACT	To account for the receipt and disbursement of State revenues under Proposition 36, the Substance Abuse and Crime Prevention Act of 2000.
Special Revenue	113700	AB75 SPECIAL REVENUE FUND	To account for the receipt and disbursement of Cigarette and Tobacco Product Surtax fund allocations and Emergency Medical Services Appropriations fund allocations received in odd numbered years.
Special Revenue	113900	TRAFFIC SAFETY FUND	To account for the cost of official traffic control devices, the maintenance of equipment and supplies for traffic law enforcement and traffic accident prevention, the maintenance, improvement or construction of public streets, bridges and culverts, and in some cases, school crossing guards with a Board-governed policy services area.
Special Revenue	114000	PUBLIC PROTECTION - SPECIAL REVENUE FUND	To account for the funding of a Countywide warrant system for replacement and enhancement of automated fingerprint identification (CAL-ID) equipment.

Table of Funds – Financial Fund Order

FUND CATEGORY

Fund Type	Fund Number	Fund Title	Fund Description
-----------	-------------	------------	------------------

COUNTY - Governmental

Special Revenue	114100	SHERIFF NARCOTIC FORFEITURE - STATE/LOCAL	To account for seized money related to criminal activity, held until distribution is authorized by Court Order. Funds to be used for law enforcement efforts of prevention, enforcement and prosecution of illegal drug activity.
Special Revenue	114200	SHERIFF FORFEITURE-FEDERAL-DEPARTMENT OF JUSTICE	To account for the non-supplantation requirement of the H&S Code (§11488) delineating the use of federal forfeited narcotics assets from the Department of Justice within Sheriff's departments.
Special Revenue	114300	SUPPLEMENTAL LAW ENFORCEMENT SERVICES	To account for the provisions of Assembly Bill 3229 where the state supplements otherwise available funding for local public safety services (Citizen Option for Public Safety "COPS").
Special Revenue	114500	SHERIFF FORFEITURE-FEDERAL TREASURY	To account for the non-supplantation requirement of the H&S Code (§11488) delineating the use of federal forfeited narcotics assets from the Department of the Treasury within Sheriff's departments.
Special Revenue	114600	PROPOSITION 36 MENTAL HEALTHSERVICES ACT	To account for monies generated from the Proposition 63 Mental Health Services Act to be used for community planning, community services and supports, capital information and technology, education and training, prevention and early intervention, and innovation.
Special Revenue	114700	PRISONERS WELFARE FUND	To account for commissions from inmate telephone calls and commissary purchases that are used for service contracts that benefit inmates (penal code §4025, 4026).
Special Revenue	114800	COMMUNITY COLLEGE CHILD DEVELOPMENT FUND	To account for monies for childcare services to children of low- and middle-income families administered by the Contra Costa Community College.
Special Revenue	114900	PROBATION OFFICERS SPECIAL FUND	Revolving fund used to account for General Fund monies used for postage, petty cash.
Special Revenue	115000	AUTOMATED SYSTEMS DEVELOPMENT	To account for the interest and administrative costs associated with the Teeter Plan borrowing program and other funding sources to finance maintenance and enhancements for countywide financial systems.
Special Revenue	115100	PROPERTY TAX ADMINISTRATIVE PROGRAM	To account for financing from AB 719 used to fund operation improvements in the Assessor's Office.
Special Revenue	115500	IN-HOME SUPPORTIVE SERVICES PUBLIC AUTHORITY	A public authority established to account for the funding for services to both providers and recipients of in-home care delivered through the In-Home Supportive Services program.
Special Revenue	115600	DNA IDENTIFICATION FUND	To account for \$1 of every \$10 fine, penalty, forfeiture imposed and collected by the courts for criminal offenses to be used to collect DNA specimens, samples and print impressions (Government Code §76104.6).
Special Revenue	115900	L/M HSG ASSET FD-LMIHAF	To account for the winding down of the County's former redevelopment activities in accordance with Assembly Bill No. 1484 and as codified in the State of California's Health and Safety Code.

Table of Funds – Financial Fund Order

FUND CATEGORY

Fund Type	Fund Number	Fund Title	Fund Description
-----------	-------------	------------	------------------

COUNTY - Governmental

Special Revenue	116000	BAILEY ROAD MAINTENANCE	Used for surcharge to be imposed at Keller Canyon Landfill for the maintenance of Bailey Road between Highway 4 interchange and the landfill entrance pursuant to Land Use Permit Conditions of Approval.
Special Revenue	116100	HOME INVESTMENT PARTNERSHIP ACT	Interest bearing account for any HOME funds paid to the County from program recipients as required by HOME program. HOME Investment Partnership ACT (HOME) funds are granted to Contra Costa County by the US Department of Housing and Urban Development (HUD). Use of HOME funds is regulated through the Code of Federal Regulations 24 CFR Part 92 (the HOME Rule).
Special Revenue	120600	COUNTY LIBRARY	To account for the funding of operations for the County library.
Permanent	120700	CASEY LIBRARY GIFT	To account for monies bequeathed by the Casey family to the library that is restricted to Ygancio Valley library branch expenditures.
Special Revenue	123100	HERCULES/RODEO/CROCKETT AREA OF BENEFIT	To account for developer fees to finance improvements of bridges and major thoroughfares in the Hercules/Rodeo Crockett County area (Government Code 66484, Div 913, Title 9 of Contra Costa County Ordinance).
Special Revenue	123200	WEST COUNTY AREA OF BENEFIT	To account for developer fees to finance improvements of bridges and major thoroughfares in the West County area (Government Code 66484, Div 913, Title 9 of Contra Costa County Ordinance).
Special Revenue	123400	NORTH RICHMOND AREA OF BENEFIT	To account for developer fees to finance improvements of bridges and major thoroughfares in the North Richmond County area (Government Code 66484, Div 913, Title 9 of Contra Costa County Ordinance).
Special Revenue	124000	MARTINEZ AREA OF BENEFIT	To account for developer fees to finance improvements of bridges and major thoroughfares in the Martinez unincorporated County area (Government Code 66484, Div 913, Title 9 of Contra Costa County Ordinance).
Special Revenue	124100	BRIONES AREA OF BENEFIT	To account for developer fees to finance improvements of bridges and major thoroughfares in the Briones County area (Government Code 66484, Div. 913, Title 9 of Contra Costa County Ordinance).
Special Revenue	124200	CENTRAL COUNTY AREA OF BENEFIT	To account for developer fees to finance improvements of bridges and major thoroughfares in the Central County area (Government Code 66484, Div 913, Title 9 of Contra Costa County Ordinance).
Special Revenue	124300	SOUTH WALNUT CREEK AREA OF BENEFIT	To account for developer fees to finance improvements of bridges and major thoroughfares in the South Walnut Creek County area (Government Code 66484, Div 913, Title 9 of Contra Costa County Ordinance).

Table of Funds – Financial Fund Order

FUND CATEGORY

Fund Type	Fund Number	Fund Title	Fund Description
-----------	-------------	------------	------------------

COUNTY - Governmental

Special Revenue	126000	ALAMO AREA OF BENEFIT	To account for developer fees to finance improvements of bridges and major thoroughfares in the Alamo County area (Government Code 66484, Div 913, Title 9 of Contra Costa County Ordinance).
Special Revenue	127000	SOUTH COUNTY AREA OF BENEFIT	To account for developer fees to finance improvements of bridges and major thoroughfares in the South County area (Government Code 66484, Div 913, Title 9 of Contra Costa County Ordinance).
Special Revenue	128000	PITTSBURG/ANTIOCH AREA OF BENEFIT	To account for developer fees to finance improvements of bridges and major thoroughfares in the Pittsburg/Antioch County area (Government Code 66484, Div 913, Title 9 of Contra Costa County Ordinance).
Special Revenue	128100	MARSH CREEK AREA OF BENEFIT	To account for developer fees to finance improvements of bridges and major thoroughfares in the Marsh Creek County area (Government Code 66484, Div 913, Title 9 of Contra Costa County Ordinance).
Special Revenue	128200	EAST COUNTY AREA OF BENEFIT	To account for developer fees to finance improvements of bridges and major thoroughfares in the East County area (Government Code 66484, Div 913, Title 9 of Contra Costa County Ordinance).
Special Revenue	129000	BETHEL ISLAND AREA OF BENEFIT	To account for developer fees to finance improvements of bridges and major thoroughfares in the Bethel Island County area (Government Code 66484, Div 913, Title 9 of Contra Costa County Ordinance).
Special Revenue	132800	COUNTY CHILDRENS	To account for monies supporting prevention/intervention services to abused and neglected children/children at risk. Funding generated through birth certificate fees (AB2994).
Special Revenue	133200	ANIMAL BENEFIT	To account for donations limited to items that directly benefit animals.
Special Revenue	133400	COUNTYWIDE GANG AND DRUG	To account for seized money related to criminal activity, held until distributed as authorized by Court Order. Funds must be used for law enforcement efforts aimed at prevention, enforcement, and prosecution of illegal drug and/or gang activity.
Special Revenue	133700	LIVABLE COMMUNITIES FUND	To account for the collection of developer fees in the Camino Tassajara Combined General Plan Area to aid in the implementation of the Smart Growth Action Plan.
Special Revenue	134000	ABANDONED VEHICLE ABATEMENT SERVICE AUTHORITY	To account for \$1/vehicle registration to use for abandoned vehicle abatement activities (County 20%/Cities 80%) (CVC 9250.7) (County Resolution 91/628).
Special Revenue	134700	COMMUNITY DEVELOPMENT BLOCK GRANT SMALL BUSINESS & MICROENT LOAN	To account for loans to small businesses within the urban county, limited to a maximum of \$15,000 for businesses with five or fewer employees (revolving loan program).
Special Revenue	134800	COMMUNITY DEVELOPMENT BLOCK GRANT 1ST-TIME HOMEBUYER LOAN	To account for assistance provided to first-time homeowners through a revolving loan process.

Table of Funds – Financial Fund Order

FUND CATEGORY

Fund Type	Fund Number	Fund Title	Fund Description
-----------	-------------	------------	------------------

COUNTY - Governmental

Special Revenue	134900	HUD BUILDING INSPECTION NEIGHBORHOOD PRESERVATION PROGRAM	To account for funding from HUD's Community Development Block Grant program, expended to fund the Housing Rehabilitation and Neighborhood Preservation program rehabilitation loans and program administration.
Debt Service	135000	RETIREMENT UAAL BOND FUND	To accumulate and payout the principle and interest costs for Pension Obligation bonds for employee retirement liabilities.
Debt Service	135200	RETIREMENT LITIGATION SETTLEMENT DEBT SERVICE	To account for funding for the Retirement Litigation debt services repayment schedule, which resulted from a court case requiring the County to pay \$28.1 million over a period of approximately 20 years.
Special Revenue	136000	CENTRAL IDENTIFICATION BUREAU	To account for funds received from cities and other participants in the Automated Fingerprint Identification System (B.O. 12/7/93).
Special Revenue	138800	SOUTHERN PACIFIC RIGHT-OF-WAY FUND	(Southern Pacific Right of Way fund) To Account for the planning of possible future uses, maintenance, and administration of the former Southern Pacific Railroad right of way. (Res 91-813)
Special Revenue	138900	EAST/CENTRAL TRAVEL CORRIDOR	To account for developer fees used to finance improvements of bridges and major thoroughfares in the East/Central Travel Corridor area, mitigating adverse traffic and infrastructure impacts (GC 66484, Div 913; CCC Ord Title 9).
Special Revenue	139000	ROAD DEVELOPMENT DISCOVERY BAY	To account for developer fees used to finance improvements of bridges and major thoroughfares in the Discovery Bay area, mitigating adverse traffic and infrastructure impacts (GC 66484, Div 913; CCC Ord Title 9).
Special Revenue	139200	ROAD IMPROVEMENT FEE	To account for developer fees levied through conditions of approval to finance road improvements in the unincorporated County area in order to mitigate adverse traffic and infrastructure impacts.
Special Revenue	139400	ROAD DEVELOPMENT RICHMOND/ EL SOBRANTE	To account for developer fees used to finance improvements of bridges and major thoroughfares in the Richmond/El Sobrante area, mitigating adverse traffic and infrastructure impacts (GC 66484, Div 913; CCC Ord Title 9).
Special Revenue	139500	ROAD DEVELOPMENT BAY POINT AREA	To account for developer fees used to finance improvements of bridges and major thoroughfares in the West Pittsburg area, mitigating adverse traffic and infrastructure impacts (GC 66484, Div 913; CCC Ord Title 9).
Special Revenue	139900	ROAD DEVELOPMENT PACHECO AREA	To account for developer fees used to finance improvements of bridges and major thoroughfares in the Pacheco area, mitigating adverse traffic and infrastructure impacts (GC 66484, Div 913; CCC Ord Title 9).

Table of Funds – Financial Fund Order

FUND CATEGORY

Fund Type	Fund Number	Fund Title	Fund Description
-----------	-------------	------------	------------------

COUNTY - Proprietary

Enterprise	140100	AIRPORT ENTERPRISE	To account for the operation and capital development of Buchanan and Byron Airports.
Enterprise	142000	SHERIFF LAW ENFORCEMENT TRAINING CENTER	To account for expenditures and revenues relating to specialized training for law enforcement personnel, offered in conjunction with the Contra Costa College District at Los Medanos Community College.
Enterprise	142500	CHILDCARE ENTERPRISE	To account for the operations of a fee-for-services program to meet the needs of families who do not qualify for Head Start or Child Development programs due to income restrictions.
Enterprise	145000	HOSPITAL ENTERPRISE	To account for the operations of the Contra Costa Regional Medical Center (CCRMC).
Enterprise	146000	HMO ENTERPRISE	To account for the County-operated prepaid health plan available to Medi-Cal and Medicare recipients, employees of participating private and governmental employers and individual members of the general public.
Enterprise	146100	HMO ENTERPRISE-COMMUNITY PLAN	To account for the costs of the Basic Health Care and the Health Care Initiative individuals that have their care case managed by the Community Plan.
Enterprise	146200	MAJOR RISK MEDICAL INSURANCE ENTERPRISE	To account for health care provided to County residents who qualify for the Access for Infants and Mothers (AIM) program and the Major Risk Medical Insurance Program (MRMIP) which are administered by the State's Managed Risk Medical Insurance Board.
Internal Service	150100	FLEET INTERNAL SERVICE FUND	To account for funding and facilitate regular scheduled replacement of County vehicles.

SPECIAL DISTRICT - Governmental

Various	Various	FIRE PROTECTION DISTRICTS	To account for fire protection services in the County. Services include fire suppression responses, emergency medical services, rescue responses, hazardous condition responses, plan review, code enforcement, fire/arson investigation, weed abatement, public education, and permits issuance required by Fire Code. Primarily funded by property taxes.
Various	Various	FLOOD CONTROL DISTRICTS	To account for activities related to regional drainage facility planning, collection and analysis of rainfall data, and project. Funded by drainage fees, property tax assessments and interest earnings.
Various	Various	STORM DRAINAGE DISTRICTS	To account for accumulated monies for payment of storm drainage bonds. Financed provided by specific property tax levies.

Table of Funds – Financial Fund Order

FUND CATEGORY

Fund Type	Fund Number	Fund Title	Fund Description
-----------	-------------	------------	------------------

SPECIAL DISTRICT - Governmental

Various	Various	STORMWATER UTILITY DISTRICTS	To account for activities related to: new development and construction controls; public education and industrial outreach; municipal maintenance; inspection activities; and illicit discharge control activities in order to comply with the National Pollutant Discharge Elimination System permit (Clean Water Act). Activities are funded by Stormwater Utility parcel assessments.
Various	Various	SERVICE AREA - POLICE	To account for police protection services in specific areas in the county. Revenues received from property taxes and user charges.
Various	Various	SERVICE AREA - DRAINAGE	To account for the correction of drainage problems and provision of drainage services in unincorporated Walnut Creek. Funding provided by drainage fees, permits and interest earnings.
Various	Various	MISCELLANEOUS DISTRICTS	To account primarily for development of the County's water policy and oversight ship channel navigation projects. Funding provided by property tax assessments and some interagency agreements. Additionally, there are funds to support a park and ride program in Discovery Bay which is funded by property tax assessments and interest earnings.
Various	Various	SERVICE AREA - ROAD MAINTENANCE	To account for the maintenance of Dutch Slough Road, Jersey Island Road to Bethel Island Road in Bethel Island. Funding provided by property tax assessments.
Various	Various	SERVICE AREA - RECREATION	To account for recreation facility maintenance by special districts to specific areas in the county. Revenues received from property taxes assessments, facility rental fees and interest earnings.
Various	Various	EMERGENCY MEDICAL SERVICES	To provide support for expanded first responder and paramedic service; EMS communications; Public Access Defibrillation; Hazardous Materials Program charges and administrative and levy collection costs. Funded by Measure H parcel levies collected with property taxes.
Various	Various	SANITATION DISTRICTS	To account for sewage collection, treatment, and disposal for the unincorporated areas of the County. Funded by user fees.
Various	Various	SERVICE AREA - LIBRARY	To account for library services in El Sobrante, Pinole, Moraga, Walnut Creek/Concord (Ygnacio). Funding provided by property tax assessments.
Various	Various	SERVICE AREA - LIGHTING	To account for the flow of funds for ongoing operation, maintenance, and servicing of street lighting in the public right-of-way through the unincorporated areas of the County. Funded by property tax assessments.

Fund – Department Relationship

Fund	Department
100300 - General Fund	Agriculture Animal Services Assessor Auditor-Controller Board of Supervisors Central Support Services Conservation & Development County Administrator County Clerk-Recorder District Attorney Employment & Human Services General County Services Health Services Human Resources Miscellaneous Services Probation Public Defender Public Works Sheriff-Coroner Superior Court-Jury Commissioner Treasurer-Tax Collector
105900 - Ellinwood Capital Project	Public Works
106000 - Facility Lifecycle Improvement Fund	General County Services
105600 - County Law Enforcement Capital Projects	Sheriff-Coroner
105700 - Public Protection - Capital Project Fund	Central Support Services
105800 - Juvenile Hall - Capital Project	Central Support Services
110000 - Recorder Modernization	County Clerk-Recorder
110100 - Court/Clerk Automation	Superior Court-Jury Commissioner County Clerk-Recorder
110200 - Fish and Game	Conservation & Development
110300 - Land Development Fund	Public Works
110400 - Criminalistics Laboratory	Sheriff-Coroner
110500 - Survey Monument Preservation	Public Works
110600 - Criminal Justice Facility Construction	Plant Acquisition
110700 - Courthouse Construction	Plant Acquisition
110800 - Road Fund	Public Works

Fund – Department Relationship

Fund	Department
110900 - Transportation Improvement	Conservation & Development
111000 - Sans Crainte Drainage	Public Works
111100 - Private Activity Bond	Conservation & Development
111300 - Affordable Housing Special Revenue	Conservation & Development
111400 - Navy Trans Mitigation	Public Works
111500 - Tosco/Solano Trans Mitigation	Public Works
111600 - Child Development Fund	Employment & Human Services
111800 - HUD NSP	Conservation & Development
111900 - Used Oil Recycling Grant	Conservation & Development
112000 - Conservation & Development	Conservation & Development
112100 - CDD/PWD Joint Review Fee	Public Works
112200 - Drainage Deficiency	Public Works
112300 - Public Works	Public Works
112400 - DA Consumer Protection	District Attorney
112500 - Domestic Violence Victim Assistance	Employment & Human Services
112600 - Dispute Resolution Program	Justice System Planning
112700 - Zero Tolerance - Domestic Violence	Employment & Human Services
112900 - DA Revenue Narcotics	District Attorney
113000 - DA Environ/OSHA	District Attorney
113100 - DA Forfeiture-Fed-DOJ	District Attorney
113200 - Walden Green Maintenance	Conservation & Development
113300 - R/Estate Fraud Prosecution	District Attorney
113400 - CCC Dept of Child Support Services	Child Support Services
113500 - Emergency Med Svcs Fund	Health Services
113600 - Prop 36-Sub Abuse Cp Act	Health Services
113700 - Ab75 Tobacco Tax Fund	Health Services
113900 - Traffic Safety Fund	Sheriff-Coroner
114000 - Pub Protect-Spec Rev Fund	Justice System Planning
114100 - Sheriff Narc Forfeit-St/Local	Sheriff-Coroner
114200 - Sheriff Forfeit-Fed-DoJ	Sheriff-Coroner
114300 - Sup Law Enforcement Svcs	Justice System Planning Sheriff-Coroner Probation District Attorney
114500 - Sheriff Forfeit-Fed Treasury	Sheriff-Coroner
114600 - Prop 63 Mh Svcs Acct	Health Services

Fund – Department Relationship

Fund	Department
114700 - Prisoners Welfare Fund	Sheriff-Coroner
114800 - Comm Coll Child Dev-Fund	Employment & Human Services
114900 - Probation Officers Special Fund	Probation
115000 - Automated Sys Dvlpmnt	General County Services Auditor-Controller
115100 - Property Tax Admin	Assessor
115300 - Cnty Local Rev Fund 2011	Health Services Employment & Human Services Justice System Planning Sheriff-Coroner Probation District Attorney Public Defender
115500 - IHSS Public Authority	Employment & Human Services
115600 - DNA Identification Fund	Justice System Planning
115700 - Comm Corr Prfmc Incntv Fd	Probation
115800 - No Rich Wst&Rcvy Mtgn Fee	Board of Supervisors
115900 - L/M HSG Asset FD-LMIHAF	Conservation & Development
116000 - Bailey Rd Mntc Surcharge	Public Works
116100 - Home Invstmt Prtnrshp Act	Conservation & Development
120600 - County Library	Library
120700 - Casey Library Gift	Library
123100 - Hercul/Rodeo Crock Area of Benefit	Public Works
123200 - West County Area of Benefit	Public Works
123400 - North Richmond Area of Benefit	Public Works
124000 - Martinez Area of Benefit	Public Works
124100 - Briones Area of Benefit	Public Works
124200 - Central Co Area of Benefit	Public Works
124300 - So Wal Crk Area of Beneft	Public Works
126000 - Alamo Area of Benefit	Public Works
127000 - South Co Area of Benefit	Public Works
128000 - Pitts/Antioch Area of Benefit	Public Works
128100 - Marsh Crk Area of Benefit	Public Works
128200 - East County Area of Benef	Public Works
129000 - Bethel Isl Area Of Beneft	Public Works
132800 - County Childrens	Employment & Human Services

Fund – Department Relationship

Fund	Department
133200 - Animal Benefit	Animal Services
133400 - Co-Wide Gang And Drug	Sheriff-Coroner
133700 - Livable Communities Fund	Conservation & Development
134000 - AVA Service Authority	County Administrator
134700 - CDBG Small Business & Microent Loan	Conservation & Development
134800 - CDBG First-Time Homebuyer Loan	Conservation & Development
134900 - ARRA HUD Bldg Insp NPP	Conservation & Development
135000 - Retirement Uaal Bond Fund	General County Services
135200 - Retirement Litigation Settlement Debt Service	General County Services
135400 - Family Law Ctr-Debt Svc	General County Services
136000 - Central Identify Bureau	Sheriff-Coroner
138800 - SPRW Fund	Public Works
138900 - East/Cent Travel Corridor	Public Works
139000 - Rd Dvlpmnt Discovery Bay	Public Works
139200 - Road Improvement Fee	Public Works
139400 - Rd Development Rich/EI Sobrt	Public Works
139500 - Road Development Bay Point	Public Works
139900 - Rd Development Pacheco Area	Public Works
140100 - Airport Enterprise	Public Works
142000 - Sheriff Law Enf Trng Cntr	Sheriff-Coroner
142500 - Childcare Enterprise	Employment & Human Services
145000 - Hospital Enterprise	Health Services
145200 - Creekside Snf Hospital Enterprise	Health Services
146000 - Hmo Enterprise	Health Services
146100 - Hmo Enterprise-Comm Plan	Health Services
146200 - Major Risk Med Insur Ent	Health Services
150100 - Fleet ISF	Public Works

Accrual - an accounting adjustment that recognizes revenues and expenses in the period earned or spent, regardless of the timing of related cash flows.

Actuarial Accrued Liability - as assessed by an actuary, relating to pension costs/benefits, represents the present value of fully projected benefits attributable to service credit that has been earned (or accrued) as of the valuation date.

Adjusted Budget - the spending authority for a fiscal year, adjusted pursuant to State statute and/or County policy, to reflect actual expenditures and/or revenue realized to ensure the budget remains in balance.

AAS - Adult and Aging Services, within the Employment and Human Services Department assists older adults and people with disabilities to maximize self-sufficiency, safety and independence.

ACA – Affordable Care Act is the short name for the Patient Protection and Affordable Care Act, a federal overhaul of the U. S. healthcare system.

Agreed-upon Temporary Absences (ATA) – temporary absence program bargained with the majority of the County's employee groups. The program runs from July 1, 2009 through June 30, 2011 and reduces the hours worked and compensation received by 48 hours in each of the two fiscal years.

(ARRA) American Recovery and Reinvestment Act of 2009 - Federal stimulus funds available to State and local governments to modernize our nation's infrastructure, enhance energy independence, expand educational opportunities, preserve and improve affordable health care, provide tax relief, and protect those in greatest need.

APC – Ambulatory Payment Classification

ACER – Arraignment Court Early Representation

AB – Assembly Bill

AIR – Assumed Investment Rate

AVA – Actuarial Value of Assets

Appropriation - a legal authorization granted by the Board of Supervisors to make expenditures and to incur obligations for specific purposes. Appropriation authority is granted at the object level: Salaries & Benefits; Services & Supplies; Other Charges; Fixed Assets; Other Financing Uses; and Intrafund Transfers.

Authorized Positions - the number of permanent full-time or permanent part-time positions authorized by the Board of Supervisors; the maximum number of permanent positions which may be filled at any one time.

Balanced Budget - a budget where Total Sources, including Fund Balances, equal Total Requirements, including Reserves and Contingencies, for each appropriated fund. A balanced annual budget is required by the California Government Code.

Baseline Budget - a step in the annual budget development process. The Baseline Budget identifies the projected funding gap by determining the level of resources required to provide in the budget year the same level of service provided in the prior year, adjusting for anticipated salary and benefit increases and one-time costs.

Glossary of Acronyms & Terms

Basis of Accounting - a term used to refer to when revenues, expenditures, expenses, and transfers-and the related assets and liabilities-are recognized in the accounts and reported in the financial statements.

BARB – Bay Area Regional Benchmarking project

Budget - a plan of financial operation embodying an estimate of expenditures for a given period and the proposed means of financing them; a financial plan for a single fiscal year.

CAOAC - California Administrative Officers Association of California

CCPI – California Consumer Price Index

CSAC - California State Association of Counties

CalSTRS – California State Teachers' Retirement System

Capital Expenditures - are incurred for the improvement to or acquisition of land, facilities and infrastructure.

Capital Project - a major one-time outlay of funds for land and/or building acquisition or construction, structural improvements or non-structural renovations to County facilities. Large-scale projects may extend over more than one fiscal year.

Capital Project Fund - a Governmental Fund used to account for resources dedicated to acquiring or constructing major capital facilities.

CMS - Centers for Medicare and Medicaid Services

Charges for Services – revenues received as a result of fees charged for certain services provided to residents or other public agencies. These revenues are generally exempt from sales tax.

CPOC - Chief Probation Officer's Association of California

CCP – Community Corrections Partnership

CCCERA - Contra Costa County Employees' Retirement Association

CCCFPD - Contra Costa County Fire Protection District

CCRMC – Contra Costa Regional Medical Center

Contingency Reserve (same as Reserves) - appropriations set aside to meet unforeseen economic and/or operational circumstances. Level/amount governed by General Fund Reserve Policy.

COLA - Cost of Living Adjustment

CPT - Current Procedural Terminology

Credit Rating - score determined by a credit rating agency that indicates the agency's opinion of the likelihood that a borrower such as the County will be able to repay its debt. Rating agencies include Standards & Poor's, Fitch, and Moody's.

Debt Service Fund - a Governmental Fund used to account for accumulation of resources dedicated to pay principal and interest on general obligation debt.

DSRIP - Delivery System Reform Incentive Pool

DOF - Department of Finance

DRG - Diagnostic Related Group

Discretionary Services - services not required by local, State or Federal mandates; services that are mandated but without specified service levels; and services that are provided at levels higher than mandated or in excess of maintenance-of-effort (MOE) requirements.

ERAF - Educational Revenue Augmentation Funding

EHSD - Employment and Human Services Department

Encumbrance - an obligation in the form of a purchase order, contract, or other commitment related to unperformed contracts for goods or services.

Enterprise Fund - a fund established to account for operations that are financed and operated in a manner similar to private business enterprises (e.g. water, gas and electric utilities; airports; parking garages; or transit systems). The governmental body intends that the costs of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges.

Expenditure - decreases in net financial resources; includes current operating expenses requiring the present or future use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlements and shared revenues.

FLIP - Facilities Life-Cycle Investment Program

FICA - Federal Insurance Contributions Act tax

FMAP - Federal Matching Percentage

Final Budget (Adopted Budget) - adopted by the Board of Supervisors, normally after prior year closing activities are complete and the State budget has passed, as the legal spending authority for a fiscal year; and (b) a publication of financial schedules required by a variety of State statutes (commonly referred to as the County Budget Act)

Fines, Forfeitures & Penalties - a Revenue class that includes vehicle code fines, other court fines, forfeitures and penalties, and penalties and costs on delinquent taxes.

(FY) Fiscal Year - a 12-month accounting period to which the operating budget applies. In Contra Costa County, the fiscal year is July 1 through June 30.

Fixed Assets - tangible items of long-term character such as land, buildings, furniture, and other equipment with a unit cost in excess of \$5,000.

FTE - Full Time Equivalent

Fund - a fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying

Glossary of Acronyms & Terms

on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance - the difference between fund assets and fund liabilities remaining at year-end. For budgetary purposes, this represents the sum of over-realized or unanticipated revenues and unspent appropriations or reserves at the end of each fiscal year.

GASB - Governmental Accounting Standards Board

General Fund - a Governmental Fund used to account for the general operations of government and any activity not accounted for in another fund.

General Purpose Revenues - derived from sources not specific to any program or service delivery. General Purpose Revenues may be used for any purpose that is a legal expenditure of County funds.

Governmental Fund - are generally used to account for tax supported activities; it accounts for the majority of funds; except for those categorized as proprietary or fiduciary funds.

ICMA - International City/County Management Association

Intergovernmental Revenue - a Revenue class that includes revenue from other governmental jurisdictions in the form of grants, entitlements, shared revenues or payments in lieu of taxes.

Internal Service Fund - a proprietary fund used to account for the financing of goods or services provided by one department to other departments of the County or other governmental units, on a cost reimbursement basis.

Intrafund Transfers - accounting mechanism to show expenditure transfers or reimbursements between operations *within the same fund*.

LRB - Lease Revenue Bonds

LRO - Lease Revenue Obligations

LAO - Legislative Analyst's Office

Licenses, Permits and Franchises - a Revenue class that includes animal licenses, business licenses, permits and franchises.

LAIF – Local Agency Investment Fund

LIHP - Low Income Health Plan

MVA – Market Value of Assets

Mandate - is a requirement from the State or federal government that the County perform a task, perform a task in a particular way, or perform a task to meet a particular standard.

Modified Accrual Basis of Accounting - (a) recognizes revenues in the accounting period in which they become available and measureable; and (b) recognizes expenditures in the accounting period in which the fund liability is incurred, if

measureable, except for unmatured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due.

(NCC) Net County Cost - the difference between budgeted appropriations and departmental revenues for General Fund budgets and is financed by General Purpose Revenues.

Object Level (of Appropriations/Expenditures) - major classification category of proposed or actual expenditures as defined by State regulations. Object Levels include: Salaries & Benefits; Services & Supplies; Other Charges; Fixed Assets; Intrafund Transfers; and Other Financing Uses. Appropriations are legally adopted at the Object Level within the County budget.

Other Charges - an Object Level of appropriations for payment to an agency, institution or person outside the County government and includes principal and interest payments for debt service.

Other Financing Sources - a category of revenues which include long-term debt proceeds, proceeds from the sale of general fixed assets and operating transfers in.

Other Financing Uses - an Object Level of appropriations which reflects transfers from one Fund to another for purposes such as capital projects and debt service.

(OPEB) Other Post Employment Benefits - benefits that an employee will begin to receive upon retirement, such as health insurance; does not include pension benefits paid to the employee.

Permanent Fund - a Governmental Fund used to account for resources legally restricted so only earnings (and not principal) may be used to support governmental programs.

POBs – Pension Obligation Bonds

Proprietary Funds - used by governmental activities that operate in a manner similar to that of private sector businesses in that they charge fees for services. Proprietary Funds rely on the full accrual basis of accounting where revenues are recognized when earned and expenditures are recorded when incurred.

PPS - Prospective Payment System

(RAMP) Real Estate and Asset Management Program – a working policy and management guide for managing the life cycle of County real estate assets including the acquisition, leasing, design, construction, maintenance, renewal, and disposition of real property used to support County operations.

Recommended Budget - a financial plan for a single fiscal year presented to the Board of Supervisors by the County Administrator, in accordance with policies established by the Board, after consultation and input from County Departments and incorporating expected expenses (requirements) and projected revenues (sources). The Recommended Budget includes not only financial data, but also detailed information and narrative regarding the County, including its current and projected financial status; the programs/services and administrative/program goals of

Glossary of Acronyms & Terms

individual Departments; and the County Administrator's budgetary recommendations for the budget year

Revenue - source of income to an operation from any funding source other than Fund Balance.

Revenue Class - similar to Object Level for appropriations/expenditures, the descriptive classes for budgetary classification of Revenue. Major classes include: Taxes; Licenses, Permits and Franchises; Fines, Forfeitures and Penalties; Use of Money and Property; Intergovernmental Revenues; Charges for Services; Interfund Revenues; Miscellaneous Revenue; Other Financing Sources.

Salaries & Benefits - an Object Level of appropriations for all expenditures for employee-related costs.

Services & Supplies - an Object Level of appropriations for expenditures related to the purchase of goods and services.

Special District - an independent unit of local government generally organized and funded through assessments to the beneficiaries of the district to perform specific function(s) for a specific area. Examples include street lighting and fire services.

Special Revenue Fund - a Governmental Fund used to account for resources legally designated for specific purposes and separately reported.

S&P - Standard & Poor's

SDI - State Disability Insurance

Total Sources - all revenues and fund balance utilized to finance expenditure needs (requirements).

(UAAL) Unfunded Accrued Actuarial Liability - as relating to pension costs/benefits, the present value of benefits earned to date that are not covered by plan assets

Use of Money and Property - a Revenue class that contains funds received from interest, rent payments or proceeds from the sale of property.

VLF - Vehicle License Fees

WCDF - West County Detention Facility

WFS – Workforce Services