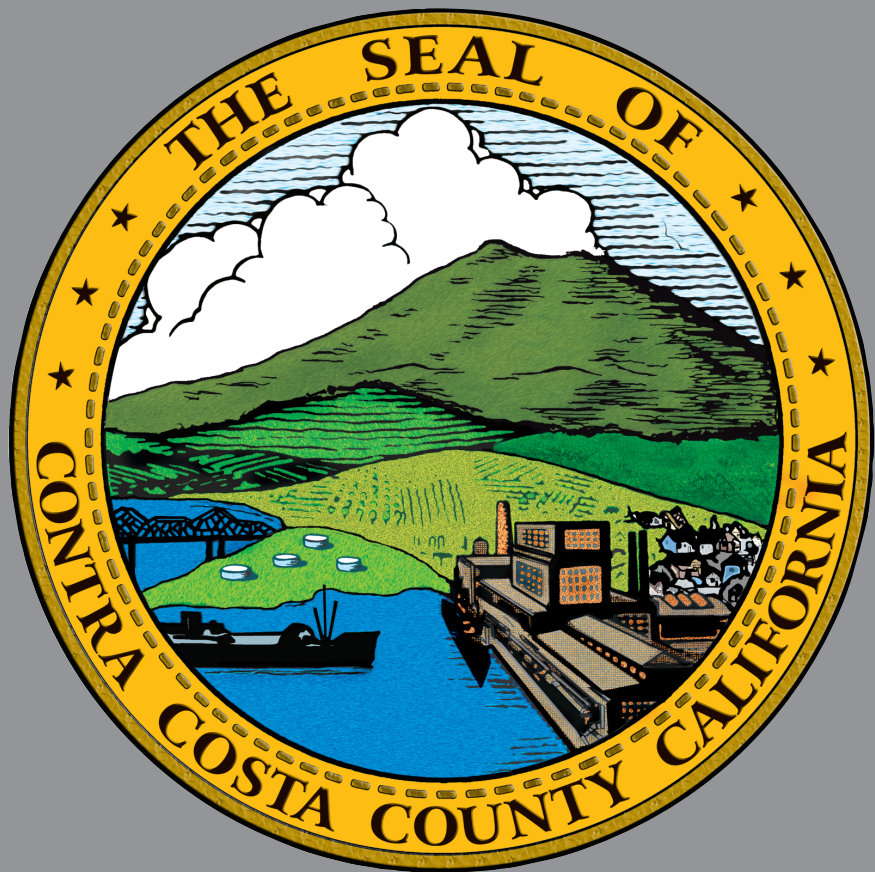


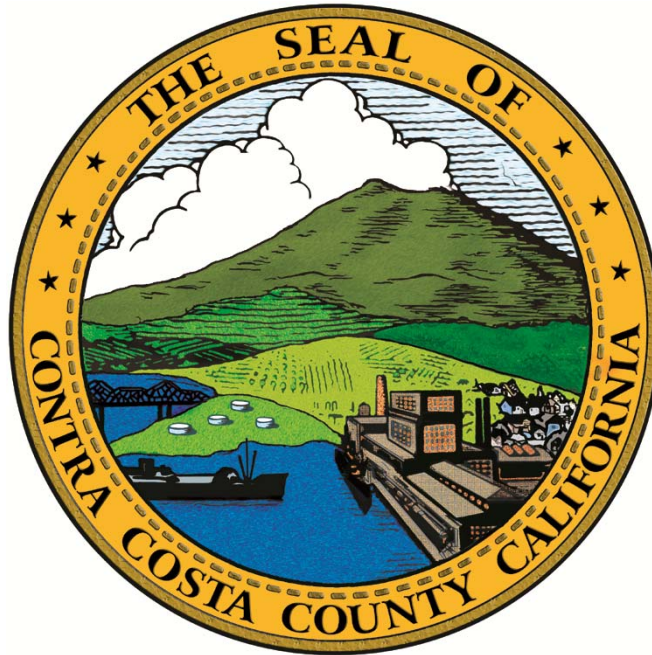
Fiscal Year 2016 – 2017
Recommended Budget



County of
Contra Costa
California

COUNTY OF CONTRA COSTA

RECOMMENDED BUDGET 2016-2017



Presented to the Board of Supervisors

CANDACE ANDERSEN

Chair
Supervisor, District II

JOHN M. GIOIA
Supervisor, District I

MARY N. PIEPHO
Supervisor, District III

KAREN MITCHOFF
Supervisor, District IV

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, 2015

Executive Director

County Administrator

County Administration Building
651 Pine Street, 10th Floor
Martinez, California 94553-1229
(925) 335-1080
(925) 335-1098 FAX

David J. 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 1, 2016

Board of Supervisors
Contra Costa County
Martinez, CA 94553

Dear Board Members:

Fiscal Year 2015-16 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 continue to achieve a budget that is structurally balanced.

Cautious and thoughtful fiscal management has placed us on solid economic footing. Our goal is 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 \$3.3 billion (\$1.5 billion General Fund) budget for FY 2016-17 and beyond.

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

- Recruitment of a new Animal Services Director who will continue the Department's effort to match adoptable animals with homes, while delivering high quality services to the community.
- Successful local Medi-Cal expansion effort under the Affordable Care Act, whereby nearly one-fifth of County residents are now enrolled in our Contra Costa Health Plan with a majority of them being cared for in our own hospital and clinics.
- Agreement with a majority of our employee Unions on healthcare provisions that resulted in the County picking up 100% of the cost increase for 2016 and allowed our employees to move to a three-tier plan that provides greater flexibility in coverage and membership.
- Implementation of Laura's Law to provide assisted outpatient mental health treatment to those with serious mental illnesses and further integrate our mental health, substance abuse and homeless services.
- Improved public safety with an innovative public-private partnership between Consolidated Fire and AMR to provide high quality emergency ambulance services to the majority of County residents. This new arrangement will speed ambulance response time, reduce service duplication and enable us to access new federal funding.

- Opened two Family Justice Centers, one in the City of Concord and one in the City of Richmond. These one-stop centers provide vital help to victims of domestic violence, sexual assault, child abuse, and elder abuse.
- Opened a new Reentry Success Center in the City of Richmond to provide services to formerly incarcerated individuals to help them get housing, jobs and reduce the likelihood of criminal recidivism.
- Created the position of County Sustainability Coordinator to help lead our sustainability efforts and pursue new funding to expand those efforts.
- Maintained our AAA credit rating by exercising strong financial management that enabled us to restructure debt, saving \$4.6 million in net present value and an average annual savings of \$417,000 over the 13 remaining years to maturity.

The County's long-term, strategic goal continues to be to the provision of public services which improve the quality of life of our residents and the economic viability of our businesses. This goal provides the context for decisions regarding the recommendations in this Recommended budget.

The FY 2016-17 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.

The County Board, Department Heads, and employees all worked together to address our fiscal challenges during the "Great Recession." I particularly want to thank Department Heads and all of our employees for their dedication, 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, priorities and goals in the coming year. Beginning on page 21 is a discussion of a number of Key Issues affecting the County. Below are the three principal issues facing the County that have particularly informed or impacted the development of our budget for the next year.

Labor

For the first time in over 10 years, we have contracts in place with all of our labor unions. 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.

However, over half of our labor contracts will come open during the 2016-17 Fiscal Year. Eight different bargaining units representing over 5,000 employees will have their contracts open for discussion. These bargaining units represent employees in every department in the County and special districts. The County will be challenged to meet all of the likely requests for increased wages and benefits from these groups. Successful contract negotiation is key to maintaining fiscal stability. Built into our projection is a three percent wage increase for these open contracts.

Capital Projects

The County Administrator's Office has added a Chief Deputy County Administrator designated specifically for the purpose of updating the County Capital Improvement Plan (CIP). In March of 2015, the County Board of Supervisors received an updated Comprehensive Building Condition Assessment which identified \$272.2 million in deferred facilities maintenance needs and capital renewal requirements touching every department in the County. An earlier needs assessment from 2007 identified \$270.2 million. The new position will help the County Board identify and set priorities for the elimination of structurally deficient or no longer needed structures, and look to replace structures while reducing the backlog of deferred maintenance. More information of this subject can be found in the Capital Improvement Plan section of this document on page 475.

Economic Projection

The economy in Contra Costa County and the Bay Area continues to recover from the 'Great Recession.' However, it would be inaccurate to say that we have fully recovered, and we will need to be cautious to insure that we do not return to a period during which we failed to balance our needs with our limited resources. As Governor Jerry Brown said in his 2016 State of the State Address, "The challenge is to solve today's problems without making those of tomorrow even worse."

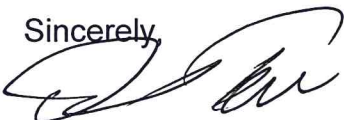
Each department was asked to submit a budget that balanced its requirements to provide services with the County's goals of adopting a FY 2016-17 budget that balances annual expenses and revenues, addresses revenue restraints, pension cost increases, and includes an appropriation for partially pre-funding the County's OPEB liability, capital replacement, and debt service payments. Thus, the budget is balanced and reflects sound financial practices.

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.

The following proposed budget is recommended to the Contra Costa County Board of Supervisors.

Sincerely,



DAVID TWA
County Administrator

DT:LD

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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**

<u>Name</u>	<u>Office</u>	<u>Expiration of Current Term</u>
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 1,102,871 as of January 1, 2015. 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)

	2011	2012 ⁽²⁾	2013 ⁽²⁾	2014 ⁽²⁾	2015
Antioch	103,058	103,580	105,076	106,691	108,298
Brentwood	52,027	52,434	53,234	54,824	56,493
Clayton	10,941	10,964	11,079	11,209	11,288
Concord	122,604	122,917	123,787	124,977	126,069
Danville	42,214	42,336	42,683	43,206	43,691
El Cerrito	23,646	23,707	23,885	24,115	24,288
Hercules	24,151	24,204	24,378	24,601	24,775
Lafayette	24,023	24,093	24,289	24,690	25,154
Martinez	36,053	36,130	36,545	36,891	37,384
Moraga	16,075	16,112	16,223	16,363	16,466
Oakley	35,996	36,432	37,218	38,124	38,789
Orinda	17,712	17,769	17,906	18,109	18,612
Pinole	18,459	18,507	18,643	18,813	18,946
Pittsburg	63,733	64,537	65,291	66,479	67,628
Pleasant Hill	33,278	33,349	33,602	33,917	34,162
Richmond	104,388	104,639	105,530	106,388	107,346
San Pablo	28,929	29,025	29,237	29,499	29,730
San Ramon	73,107	74,473	76,266	77,410	78,561
Walnut Creek	64,710	65,071	65,652	66,319	66,868
Subtotal	895,104	900,279	910,524	922,625	934,548
Unincorporated	161,002	162,467	163,793	166,594	168,323
Total	1,056,106	1,062,746	1,074,317	1,089,219	1,102,871

⁽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 38.5 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 39.4% up from 37.6% in 2009.

Population Demographics

Gender		Race	
Male	48.8%	<u>One Race</u>	94.1%
Female	51.2%	White	62.1%
		Black or African American	9.0%
		American Indian and Alaskan Native	0.5%
		Asian	14.9%
		Native Hawaiian and Other Pacific Islander	0.5%
		Some Other Race	7.2%
Age		<u>Two or More Races</u>	5.9%
0 - 19 years	27.0%	White and Black or African American	0.7%
20 - 34 years	18.4%	White and American Indian and Alaska Native	0.7%
35 - 54 years	29.0%	White and Asian	2.1%
55 - 64 years	12.7%	Black or African American and American Indian and Alaska Native	0.2%
65 - 85 years	11.4%		
85 years and over	1.9%		

Source: US Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

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.

2015 Principal Employers ⁽¹⁾
(Excluding Government Employers)

Employer	Estimated Employees	Percentage of Total County Employment
Chevron Corporation	10,000+	1.92%
Bayer Healthcare Pharmaceuticals	500-999	0.14
Bio-Rad Laboratories	500-999	0.14
C&H Sugar Co., Inc.	500-999	0.14
Conoco Phillips Rodeo Refinery	500-999	0.14
Macy's	500-999	0.14
Nordstrom	500-999	0.14
Safeway	500-999	0.14
Shell Oil Products	500-999	0.14
Tesoro Golden Eagle Refinery	500-999	0.14
All Others	504,950	3.18%
	521,700 ⁽²⁾	

⁽¹⁾ East Bay - EDA

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

**Employment by Industry
Annual Averages (in thousands)
Ranked for 2014**

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Wage & Salary Employment ⁽¹⁾					
Farm	0.7	0.8	0.8	0.8	0.8
Goods Producing	36.7	35.4	37.2	37.1	37.4
Trade, Transportation & Utilities	56.0	56.5	57.4	58.7	60.3
Information	9.6	9.0	8.4	8.6	8.4
Financial Activities	25.3	24.8	25.3	25.3	25.0
Professional & Business Services	43.8	45.9	48.1	52.1	53.9
Education & Health Services	53.0	53.5	55.7	59.1	60.8
Leisure & Hospitality	31.3	32.3	33.5	35.4	36.5
Other Services	11.8	12.4	12.4	12.1	12.5
Government	49.2	47.8	47.9	48.2	49.4
Total ⁽²⁾	317.4	318.4	326.7	337.4	345.0

(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 Benchmark, October 16, 2015

Between July 2014 and June 2015 the County's jobless rate decreased from 6.0% to 4.9%, significantly below the statewide averages of 7.3% and 6.2%, 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>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
County Civilian Labor Force	524.1	535.7	538.9	544.9	549.9
Employment	469.6	487.8	499.0	511.4	522.4
Unemployment	54.5	48	39.8	33.5	27.5
Unemployment Rate					
County	10.40%	9.00%	7.40%	6.10%	5.00%
State of California	11.70%	10.40%	8.80%	7.40%	6.20%

Source: State of California, Employment Development Department, Labor Market Information Division, March 2015 Benchmark, March 18, 2016

Contra Costa County traditionally has higher per capita income levels than those of the State. 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 2010 through 2014.

**Personal Income
Calendar Years 2010 through 2014[†]**

Personal Income (thousands of dollars)	<u>2010</u>	<u>2011</u>	<u>2012[†]</u>	<u>2013</u>	<u>2014</u>
County	56,112	60,709	66,154	66,729	70,850
California	1,583,447	1,691,003	1,812,315	1,849,505	1,939,528
Per Capita Income (dollars)					
County	53,293	56,919	61,290	60,885	63,752
California	42,411	44,852	47,614	48,125	49,985

[†] 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 Assesd Value (in Thousands)
(Unaudited)
Fiscal Year Ended June 30, 2015**

	Total Assessed Value Secured and Unitary	Percentage of Taxable Assessed Value
Chevron USA	\$3,130,185	2.25 %
Equilon Enterprises LLC	1,557,464	0.99
Tesoro Refining & Marketing	1,308,207	0.83
Tosco Corporation	991,047	0.63
NRG Delta LLC	823,896	0.53
SDC 7	701,572	0.45
First Walnut Creek Mutual	521,434	0.33
Sierra Pacific Properties Inc.	426,368	0.27
Fairways 340 LLC	336,382	0.21
MCD-RCCA-EI Cerrito LLC	319,869	0.2
	\$10,116,424	6.69 %

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*
- *Partnerships*
- *Quality Service*
- *Accountability*
- *Fiscal prudence*
- *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 Post-Employment 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;
 - to minimize collateral detrimental impact to the provision of services to indigents, including indigent health care in the County; and
 - to 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 million. Further, the annual required contribution has declined by 59.1% since 2006: from \$216.3 million to \$88.5 million. With a Market Value in the trust as of December 31, 2015 in excess of \$175 million, the County has pre-funded approximately 18% of its OPEB obligation.

- 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 475.
- In 2012, the State of California enacted the Public Employees' Pension Reform 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 successfully completed for all of the County's 18 labor 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 summarized 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-conracostacounty.civicplus.com>.

Budget Policy Recognizing that the establishment and maintenance of a budget policy is a key element in enhancing the management of the County's finances and management of the County's credit quality, the Board of Supervisors established a County Budget Policy in November of 2006, revised in December 2013, which states:

1. Contra Costa County shall annually adopt a budget that balances on-going expenditures with on-going revenue.
2. Contra Costa County shall adopt a budget each year early enough (and no later than May 31) to allow all impact on programs and/or revenues to be in effect by July 1.
3. Contra Costa County shall prepare multi-year (3-5 year) financial projections as part of the annual budget planning process.
4. Contra Costa County shall at a minimum prepare formal mid-year budget reports to the Board of Supervisors detailing actual expenditures and projections through the remainder of the fiscal year. This report will include through December 31 of each year:
 - a. actual net County cost by department by fund
 - b. actual and budgeted expenditure by major object by department
 - c. actual and budgeted revenue by major object by department
 - d. If a particular cost center is projected to be over-budget, a report clearly indicating planned corrective action will be presented to the Board of Supervisors within 30 days of the mid-year report. If necessary, this report will include appropriation and revenue adjustments.
5. The County will not directly allocate a specific General Purpose Revenue source to specific programs/communities. The policy would not apply to mitigation revenue that is derived from a project and intended to offset the environmental impacts from the project on the "host" community.
6. Short-term funding sources shall be used for short-term requirements, one-time uses, or contingencies.
7. Revenue windfalls not included in the budget plan will not be expended during the year unless such spending is required in order to receive the funding.
8. Fee-for-service and federal/state revenue offsets will be sought at every opportunity.
9. As part of the annual budget process, each department shall analyze its fee structure in order to maintain maximum offset for services.
10. The Board of Supervisors shall make reserve funding available for venture capital to be used to increase efficiencies and economies in departments that do not have resources available within their normal operating budgets for such expense. Requests for these funds will be included as part of the annual budget process.
11. The year-end practice of "use it or lose it" shall be changed to "save it and keep it". The County Administrator's Office will continue to refine the concept of fund balance sharing as an incentive to departments to maximize resources. Some portion of fund balance credit may be used by operating departments for one-time expenditure. These one-time expenditures shall be used to maximize economy/service delivery/efficiencies/employee satisfaction. Unless specific arrangements are made with the County Administrator's Office, fund balance credit will be spent/encumbered within the following fiscal year.
12. The annual budget process will include funding decisions for maintaining the County's facility assets, allowing the Board of Supervisors to weigh competing funding decisions using credible information.
13. Beginning in FY 2008-09, the annual budget process will include a strategic planning and financing process for facilities renewal and new construction projects (short and

long term capital budgets) and establishment of a comprehensive management program for the County's general government real estate assets relative to acquisition, use, disposition, and maintenance.

14. Each February, Contra Costa County shall prepare and make a formal budget report to the Board's Finance Committee detailing earned revenues and expenditures for all mitigation and community benefit fees, trust and special revenue funds, and special Board appropriations during the prior fiscal year. The report shall identify amounts that were diverted from General-Purpose revenue in order to satisfy a special Board appropriation or other special revenue program. The Finance Committee shall review prior-year expenditures for consistency with the approved purpose of the fees, funds or special Board appropriations, and will forward recommendations for the subsequent budget year to the Board of Supervisors for consideration in the annual budget process. Contra Costa County shall distribute updates to the Board-Administered Special Revenue Reference Book annually.

Special Revenues Policy In December 2013, the Board of Supervisors adopted the following policy to ensure clarity and county-wide continuity on the use of various revenue sources.

1. Adopt the following definitions to be used in County policies with regard to special revenues:
 - a. **Mitigation fee:** A monetary exaction other than a tax or special assessment, whether established for a broad class of projects by legislation of general applicability, such as Area of Benefit mitigation fees (County Ordinance Code §913-2.404)¹, Drainage fees, and Park Dedication fees, or imposed on a specific project on an ad hoc basis, that is charged by a local agency to the applicant in connection with approval of a development project for the purpose of mitigating the impacts of the project on the affected community. Such fees are not intended to be a general-purpose revenue measure for the host community.
 - b. **Trust Fund:** Funds held in trust for any beneficiary or for any purpose, in a separate fund and not commingled with any public funds, earning interest, and to be paid to the beneficiary of such trust upon the termination thereof, including moneys held as trustee, agent or bailee by the state, any county, city or town, or other political subdivision of the state, or any commission, committee, board or office thereof or any court of the state, when deposited in any qualified public depository. Trust funds are limited to the following purposes as defined by Governmental Accounting, Auditing, and Financial Reporting: Pension, Investment, Private-Purpose and OPEB Irrevocable funds.
 - c. **Special Revenue Fund:** Funds used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or major capital projects) that are legally restricted to expenditure for specified purposes. Examples of special revenue funds are those established for the purpose of financing schools, parks, or libraries.
 - d. **Community Benefit Fee:** Voluntary payment(s) made by a developer or project sponsor that benefit a defined community, either through capital or community program improvements. These funds, typically, have been intended for uses that will benefit the quality of life for the communities in which a project is approved. In the past, these funds have been identified for such uses as economic development, health care, education, infrastructure, transportation, etc.
 - e. **Special Board Appropriation:** A designation by the Board of Supervisors dedicating a portion of one or more General-Purpose Revenue sources to a specific program or activity, and/or to benefit a specific geographic area.

¹ Area of Benefit mitigation fees are to be used specifically to improve the capacity and safety of the arterial road network within a defined boundary area as development occurs in order to mitigate traffic impacts generated by new development projects.

- f. Special Revenues: Collectively, all of the preceding revenues.
2. Re-affirm Paragraph 5 of the County Budget Policy prohibiting special Board appropriations, which states, "The County will not directly allocate a specific General-Purpose Revenue source to specific programs/communities. The policy would not apply to mitigation revenue that is derived from a project and intended to offset the environmental impacts from the project on the "host" community."
 3. Adopt a policy governing the Authorization for Mitigation and Community Benefit Fees and Their Allocation:
 - a. Affirm that revenues from existing fees are to be administered by the Supervisor serving in the district for which the fee was created, unless specified otherwise when the fee was established or as an action of the Board of Supervisors, and may require Board of Supervisors approval prior to expenditure.
 - b. Affirm that revenues from existing fees are to be used with the support and authorization (to be signified by sponsorship or co-sponsorship of a Board Order/Proposal) of the current Supervisor serving in the district where the fee originated, unless specified otherwise when the fee was created or as an action of the Board of Supervisors.
 - c. Affirm that when fees are created in the future, the authorizing Board Order or Resolution must specify:
 - the type of fee (mitigation or community benefit)
 - in what geographic area the funds are to be used, e.g., countywide or limited to one or more supervisorial districts or areas within a supervisorial district;
 - the specific purpose of the fee;
 - the recommended process for allocating the funds; and
 - the department that will be responsible for administration of the funds;
 - measurable performance outcomes that demonstrate how the fee revenue has mitigated the project impacts and otherwise benefited the affected community.
 - d. Affirm that no new fees are to be negotiated or created without input or consultation with the current Supervisor serving in the district where the land development project is located.
 - e. Affirm that fees developed for Countywide use will be administered by the full Board of Supervisors, with the goal of spending the money equally among supervisorial districts, unless specified otherwise when the fee is established. These fees will be assigned to and administered by a particular County department.
 4. Accept the compendium of current special revenue funds for FY 2009/10 and pursue opportunities to secure new mitigation and community benefit fees, where appropriate.
 5. Amend the County Budget Policy, adopted in November 2006, to include the following new policy:

"Each February, Contra Costa County shall prepare and make a formal budget report to the Board's Finance Committee detailing earned revenues and expenditures for all mitigation and community benefit fees, trust and special revenue funds, and special Board appropriations during the prior fiscal year. The report shall identify amounts that were diverted from General-Purpose revenue in order to satisfy a special Board appropriation or other special revenue program. The Finance Committee shall review prior-year expenditures for consistency with the approved purpose of the fees, funds or special Board appropriations, and will forward recommendations for the subsequent budget year to the Board of Supervisors for consideration in the annual budget process. Contra Costa County shall distribute updates to the Board-Administered Special Revenue Reference Book annually."

Overview

Venture Capital Resources Item 10. of the Budget Policy discussed earlier created a resource to improve departmental operations. Beginning 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 did not have resources available within their normal operating budgets for such expense. In the first year of the program, approximately \$600,000 was allocated for projects that ranged from electronic appointment scheduling software to procurement system hardware and licenses. From FY 2013-14 through 2015-16, \$995,000, \$1,003,000, and \$844,000 was allocated, respectively, for a wide variety of projects including programming tools to develop workflow processes to automate repetitive tasks, replacement of an electronic deposit permit system, and high resolution monitors, software, and cameras for crime scene analysis.

The Venture Capital program is very popular with departments and has met the County's goal of allowing funding for many technological improvements that have saved significant staff time, thus allowing for more hands available for customer service and better overall service to the County as a whole.

In FY 2016-17, departments requested over \$1.8 million and the County Administrator is recommending \$1.1 million for projects that include:

- Service for Closed Captioning on Contra Costa Television;
- Paperless filing system for Animal Services;
- Video conferencing capability for deaf customers who need ASL interpreters; and
- On-line smart application where citizens can alert Public Works to street sign outages, graffiti, potholes, fallen trees, and other public service needs.

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. Treasury, federal agency or U.S. government-sponsored enterprise obligations, certain corporate bonds and notes, bankers' acceptances, certificates of deposit, commercial paper, repurchase agreements, 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 June 9, 2015. The complete Investment Policy, consisting of 36 pages, and which may be accessed at <http://ca-contracostacounty.civicplus.com> under Investment, is summarized below:

The County Investment Policy is reviewed and approved annually by the Treasury Oversight Committee and the Board of Supervisors; 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. 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. 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 Contra Costa County Investment Pool was rated by Standard & Poor's (S & P) on September 30, 2015. 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 AAf and S1+ ratings since first rated in November 2007.

General Fund Reserve Policy Acknowledging the importance of building reserves during periods of financial strength so that such reserves can be drawn upon during economic downturns, the Board of Supervisors established a General Fund Reserve Policy in December 2005, revised in June 2011 to comply with implementation of GASB 54, which states:

1. Contra Costa County will strive to achieve a minimum unassigned General Fund balance of 5% of budgeted General Fund revenues and a minimum total General Fund balance of 10% of budgeted General Fund revenues;
2. Until such time as the County has an unreserved General Fund balance equal to at least 5% of budgeted General Fund revenues, no less than \$2 million of year-end fund balance in any fiscal year shall be added to the appropriation for Contingency Reserve;
3. In the event the County realizes reserves above the minimum levels defined by this policy, the first use shall be to annually deposit the funds into an account designated for capital projects and other one-time uses, up to an amount equal to 1% of General Fund revenues per year;
4. Reserves may be drawn below the minimum level in order to address an unforeseen emergency, to fund a non-recurring expense, or to fund a one-time capital cost; but only following the adoption, by at least a four-fifths vote, of a resolution of the Board of Supervisors specifying the circumstances that justify the invasion of the minimum reserve level; and
5. Should reserves fall below the established minimum levels, a request to utilize reserve funds must be accompanied by recommendations for restoring, within three years, minimum reserve levels (fiscal stabilization plan).

The County's audited financial report for fiscal year 2014-2015 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 15, 2016, to reflect updated post-issuance compliance requirements for private placement/direct loans.

I. PURPOSE: The County recognizes the foundation of any well-managed debt program is a comprehensive debt policy. A debt policy sets forth the parameters for issuing debt and managing outstanding debt and provides guidance to decision makers regarding the timing and purposes for which debt may be issued, types and amounts of permissible debt, method of sale that may be used and structural features that may be incorporated. The debt policy should recognize a binding commitment to full and timely repayment of all debt as an intrinsic requirement for entry into the capital markets. Adherence to a debt policy helps to ensure that a government maintains a sound debt position and that credit quality is protected. Advantages of a debt policy are as follows:

- enhances the quality of decisions by imposing order and discipline, and promoting consistency and continuity in decision making,
- provides rationality in the decision-making process,
- identifies objectives for staff to implement,
- demonstrates a commitment to long-term financial planning objectives, and
- is regarded positively by the rating agencies in reviewing credit quality.

II. DEBT AFFORDABILITY ADVISORY COMMITTEE

A. Purpose. By adoption of this Debt Policy, the Debt Affordability Advisory Committee is established. Its purpose is to annually review and evaluate existing and proposed new County debt and other findings and/or issues the committee considers appropriate.

It is the task of this committee to assess the County's ability to generate and repay debt. The committee will issue an annual report to the County Administrator defining debt capacity of the County. This review will be an important element of the budget process and will include recommendations made by the committee regarding how much new debt can be authorized by the County without overburdening itself with debt service payments.

- B. Members.** The committee shall be composed of the Auditor-Controller, Treasurer-Tax Collector, Director/Conservation and Development Department, and County Finance Director.
- C. Debt Affordability Measures.** The committee shall examine specific statistical measures to determine debt capacity and relative debt position and compare these ratios to other counties, rating agency standards and Contra Costa County's historical ratios to determine debt affordability. From Moody's Investors Service, the committee will evaluate the County against the following debt ratios from the most recent available national medians for counties in the "Aa" rating tier with populations of at least 1 million:
1. Direct net debt as a percentage of Assessed Valuation;
 2. Overall net debt as a percentage of Assessed Valuation;
 3. Assessed Valuation per-capita;
 4. Available general fund balance as a percentage of revenues; and
 5. General fund balance as a percentage of revenues.

From Standard and Poor's, the committee will evaluate the County against the following debt ratios from the most recent available national medians for counties in the "AAA" rating tier:

1. Assessed valuation per-capita;
2. Direct debt as percentage of governmental funds revenue;
3. Total government available cash as a percentage of debt service;
4. Total government available cash as a percentage of expenditures; and
5. Total debt service as a percentage of general fund expenditures.

The Advisory Committee also evaluates the County against a group of cohort counties, namely, other large, urban counties in California. The Advisory Committee utilizes each respective cohort county's most recently available CAFR to measure the County's comparative performance on the various debt measures calculated by Moody's and S&P as noted above, and also against the additional ratios below:

1. Direct debt per capita; and
2. Debt payments as a percentage of general fund revenues.

III. COMPREHENSIVE CAPITAL PLANNING

- A. Planning.** The County Administrator's Office shall prepare a multi-year capital program for consideration and adoption by the Board of Supervisors as part of the County's budget process. Annually, the capital budget shall identify revenue sources and expenditures for the coming current year and the next succeeding three fiscal years. The plan shall be updated annually.
- B. Funding of the Capital Improvement Program.** Whenever possible, the County will first attempt to fund capital projects with grants or state/federal funding, as part of its broader capital improvement plan. When such funds are insufficient, the County will use dedicated revenues to fund projects. If these are not available, the County will use excess surplus from the reserve and debt financing, general revenues. The County shall be guided by three principles in selecting a funding source for capital improvements: equity, effectiveness and efficiency.
1. **Equity:** Whenever appropriate, the beneficiaries of a project or service will pay for it. For example, if a project is a general function of government that benefits the entire community, such as an Office of Emergency Services, the project will be paid for with

general purpose revenues or financed with debt. If, however, the project benefits specific users, such as a building permit facility, the revenues will be derived through user fees or charges, and assessments.

2. **Effectiveness:** In selecting a source or sources for financing projects, the County will select one or more that effectively funds the total cost of the project. For example, funding a capital project, or the debt service on a project, with a user fee that does not provide sufficient funds to pay for the project is not an effective means of funding the project.
 3. **Efficiency:** If grants or current revenues are not available to fund a project, the County will generally select a financing technique that provides for the lowest total cost consistent with acceptable risk factors and principals of equity and effectiveness. These methods currently consist of County issued debt, special funding programs funded by state or federal agencies, or special pool financing. Examples include funding pools like the Association of Bay Area Governments Participation Certificates.
- C. Maintenance, Replacement and Renewal/FLIP.** The County intends to set aside sufficient current revenues to finance ongoing maintenance needs and to provide periodic replacement and renewal consistent with its philosophy of keeping its capital facilities and infrastructure systems in good repair and to maximize a capital asset's useful life.
- D. Debt Authorization.** No County debt issued for the purpose of funding capital projects may be authorized by the Board of Supervisors unless an appropriation has been included in the capital budget (Some forms of debt such as Private Activity Bonds for housing, Mello-Roos for infrastructure, and redevelopment bonds for infrastructure/facilities may not be appropriate for inclusion in the County capital improvement program. The policies for such forms of debt are included as Appendixes 4, 5, and 6).

IV. PLANNING AND STRUCTURE OF COUNTY INDEBTEDNESS

- A. Overview.** The County shall plan long- and short-term debt issuance to finance its capital program based on its cash flow needs, sources of revenue, capital construction periods, available financing instruments and market conditions. The County Finance Director shall oversee and coordinate the timing, issuance process and marketing of the County's borrowing and capital funding activities required in support of the capital improvement plan. The County shall finance its capital needs on a regular basis dictated by its capital spending pattern. Over the long-term this policy should result in a consistently low average interest rate. When market conditions in any one year result in higher than average interest rates, the County shall seek refinancing opportunities in subsequent years to bring such interest rates closer to the average. The Debt Affordability Advisory Committee shall use the Government Financial Officers Association checklist set forth in Appendix 1 hereto in planning and structuring any debt issuances.
- B. Financing Team.** The County employs outside financial specialists to assist it in developing a debt issuance strategy, preparing bond documents and marketing bonds to investors. The key team members in the County's financing transactions include its financial advisor and outside bond and disclosure counsel, the underwriter and County representatives (the County Auditor-Controller, Treasurer-Tax Collector, and the County Finance Director, among others). Other outside firms, such as those providing paying agent/registrars, trustee, credit enhancement, verification, escrow, auditing, or printing services, are retained as required. The County will issue Requests for Qualifications (RFQs) for financial advisor, bond counsel, disclosure counsel and tax counsel every three years. The financing team shall meet at least semi-annually to review the overall financing strategy of the County and make recommendations to the County Administrator.
- C. Term of Debt Repayment.** Borrowings by the County shall mature over a term that does not exceed the economic life of the improvements that they finance and usually no longer than 20 years, unless special structuring elements require a specific maximum term to maturity, as is the case with pension obligation bonds. The County shall finance improvements with a probable useful life less than five years using pay-go funding for such

needs. Bonds sold for the purchase of equipment with a probable useful life exceeding five years are repaid over a term that does not exceed such useful life.

D. Legal Borrowing Limitations/Bonds and other indebtedness. California Government Code Section 29909 limits General Obligation Bond indebtedness to five percent of the total assessed valuation of all taxable real and personal property within the County, excluding Public Financing Authority lease revenue bonds, Public Facility Corporation certificates of participation, Private Activity Bond, Mello-Roos special tax, and Assessment District Debt for which no legal limitations are currently in effect.

E. Debt Features

1. Original issue discount or premium. The County's bonds may be sold at a discount or premium, in order to achieve effective marketing, achieve interest cost savings or meet other financing objectives. The maximum permitted discount is stated in the Notice of Sale accompanying the County's preliminary official statement on the Bond Purchase Agreement, as applicable.

2. Debt service structure/Level Debt Service. The County shall primarily finance its long-lived municipal improvements over a 20-year term or less, on a level debt service basis. This policy minimizes long-run impact on a funding department's budget. The County will seek to continue this practice, unless general fund revenues are projected to be insufficient to provide adequately for this debt service structure.

3. Call provisions. The County shall seek to minimize the protection from optional redemption given to bondholders, consistent with its desire to obtain the lowest possible interest rates on its bonds. The County's tax-exempt bonds are generally subject to optional redemption. The County seeks early calls at low or no premiums because such features will allow it to refinance debt more easily for debt service savings when interest rates drop. The County and its financial advisor shall evaluate optional redemption provisions for each issue to assure that the County does not pay unacceptably higher interest rates to obtain such advantageous calls. The County shall not sell derivative call options.

4. Interest rates. The County shall first consider the use of fixed-rate debt to finance its capital needs, except for short-term needs (such as short-lived assets) that will be repaid or refinanced in the near term; and may consider variable rate debt under favorable conditions.

F. Other Obligations Classified as Debt/Other Post-Employment Benefits (OPEB)/Vested Vacation Benefits. OPEBs and vacation benefits are earned by County employees based on time in service. The County records these vacation benefits as earned in accordance with generally accepted accounting principles as established by the Governmental Accounting Board (GASB). The liability for the benefit is recorded on the Fund level financial statements. The expense is recorded during the conversion to the Government Wide financial statements in accordance with GASB standards. For Enterprise funds the expense and liability are accrued in the respective funds. In this initial policy, the amount of OPEB and vacation benefits will not be in measures used to evaluate the County's debt affordability. However, the County's net OPEB obligation is posted to the County's balance sheet.

V. METHOD OF SALE. The County will select a method of sale that is the most appropriate in light of financial, market, transaction-specific and County-related conditions, and explain the rationale for its decision.

A. Competitive Sales. Debt obligations are generally issued through a competitive sale. The County and its financial advisor will set the terms of the sale to encourage as many bidders as possible. By maximizing bidding, the County seeks to obtain the lowest possible interest rates on its bonds. Some of the conditions that generally favor a competitive sale include:

1. the market is familiar with the County;
2. the County is a stable and regular borrower in the public market;

3. there is an active secondary market with a broad investor base for the County's bonds;
 4. the issue has a non-enhanced credit rating of A or above or can obtain credit enhancement prior to the competitive sale;
 5. the debt structure is backed by the County's full faith and credit or a strong, known or historically performing revenue stream;
 6. the issue is neither too large to be easily absorbed by the market nor too small to attract investors without a concerted sale effort;
 7. the issue does not include complex or innovative features or require explanation as to the bonds' security;
 8. the issue can be sold and closed on a schedule that does not need to be accelerated or shortened for market or policy reasons; and
 9. interest rates are stable, market demand is strong, and the market is able to absorb a reasonable amount of buying or selling at reasonable price changes.
- B. Negotiated Sales.** When certain conditions favorable for a competitive sale do not exist and when a negotiated sale will provide significant benefits to the County that would not be achieved through a competitive sale, the County may elect to sell its debt obligations through a private placement or negotiated sale, upon approval by the County Board of Supervisors. Such determination shall be made on an issue-by-issue basis, for a series of issues, or for part or all of a specific financing program. The following practices are recommended to be observed in the event of a negotiated sale:
1. ensure fairness by using a competitive underwriter selection process through a request for proposals where multiple proposals are considered;
 2. remain actively involved in each step of the negotiation and sale processes to uphold the public trust;
 3. ensure that either an employee of the County, or an outside professional other than the issue underwriter, who is familiar with and abreast of the condition of the municipal market, is available to assist in structuring the issue, pricing, and monitoring sales activities;
 4. require that the financial advisor used for a particular bond issue not act as underwriter of the same bond issue;
 5. require that financial professionals disclose the name or names of any person or firm, including attorneys, lobbyists and public relations professionals compensated in connection with a specific bond issue;
 6. request all financial professionals submitting joint proposals or intending to enter into joint accounts or any fee-splitting arrangements in connection with a bond issue to fully disclose to the County any plan or arrangements to share tasks, responsibilities and fees earned, and disclose the financial professionals with whom the sharing is proposed, the method used to calculate the fees to be earned, and any changes thereto; and
 7. review the "Agreement among Underwriters" and insure that it is filed with the County and that it governs all transactions during the underwriting period.

VI. REFINANCING OF OUTSTANDING DEBT. The County may undertake refinancings of outstanding debt under the following circumstances:

- A. Debt Service Savings.** The County may refinance outstanding long-term debt when such refinancing allows the County to realize significant debt service savings (2% minimum by maturity and a minimum 4% savings overall) 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.

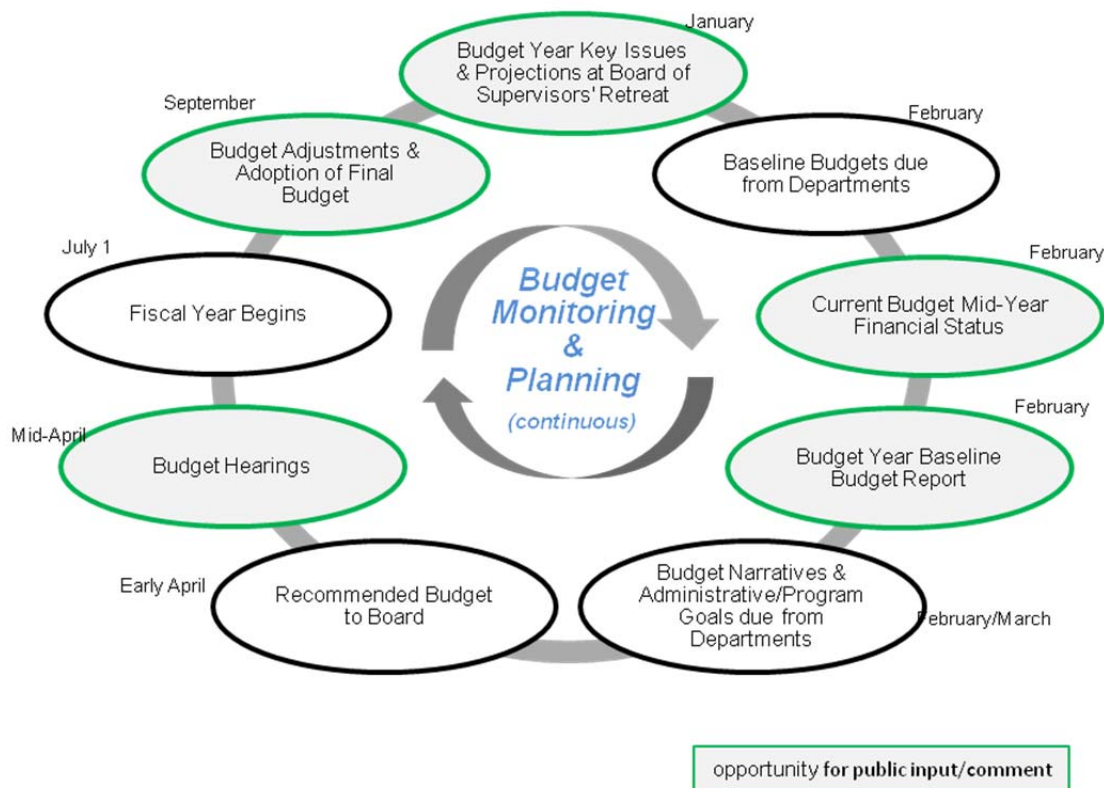
Workers' Compensation Confidence Level Policy In September of 2007 the Board of Supervisors established a Workers' Compensation funding policy that targeted a minimum confidence level 80% ('confidence level' is a measure of the probability that the Workers'

Overview

Compensation Internal Services 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 2014-15 and was in excess of 82%. Presently, the County pays approximately \$23.5 million annually to the Workers' Compensation Internal Services 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, most particularly to the County's return-to-work program, and adherence to the funding policy. The annual payments, along with a slow growth in 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 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 2016-2017 Budget Development Calendar

2016 Dates	Key Budget Meetings/Activities/Deliverables
January 19	Board of Supervisors set Budget Schedule (Board Chambers*)
January 11	Budget preparation instructions to Departments
January 11 – February 12	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 14	Personnel position count, salary & benefits cost projections due from Departments
January 20 – 22	Budget system training sessions for Departmental fiscal staff
January 26	Board of Supervisor's retreat (Board Chambers*): Budget & Key Issues analysis and budget projections for 2016-17 and beyond
January 29	Department Head meeting discussing 2016-17 budget preparation
February 12	Baseline Budgets due from Departments
February 24	Venture Capital Project Requests (optional) due from Departments
February 24	Program/Recommended Budget Narrative and Administrative and Program Goals due from Departments
March 1	Mid-Year Current Budget Status and Baseline Budget Report presentation (Board Chambers*)
April 8	Public Notice of Hearing Recommended Budget to Board of Supervisors and posted on County website
April 19	State Controller's Office Recommended Budget Adopted by Board of Supervisors (Board Chambers*)
April 19	Budget Hearings on County Recommended Budget (Board Chambers*)
May 5	Budget Adoption Board Order to Board of Supervisors
May 10	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.

FY 2016-17 KEY BUDGET ISSUES

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/Revenue:** Low growth in the housing market in the recent past has significantly impacted the County budget as 83.4% of General Purpose revenues and 23.2% 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.

Over the three year period between 2009-10 and 2011-12 property taxes declined by 11.1%. Over the last four years (2012-13 to 2015-16) the increase was 20.9%. (In the current year, assessed value increased by 7.53%). This means that the total net increase in property taxes over the past seven years grew by a net of 9.85%. This reflects the slow economic recovery in Contra Costa County; however, for at least the near term, property tax revenues are looking up. Home prices and sales indicate strong demand on the residential side of the market, and the latest trends in construction-permitting activity point towards new structures coming on line to support ad valorem (AV) growth in the coming fiscal year. Moreover, inflation is picking up slightly in the state, which will help put upward pressure on AV growth for properties not changing ownership. The current forecast is projected upon continued property tax recovery. The County is projecting growth of 6% for FY 2016-17, and at this point, a more modest annual growth of 5% in FY 2017-18 and 4% for FY 2018-19 and beyond.

- **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 subsidies 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, eliminated growth in the County's OPEB liability. The FY 2016-17 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 eight 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 \$794 million and the annual required contribution fell from \$216.3 million in 2006 to \$88.5 million. None of these reductions could have been achieved without the support and cooperation of our employees.

On February 24, 2012, the Retiree Support Group of Contra Costa County ("RSG") filed a lawsuit in federal court challenging the County's ability to make changes to health care for retirees. Following mediation, RSG and the County reached a settlement of the case. The Board of Supervisors adopted Resolution No. 2016/124, approving the proposed settlement agreement on March 15, 2016. It is anticipated that the settlement will be finally approved in September 2016, and the lawsuit will be dismissed with prejudice in advance of the County's open enrollment for health and dental plans for 2017. Once the settlement is implemented, this will create a \$676,000 increase in the Annual Required Contribution and an \$8,593,000 increase in the total Actuarial Accrued Liability. The settlement group is entirely made up of retirees, there is no Normal Cost.

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 remains an important focus in negotiations. The Board of Supervisors and our employees continue to make significant progress towards a solution for one of the biggest fiscal challenges the County has faced to date. An updated 2016 valuation will be available in Summer 2016.

- **Pension Benefits:** A major issue for FY 2016-17 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 (CCCERA) reported an unfunded liability of \$288.4 million and a funded ratio of 89.1%. As of December 31, 2014, CCCERA's net position totaled \$6.9 billion (net position restricted for pensions), which means that assets and deferred outflows of resources of \$8.1 billion exceed liabilities and deferred inflows of resources of \$1.2 billion. The primary use of assets includes benefit payments to retirees and their beneficiaries, contribution refunds to terminating employees, and the cost of administering the system. The funded ratio was 76.4%, as of December 31, 2013. In 2014, CCCERA implemented Governmental Accounting Standards Board Statement No. 67 (GASB 67), Financial Reporting for Pension Plans, which established new accounting and financial reporting requirements for public pension plans. Based on GASB 67, CCCERA had a net pension liability of \$1.2 billion as of December 31, 2014. The plan fiduciary net position as a percentage of the total pension liability as of December 31, 2014 was 85.2%. The net pension liability as a percentage of covered payroll was 178.1% as of December 31, 2014. At the end of 2014, the County had an unfunded actuarial accrued liability of 1.0 billion (1.2 billion including the Contra Cosa County Fire Protection District). Those figures do not include \$236.9 million in outstanding pension obligations bonds (as of June, 2015). Although a significant pension obligation bond was paid off 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, below, for more information on pension). On a positive note, the County has begun to benefit from new lower cost PEPRA pension plans and has negotiated a 2% cost of living adjustment to the PEPRA plans with all of its bargaining units.
- **Long-Term Rebalancing:** One of the most important challenges 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. The County Administrator's Office continues to work with the Board and Departments to review historical trends, identify service priorities, and develop strategies to address any budget imbalance that exists between annual expenditure needs and annual revenues. The goal is to continue to provide the most effective and efficient community services within available resources.
- **State Budget:** The State's continuing economic growth, prior budget cuts, and the additional, temporary taxes provided by Proposition 30 have combined to bring the State Budget to a positive financial condition. Despite an awareness of an inevitable economic downturn—the State may be experiencing the peak of its recent expansion--California's budget outlook for FY 2016-17 continues the upward trajectory begun in FY 2014-15.

State General Fund expenditures are projected to be \$122.6 billion in FY 2016-17, with a total budget package of \$168 billion, an increase of 2 percent over revised levels for 2015–16. The administration projects that the General Fund's revenue will increase by over \$5.9 billion for the 2014-15 through 2016-17 period. However, about half of these additional revenues are required to meet Proposition 98, the K-14 funding guarantee. After satisfying constitutional requirements for higher reserves and spending on education, the Governor proposes significant extra reserve deposits; under the Governor's plan, by the end of 2016–17 reserves would total \$10.2 billion, including an extra deposit of \$2 billion into the "rainy day" reserve. The Governor then proposes using the remaining money for new spending commitments, primarily one-time infrastructure spending.

Whether tax revenues grow further, stagnate, or, in the worst case, decline will depend in large part on trends in volatile capital gains and business income. History (and recent stock market events) tells us that the current growth of state revenues 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, paying down state debts, and focusing on infrastructure remain important goals.

- **Capital Improvement Plan:** Despite having accrued substantial deferred maintenance and capital renewal needs, the County continues to make 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 each of FY 2013-14, FY 2014-15 and FY 2015-16; and a proposed \$16.5 million in the FY 2016-17 Recommended Budget. For detailed information on the County's capital program and progress, see the Capital Improvements Departmental Budget Summary, Page 65, and the Capital Improvement Plan, Page 475.
- **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, 2015 the County's outstanding bonded debt was \$327.3 million leaving a statutory margin of \$7.9 billion and a Constitutional margin of \$1.7 billion. (See Current Debt Position, Page 479 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 Vehicle License Fee (VLF) 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 and 2015-16. This is partially mitigated by a one-time “Transition Payment” of \$5.6 million that was 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) continues to allow us to weather this financial storm in the short term; however, continued restraint will be necessary into the future to maintain critical programs that have been implemented over the last five years.

On February 8, 2016, the Public Protection Committee approved a \$25.5 million budget package. The budget includes recommendations approved by the CCP-Executive Committee plus an additional \$610,000; \$500,000 for community programs and \$110,000 for coordination of Ceasefire programs countywide. In addition, the PPC budget package includes \$1.8 million in one-time funding to complete significant deferred maintenance projects at the West County Detention Facility (WCDF). Funding allocations approved by the Public Protection Committee have been integrated into departmental budgets for FY 2016-17.

- Retirement/Pension Costs - Future Year Projections/Budgets:** The costs of pension benefits remain a fiscal challenge 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 earnings assumption (then 7.80%) 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, market experience has fluctuated greatly and the assumed investment rate has been reduced twice. The chart below summarizes the net impact of market experience and the assumed investment rate since the 2008 market crash:

Calendar Year	Gross Market Value Investment Returns	Assumed Investment Rate	Net Impact
2008	-26.50%	7.80%	-34.30%
2009	21.90%	7.80%	14.10%
2010	14.00%	7.75%	6.25%
2011	2.70%	7.75%	-5.05%
2012	14.10%	7.75%	6.35%
2013	16.50%	7.25%	9.25%
2014	8.40%	7.25%	1.15%
2015	2.40%	7.25%	-4.85%

In a letter dated March 2, 2016, CCCERA’s actuary issued a report which projected employer contribution rate changes based on an estimated 2.4% gross market value investment return for 2015 and other changes in economic assumptions. The projection is derived from the December 31, 2014 actuarial valuation results, which are the most current available. A new five-year projection will be available in the Fall using December 31, 2015 valuation figures. The projections do not reflect any changes in the employer contribution rates that could result from 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

Overview

assumptions. The four most significant variables are demographic experience, local and regional economy, stock market performance, and the regulatory environment.

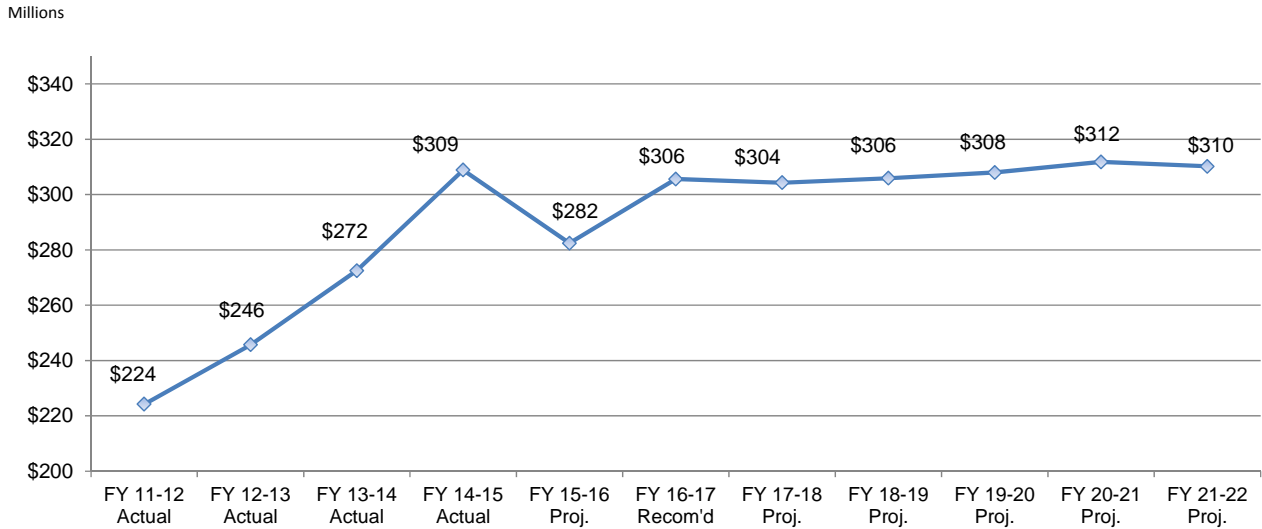
As can be seen in the chart below, the cumulative impact of smoothing gains and losses for the aggregate plan is projected to be -0.65% (as of December 31, 2019). These projected rate changes are implemented 18 months after the actuarial date. Therefore, the projected decrease of 1.44% in the chart below for 2015 will be implemented on July 1, 2017.

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 1.08% for 2015 (rate decrease date of July 1, 2017), a County Safety employee by 2.6%, and a Contra Costa County Fire District Safety employee by 3.78%. 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)				
	2015	2016	2017	2018	2019
Deferred (Gains)/Losses	-0.68%	-0.17%	-0.21%	0.39%	0.76%
Loss of Investment Income on (Gain)/Loss of Investment Income on Difference Between AVA and MVA	-0.25%	0.08%	0.09%	0.10%	0.07%
18 Month Rate Delay	-0.51%	-0.24%	-0.08%	-0.03%	0.03%
Incremental Rate Change	-1.44%	-0.33%	-0.20%	0.46%	0.86%
Cumulative Rate Change	-1.44%	-1.77%	-1.97%	-1.51%	-0.65%

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 seven months of actual data), the Recommended Budget for FY 2016-17, and a projection based on the Recommended Budget of FY 2016-17 and beyond (no increases in FTE or wages for FY 2017-18 and beyond). 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 increases 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. The five-year projection uses the 7.25% assumed investment rate of return, all pension obligations bonds and 2015 market impacts. A significant note is that the chart now includes the final year of debt service for the County and Fire pension obligations bonds, both of which pay off in FY 2021-22.

Actual and Projected Retirement Expenses

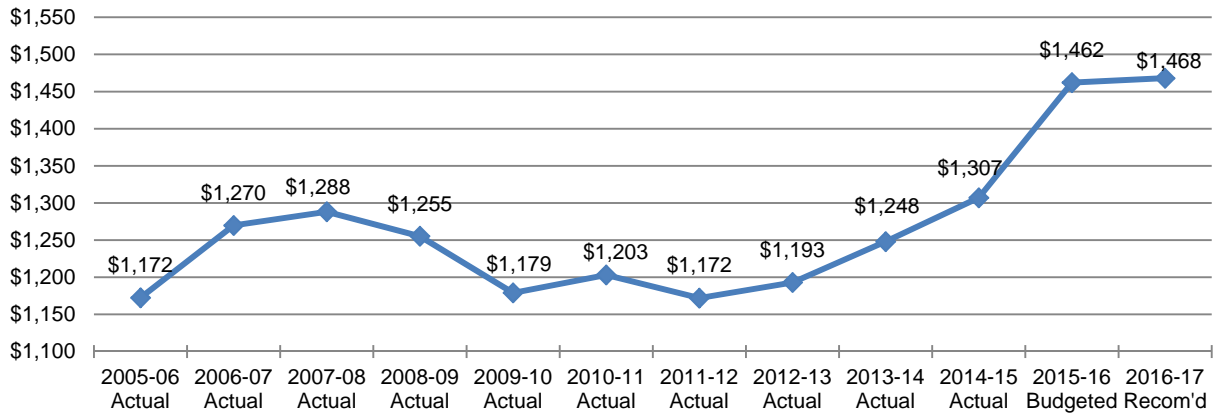


HISTORICAL PERSPECTIVE

General Fund

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)

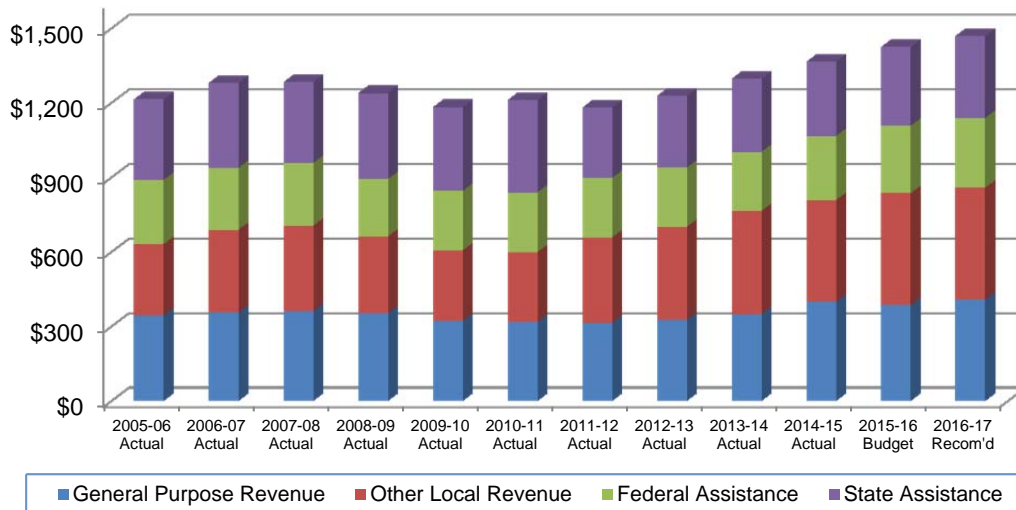


As depicted in the following chart, total revenues began a two-year decline in FY 2008-09 and were relatively flat until FY 2012-13 when they began to steadily increase. Growth of 3.2% is included in the Recommended Budget; the majority of this growth is from General Purpose

Overview

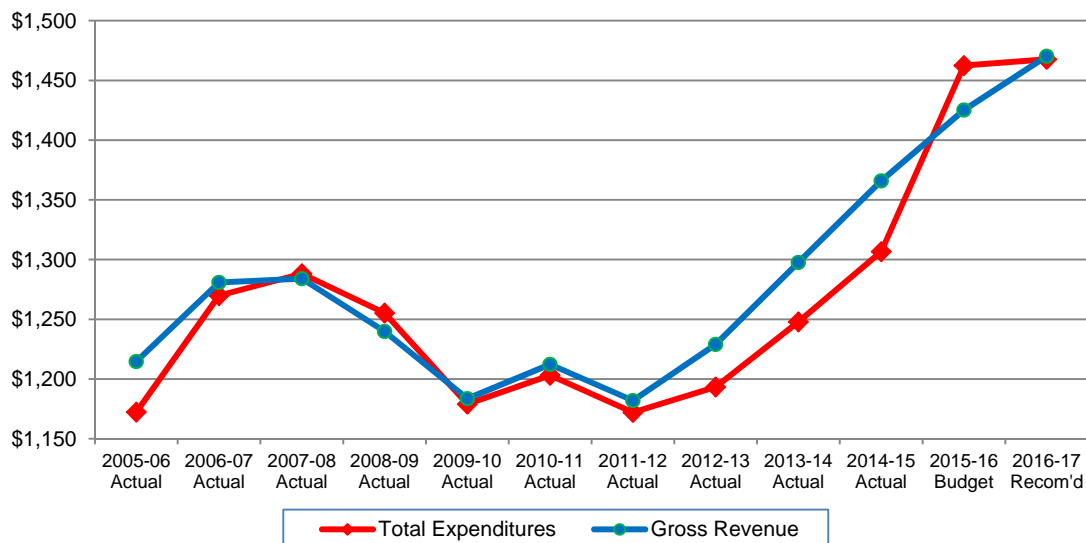
revenue. These revenues are projected based on historical trends, which have been impacted by property tax and general economic recovery.

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. The 2015-16 Budget figures reflect capital carryover funding. State impacts on FY 2016-17 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)



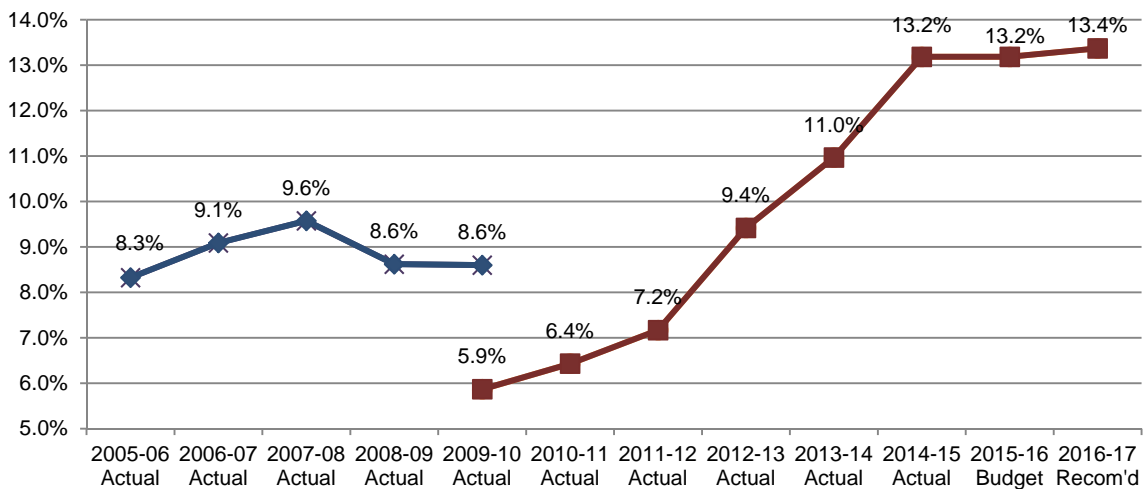
Prior to the housing market collapse, the County had reversed the declining reserves trend experienced in the last decade and achieved a balanced General Fund budget for fiscal years 2005-06 and 2006-07. However, as is their purpose, reserves were spent in FY 2007-08 and FY 2008-09 to alleviate two fiscally 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 budget did not include this source of revenue due to uncertainty regarding the hospital’s status. The reallocation of \$2.5 million is included in the FY 2016-17 Recommended Budget.

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 13.2% of total General Fund Revenues on June 30, 2015).

Although the graph below depicts no budgeted growth in reserves, 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)



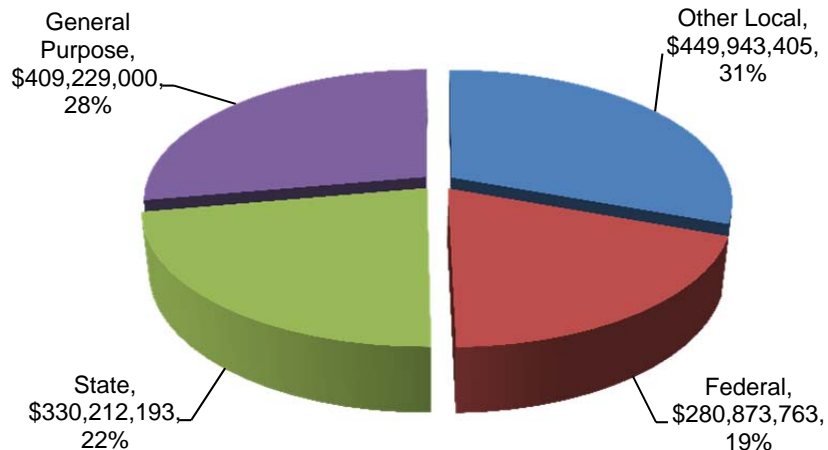
General Fund Revenue and Appropriations

The County Summary Information available beginning on page 423 depicts history and recommendations for all revenue sources and uses for all County funds. The recommended General Fund budget of \$1.468 billion is supported by local, federal, and State resources. Almost half of the revenue, \$611.1 million, or 41.6%, is dependent upon State and federal allocations (very close to the 41.3% of last year). General Purpose revenue available from sources such as property tax and interest income is \$409.2 million. The remaining ‘Other Local’

Overview

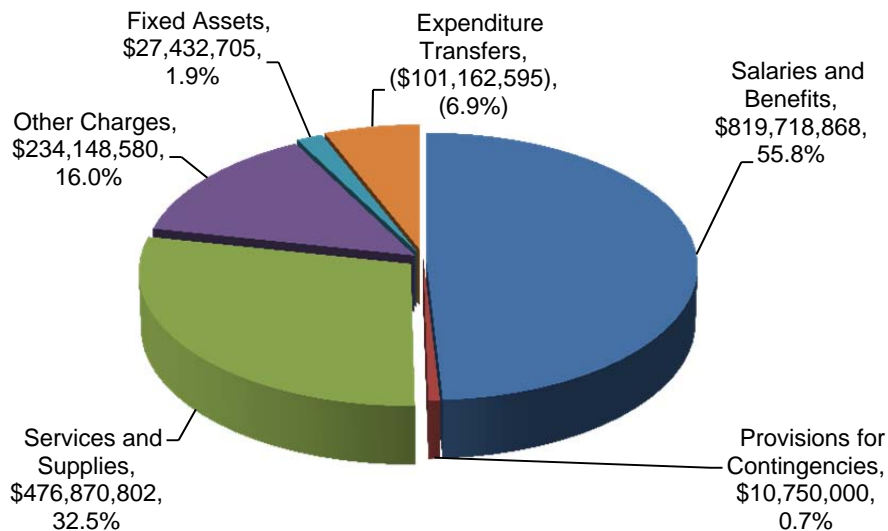
revenue is generated primarily by fees, fines, and licenses. In the two fiscal years prior to 2007-08, the assessed valuations of the County's tax rolls had increased by double digits due to the strong housing market. The economic downturn slowed growth in assessed valuation and had reduced most revenue sources. This trend has turned around and the County is experiencing modest, yet consistent, revenue growth.

Total Revenues: \$1.470 Billion



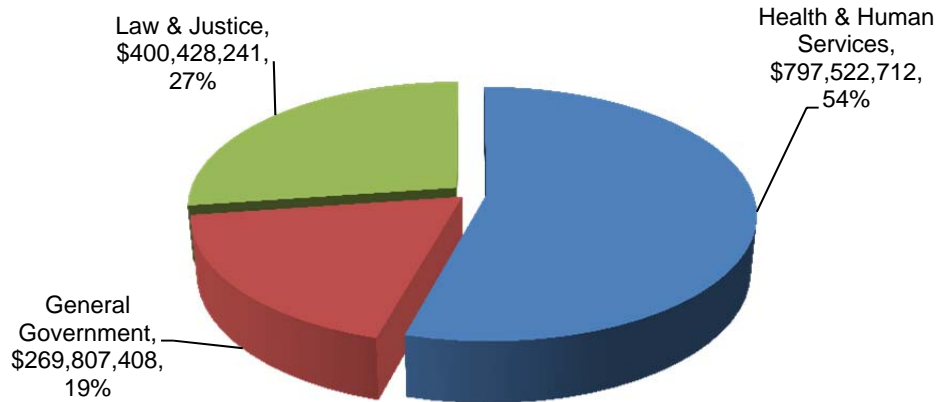
These revenue sources are used to fund programs throughout the County. All categories below are self-explanatory, except 'Other Charges', which includes contributions to other funds such as the Enterprise Funds and interest expense on bonds and other debt. The pie chart is used to show the size of the 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. The reallocation of \$2.5 million to the West Contra Costa Healthcare District (Doctor's Hospital), mentioned earlier causes the difference between the total revenues and total expenditures.

Total Expenditures: \$1.468 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 2016-17 Recommended Budget. Distribution of resources has tracked very closely to these ratios for many years.

Distribution of Expenditures: \$1.468 Billion)



Other County Funds

The County Summary Information beginning on page 423 depicts history and recommendations for all revenue sources and uses for all County funds. Of the \$3.3 billion represented, \$1.47 billion is within the General Fund and \$1.8 billion is from other funds. There are five County Enterprise funds, which make-up \$1.3 billion of the \$1.8 billion in non-general funds.

Enterprise Funds

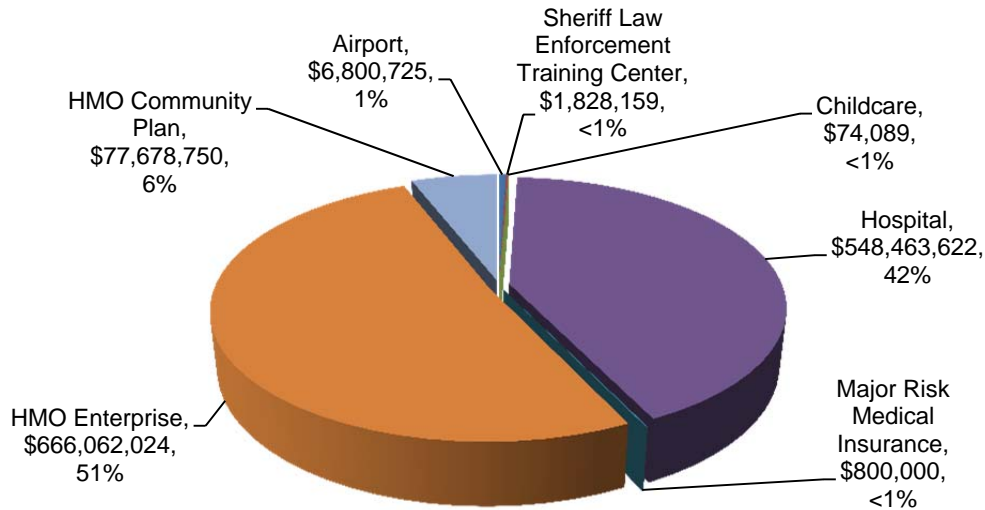
The County operates seven Enterprise Funds (listed below). These funds were established for operations that are financed and operated in a manner similar to private business enterprise (e.g. water, gas and electric utilities, parking garages; or transit systems). The County Summary Information depicting history and recommendations for all revenue sources and uses for these funds is available on the page numbers indicated.

- 1) Hospital Enterprise, Page 249
- 2) HMO Enterprise, Page 255
- 3) HMO Enterprise-Community Plan, Page 258
- 4) Major Risk Medical Insurance, Page 261
- 5) Airport Enterprise, Page 172
- 6) Sheriff Law Enforcement Training Center, Page 398
- 7) Childcare Enterprise, Page 230

Overview

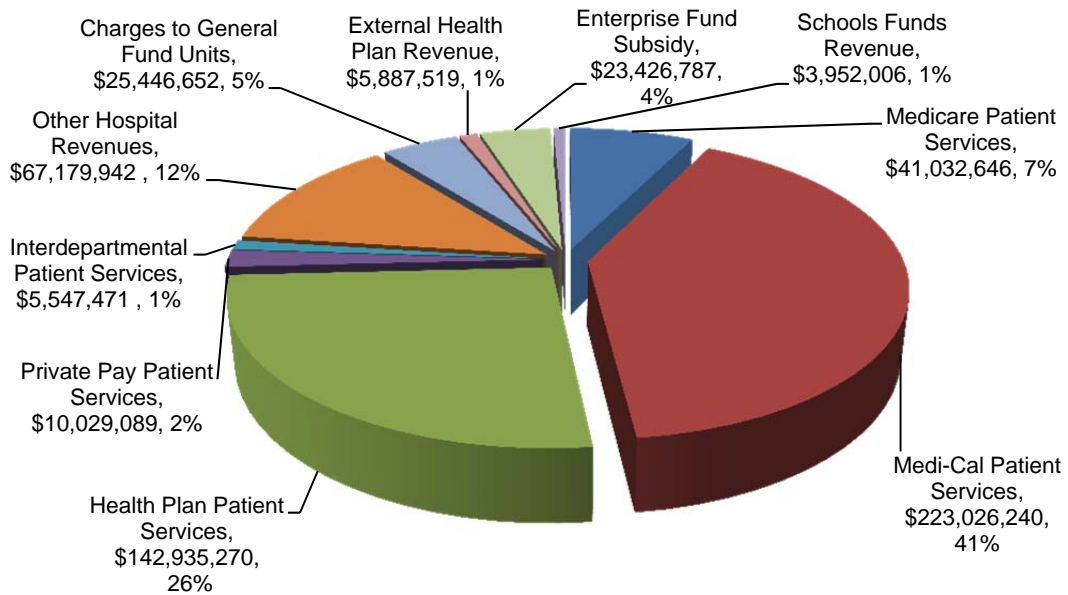
The total Recommended Budget for Enterprise Funds is \$1.3 billion.

Enterprise Fund Appropriations: \$1.3 Billion



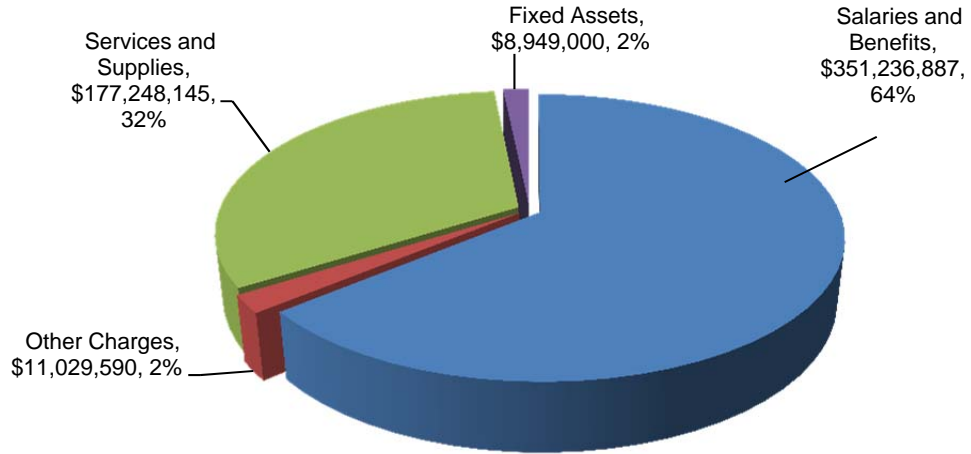
The largest of the Enterprise funds are the HMO Enterprise and Hospital Enterprise Funds. The HMO fund is used to account for all the premiums and expenditures related to Medi-Cal enrollees. The fund includes the Contra Costa Health Plan and Medi-Cal products. The Contra Costa Health Plan is a County-operated, prepaid health plan. The Hospital Enterprise fund includes the operations of the Contra Costa Regional Medical Center and emergency care services, ambulatory care centers, physician services, emergency medical services, department-wide administration, and fixed assets.

Total Revenues: \$548.5 Million

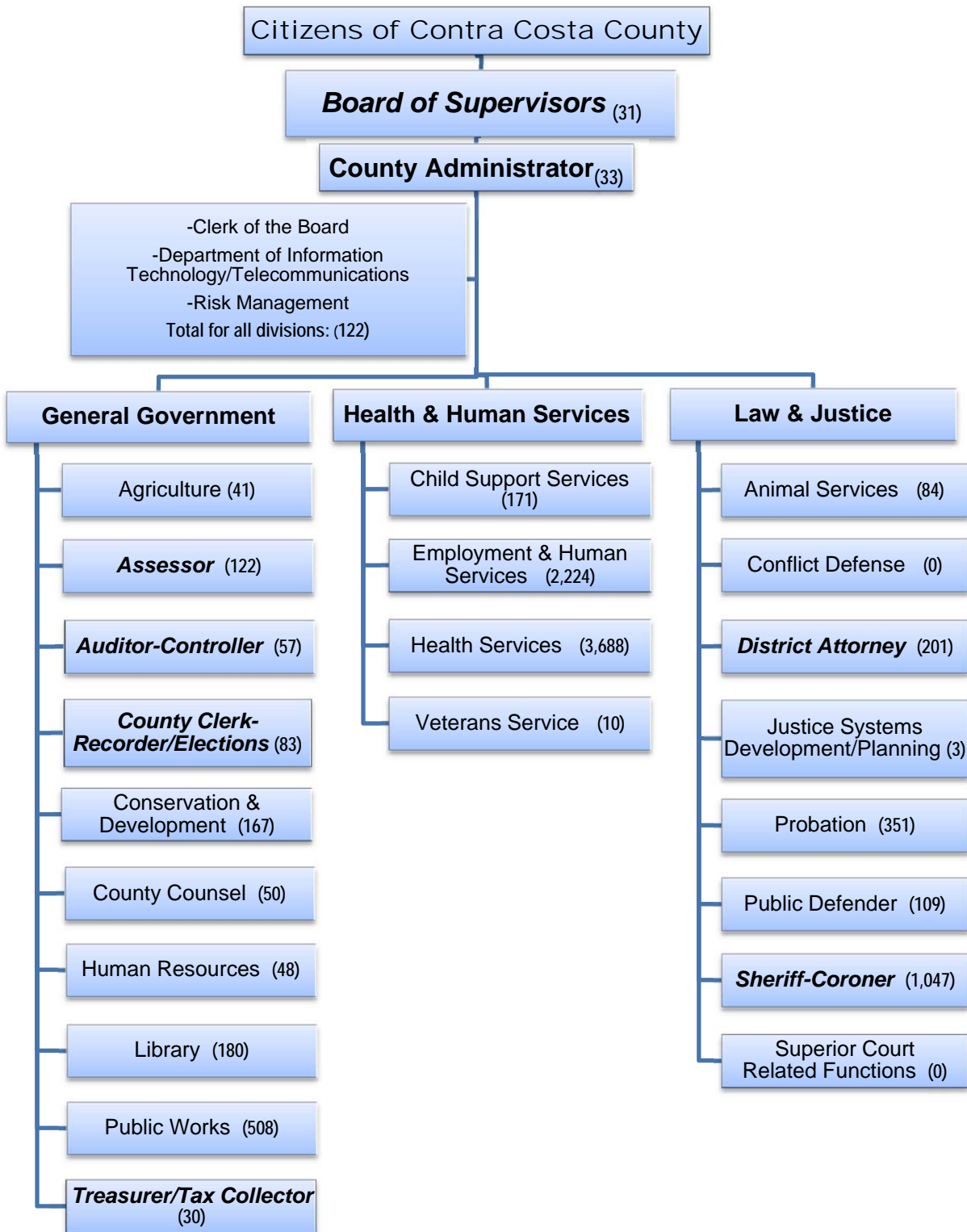


The majority of the expense in this Fund, 64%, is for salaries and benefits costs to operate the hospitals and clinics.

Total Expenditures: \$548.5 Million



ORGANIZATIONAL CHART OF CONTRA COSTA COUNTY



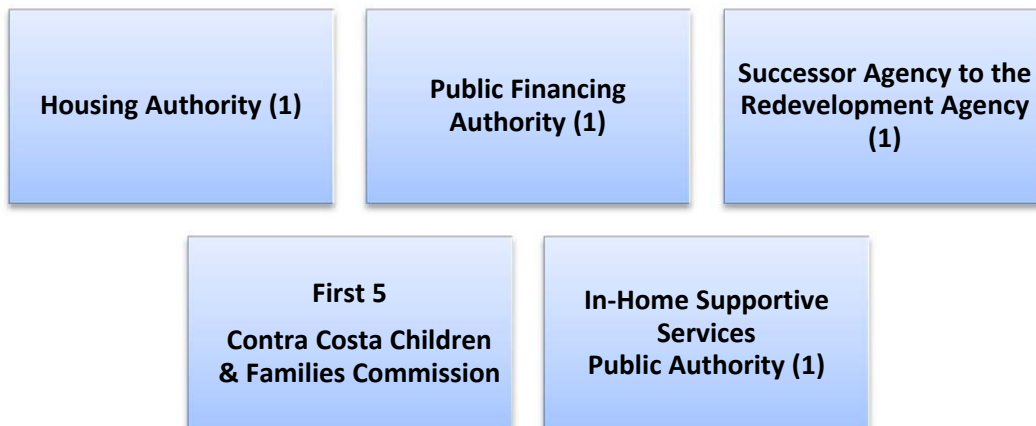
= *Elected Officials*

= (Total FTE) per Recommended Budget

**Standing Committees of the Board of Supervisors
With Currently-Designated Supervisors**



Affiliated Organizations



(1) Authority/Agency Board is the Board of Supervisors

Board of Supervisors Advisory Bodies*

Area Agency on Aging (Advisory Council)	Assessment Appeals Board	Contra Costa County Merit Board	Public & Environmental Health Advisory Board	Workforce Development Board
CCC Employees' Retirement Association (CCCERA)	Alamo-Lafayette Cemetery District	Byron-Brentwood-Knightsen Union Cemetery District	Airport Land Use Commission	County Planning Commission
Managed Care Commission	Mental Health Commission	Contra Costa County Fish & Wildlife	Juvenile Justice & Delinquency Commission	Contra Costa County Treasury Oversight Commission
Integrated Pest Management Advisory Commission	Iron Horse Corridor Management Commission	Keller Canyon Mitigation Fund Review Commission	M16 Commission	North Richmond Waste & Recovery Mitigation Fee Commission
Rodeo R-10 Citizens Advisory Commission	Community Corrections Partnership	Economic Opportunity Council	Local Planning & Advisory Council for Early Care & Education	Knightsen Town Advisory Council**
Contra Costa Mosquito & Vector Control District	Contra Costa Resource Conservation District	Affordable Housing Finance Committee	Crockett-Carquinez Fire Protection Commission	Contra Costa Fire Protection District
East Contra Costa Fire Protection District	Alamo Municipal Advisory Council**	Bay Point Municipal Advisory Council**	Bethel Island Municipal Advisory Council**	Byron Municipal Advisory Council**
Contra Costa Centre Municipal Advisory Council**	Diablo Municipal Advisory Council**	El Sobrante Municipal Advisory Council****	Kensington Municipal Advisory Council**	North Richmond Municipal Advisory Council**
Pacheco Municipal Advisory Council**	Rodeo Municipal Advisory Council**	Oversight Board for Successor Agencies	Public Law Library	Rodeo Redevelopment Agency
Central Contra Costa (County Connection) Transit Authority	East Contra Costa (Tri Delta Transit) Transit Authority	Western Contra Costa (WestCAT) Transit Authority	Contra Costa Transit Authority	

*The State Legislature adopted the *Maddy Local Appointments Act of 1975* in order to provide citizens equal access to current information concerning all local regulating and advisory Boards, Commissions, and Committees. It also provides citizens with the equal opportunity to be informed of vacancies, which shall occur, so that they may pursue the opportunity to participate and contribute to the operations of local government by serving on such Boards, Commissions, and Committees.

**Municipal Advisory Councils advise the Board of Supervisors on matters that relate to their respective unincorporated areas. Further discussion and appropriation information may be found in the Board of Supervisors' Departmental Budget Summary on Page 62.

ORGANIZATION OF THE RECOMMENDED BUDGET BOOK

This Fiscal Year 2016-17 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 2016-17 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; the process used for developing and adopting the Recommended Budget, key budget issues, historical perspective and the County's organizational chart.

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.

ROUNDING

All figures are shown in whole numbers; therefore due to independent rounding, figures shown may not sum to subtotals and totals.

Overview

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 2016-17 Administrative and Program Goals.
- 8** This area summarizes recommended service additions and/or reductions by program.

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	4,439,578	4,837,084	4,748,810	4,748,810	0
Services and Supplies	662,405	658,083	823,452	798,886	(24,566)
Other Charges	1,200	0	13,616	13,616	0
Fixed Assets	21,816	0	0	0	0
Expenditure Transfers	418,401	455,804	456,807	393,356	(63,451)
TOTAL EXPENDITURES	5,543,398	5,950,971	6,042,685	5,954,668	(88,017)
REVENUE					
Other Local Revenue	954,662	1,036,535	1,082,258	1,082,257	(1)
State Assistance	2,459,758	2,664,436	2,671,436	2,666,411	(5,025)
GROSS REVENUE	3,414,420	3,700,971	3,753,694	3,748,668	(5,026)
NET COUNTY COST (NCC)	2,128,978	2,250,000	2,288,991	2,206,000	(82,991)
Allocated Positions (FTE)	46	46	41	41	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	100%	100%	100%	100%	
% Change in Total Exp		0%	0%	0%	
% Change in Total Rev		0%	0%	0%	
% Change in NCC		0%	0%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	2,518,413	2,887,171	2,878,617	2,878,617	0
Temporary Salaries	95,395	31,000	31,000	31,000	0
Permanent Overtime	28,028	0	0	0	0
Deferred Comp	20,705	23,880	30,300	30,300	0
Comp & SDI Recoveries	(16,735)	0	0	0	0
FICA/Medicare	194,831	222,767	218,779	218,779	0
Ret Exp-Pre 97 Retirees	8,548	9,350	9,350	9,350	0
Retirement Expense	848,939	778,173	794,134	794,134	0
Employee Group Insurance	287,893	449,076	372,304	372,304	0
Retiree Health Insurance	209,451	210,341	191,448	191,448	0
OPEB Pre-Pay	104,588	104,588	104,588	104,588	0
Unemployment Insurance	7,950	8,812	7,768	7,768	0
Workers Comp Insurance	131,572	111,926	110,522	110,522	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.

- 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 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:		\$1,354,441
Financing:		0
Net County Cost:		1,354,441
Funding Sources:		
General Fund	100%	1,354,441
FTE:	4.0	

Department Name

Functional Group

6

Sample 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.

CAO's Recommendation

The FY 2016-17 Recommended Budget for the Department of Agriculture is balanced while maintaining current service levels. Any reductions in the County's General Fund commitment may limit the department's ability to fulfill the maintenance of effort requirement; and potentially jeopardize future unclaimed gas tax revenue. 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.

Sample Division Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$2,992,846
Financing:		2,852,902
Net County Cost:		139,942
Funding Sources:		
State	88.3%	\$2,643,941
Fees	5.1%	151,383
Interfund Revenue	0.9%	27,046
Other	0.9%	26,682
Forf/Penalties	0.1%	3,850
General Fund	4.7%	139,943
FTE:	24.0	

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 4,443 parcels at USPS, FedEx, and UPS. A total of 196 unmarked packages of Agricultural commodities were intercepted. Within these parcels, 96 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.

7

Administrative and Program Goals

- Enforce regulations preventing the movement of the Light Brown Apple Moth to new locations in the county and state.

8

2016-17 Program Modification List

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

County of Contra Costa
General Government



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

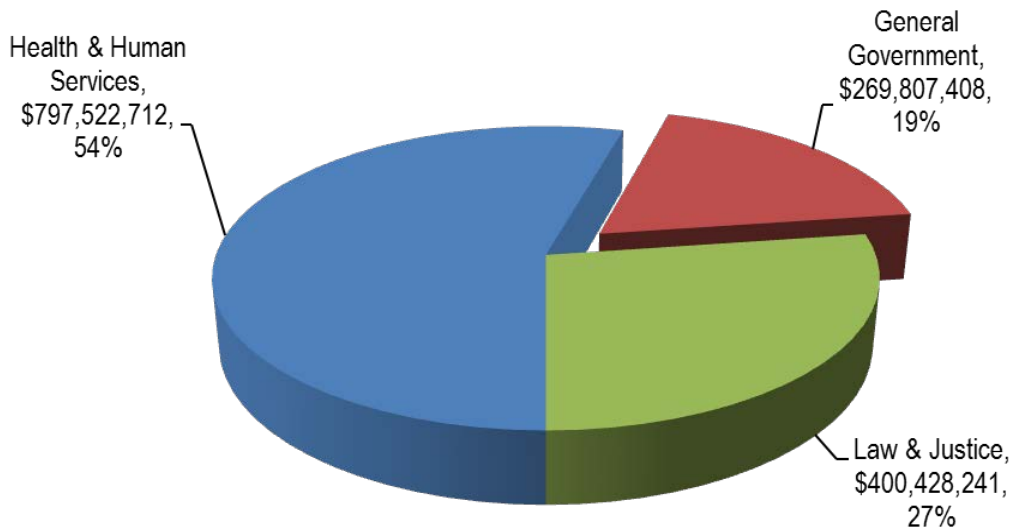
Administrator, County Counsel, Crockett/Rodeo Revenues, Debt Service, Department of Information Technology, Employee/Retiree Benefits, Human Resources, Public Works, and Treasurer-Tax Collector. (Some of departments may have non-General Fund activity as well.) The Recommended Net County Cost figure includes \$409.2 million in General Purpose Revenue.

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	118,486,206	137,945,781	142,719,078	143,816,120	1,097,042
Services and Supplies	126,650,940	171,828,002	147,175,743	148,012,043	836,300
Other Charges	46,132,385	40,058,700	42,612,301	42,612,301	0
Fixed Assets	10,336,621	18,207,285	18,069,103	18,069,103	0
Expenditure Transfers	(86,054,351)	(85,966,305)	(92,731,956)	(93,452,159)	(720,203)
TOTAL EXPENDITURES	215,551,802	288,901,693	268,594,269	269,807,408	1,213,139
REVENUE					
Other Local Revenue	523,651,408	527,943,500	554,376,584	554,561,356	184,772
Federal Assistance	6,414,176	12,860,198	13,003,394	13,003,394	0
State Assistance	15,429,413	5,315,301	4,469,436	4,464,411	(5,025)
GROSS REVENUE	545,494,997	546,118,999	571,849,414	572,029,161	179,747
NET COUNTY COST (NCC)	(329,943,195)	(257,217,306)	(303,255,145)	(302,221,753)	1,033,392
Allocated Positions (FTE)	1,061	1,074	1,069	1,080	11
FINANCIAL INDICATORS					
Salaries as % of Total Exp	39%	37%	39%	40%	
% Change in Total Exp		34%	(7%)	0%	
% Change in Total Rev		0%	5%	0%	
% Change in NCC		(22%)	18%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	61,930,875	76,994,176	81,070,827	81,716,218	645,391
Temporary Salaries	3,779,836	1,903,844	1,947,519	1,947,519	0
Permanent Overtime	1,166,102	853,106	997,758	997,758	0
Deferred Comp	587,040	970,384	1,030,968	1,034,506	3,538
Comp & SDI Recoveries	(540,863)	(287,823)	(298,671)	(298,671)	0
FICA/Medicare	4,798,651	5,761,367	5,979,143	6,042,506	63,363
Ret Exp-Pre 97 Retirees	250,087	300,642	309,399	309,399	0
Retirement Expense	24,586,661	25,965,350	25,088,610	25,306,683	218,073
Excess Retirement	18,276	0	0	0	0
Employee Group Insurance	8,846,808	11,599,176	13,310,263	13,462,043	151,780
Retiree Health Insurance	6,706,567	6,859,294	6,557,488	6,557,488	0
OPEB Pre-Pay	3,880,528	3,880,529	3,772,316	3,772,316	0
Unemployment Insurance	197,196	231,586	218,703	222,044	3,341
Workers Comp Insurance	2,278,440	2,914,149	2,734,755	2,746,311	11,556
Labor Received/Provided	0	1	0	0	0

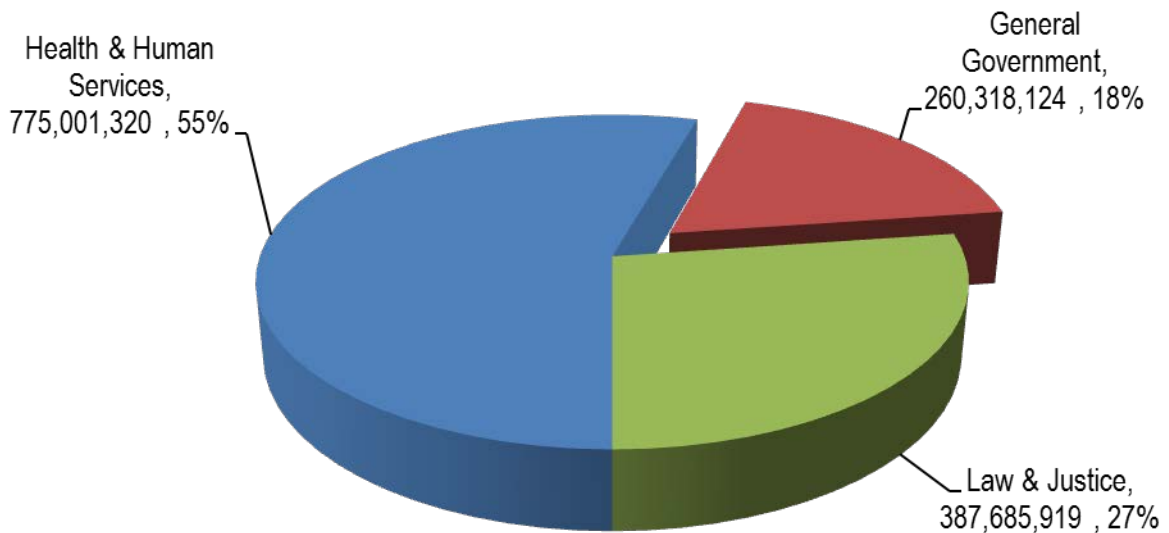
Functional Group Summary

General Government

FY 2016-17
Recommended General Fund Expenditures



FY 2015-16
Recommended General Fund Expenditures



General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	4,439,578	4,837,084	4,748,810	4,748,810	0
Services and Supplies	662,405	658,083	823,452	798,886	(24,566)
Other Charges	1,200	0	13,616	13,616	0
Fixed Assets	21,816	0	0	0	0
Expenditure Transfers	418,401	455,804	456,807	393,356	(63,451)
TOTAL EXPENDITURES	5,543,398	5,950,971	6,042,685	5,954,668	(88,017)
REVENUE					
Other Local Revenue	954,662	1,036,535	1,082,258	1,082,257	(1)
State Assistance	2,459,758	2,664,436	2,671,436	2,666,411	(5,025)
GROSS REVENUE	3,414,420	3,700,971	3,753,694	3,748,668	(5,026)
NET COUNTY COST (NCC)	2,128,978	2,250,000	2,288,991	2,206,000	(82,991)
Allocated Positions (FTE)	46	46	41	41	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	100%	100%	100%	100%	
% Change in Total Exp		0%	0%	0%	
% Change in Total Rev		0%	0%	0%	
% Change in NCC		0%	0%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	2,518,413	2,887,171	2,878,617	2,878,617	0
Temporary Salaries	95,395	31,000	31,000	31,000	0
Permanent Overtime	28,028	0	0	0	0
Deferred Comp	20,705	23,880	30,300	30,300	0
Comp & SDI Recoveries	(16,735)	0	0	0	0
FICA/Medicare	194,831	222,767	218,779	218,779	0
Ret Exp-Pre 97 Retirees	8,548	9,350	9,350	9,350	0
Retirement Expense	848,939	778,173	794,134	794,134	0
Employee Group Insurance	287,893	449,076	372,304	372,304	0
Retiree Health Insurance	209,451	210,341	191,448	191,448	0
OPEB Pre-Pay	104,588	104,588	104,588	104,588	0
Unemployment Insurance	7,950	8,812	7,768	7,768	0
Workers Comp Insurance	131,572	111,926	110,522	110,522	0

Agriculture

General Government

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

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:		\$1,354,441
Financing:		0
Net County Cost:		1,354,441
Funding Sources:		
General Fund	100.0%	1,354,441
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:		\$2,992,846
Financing:		2,852,902
Net County Cost:		139,943
Funding Sources:		
State	88.3%	\$2,643,941
Fees	5.1%	151,383
Interfund Revenue	0.9%	27,046
Other	0.9%	26,682
Forfeitures/Penalty	0.1%	3,850
General Fund	4.7%	139,943
FTE: 24.0		

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:	\$1,414,082	
Financing:	895,766	
Net County Cost:	518,316	
Funding Sources:		
State	1.6%	\$22,470
Fees	57.4%	811,349
Forfeitures/Penalty	4.4%	61,947
General Fund	36.6%	518,316
FTE: 12.0		

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 \$17:\$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:	\$193,299	
Financing:	0	
Net County Cost:	193,299	
Funding Sources:		
General Fund	100.0%	193,299
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. The Department will closely monitor these revenue streams until they stabilize.

The Department is reorganizing many traditional functions as a means of being more responsive to community needs and providing staff with greater career opportunities. The Department has created a new full time job classification, Agricultural and Standards Aide. The Department plans to convert some Project Permanent Intermittent Pest Detection Specialist positions to this new classification.

The FY 2016-17 Recommended Budget for the Department of Agriculture is balanced while

Agriculture

General Government

maintaining current service levels. Any reductions in the County's General Fund commitment may limit the department's ability to fulfill the maintenance of effort requirement; and potentially jeopardize future unclaimed gas tax revenue. 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 4,443 parcels at USPS, FedEx, and UPS. A total of 196 unmarked packages of Agricultural commodities were intercepted. Within these parcels, 96 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.
- No new infestation sites of the A-rated pest, Japanese Dodder, were found in 2015. 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 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 treated 176 historically invasive noxious weed infested sites for the 3 target species of the program. The pest management program consists of a weed and ground squirrel management program within Contra Costa County. The pest management program provides assistance with weed and vertebrate control for local municipalities and Park districts under contract with the Department of Agriculture.
- Contra Costa Certified Farmer's Markets (CFM) provide fresh fruits, nuts and vegetables to local consumers directly from family farms. The high quality and fresh produce brought to the CFM's by its producers creates a diverse market and also provides the consumer with an opportunity to meet the farmer and learn how their food supply is produced. Currently Contra Costa County has over 20 Certified Farmer's Markets, many are open year round. The Department has conducted 88 inspections to ensure produce sold is of the growers own production.
- The countywide pest detection program found 1 male Oriental Fruit Fly which has a large list of fruit 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. The Guava Fruit Fly infestation from the previous year has been declared eradicated. Our department places and services 16 different types of exotic insect traps with a total of 5,379 individual traps. The state of California has seen more infestations in the last few years than it has seen in the life of the pest detection program. This may be attributed to more pressure from shipping, changing weather, or other outside sources; the low number of infestations is attributable to the efforts of diligent inspectors and canine teams.
- The pest detection program continues to trap for the Asian Citrus Psyllid (ACP). Currently, ACP is infesting much of Southern California and has recently been found in many neighboring counties. There have been no 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 598 inspections and 30 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 1,018 individuals through 42 training sessions, some of which were given in Spanish.
- The Weights & Measures Division filed 43 administrative actions in the past year. These actions serve to protect consumers in the county. Also the district attorney settled two cases for \$48,131.40. Additionally, the Department received \$48,122.87 in investigative cost. The Department converted the water meter test bench to gravimetric for more accurate inspections. These actions underscore the importance of our Weights and Measures Program.
- UC Cooperative Extension (UCCE) Farm Advisor, Janet Caprile, spearheaded an aggressive Cherry Buckskin Disease eradication effort which successfully rid our county of this disease in 2015. UCCE 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 \$2.5 million Contra Costa cherry industry. The Farm Advisor continues to serve as a local resource to help farmers adapt to changing conditions (such as drought) and pests using sound science, through direct consultations, field demonstrations, research, meetings, newsletters, websites, emails, publications and other methods
- The Nutrition Program provided 4,548 low-income students, an average of 8 hours of nutrition education. In addition, 320 low-income families with children graduated from an eight-week nutrition series. Evaluations showed that 88% of graduates improved one or more nutrition practices; and 83% improved in one or more food resource management practices. A national study reported 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 240 Master Gardener volunteers who contributed 18,239 hours (valued by the Independent Sector at \$420,774) 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 181 Adult 4-H Program volunteers who contributed an estimated 13,575 hours (valued by the Independent Sector at \$313,175) helping to deliver the 4-H program. Engaged/enrolled 564 youth in the year-long 4-H program. Participating 4-H youth are 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. Proudly based in agriculture, 4-H offered 170 projects covering a range of interests including raising livestock (i.e., swine, beef, goat, poultry, etc.), vegetable gardens and crops, farm machinery, entomology, food preparation (i.e., cooking, nutrition, preservation, table setting, etc.), plus projects in science, engineering, technology, etc. Reaching out to the community, 4-H youth engaged/educated future farmers and

Agriculture

General Government

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 ~10,800 individuals

- Under the new urban Integrated Pest Management (IPM) program, led by UC Cooperative Extension Urban IPM Advisor Andrew Sutherland, trained approximately 1,991 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.
- In cooperation with the Contra Costa Resource Conservation District, the UCCE Livestock and Natural Resources Program conducted a needs assessment to determine local meat processing demand. The study concluded a production-cooperative or aggregating model is the most feasible way to meet local processing demand for local economic development. The Department identified system-wide solutions that producers will implement, and are evaluating sustainability and capacity for niche meat marketing in the East Bay. The program developed a hog production resource guide and conducted an outdoor workshop (35 participants) for Contra Costa County producers/ potential producers. The program worked with California Rangeland Trust and the GreenInfo Network to map Bay Area rangelands and inform future crop report data collection relative to rangeland/beef cattle production and developed several fact sheets: Understanding Working Rangelands for East Bay ranchers/open space land managers. The Department worked with East Bay Regional Park District to develop signs for an interpretative trail, and expect to see risk reduction due to a decrease in negative livestock interaction reports in parks with

interpretative signs. These efforts have helped increase awareness on conservation grazing that have been conducted for park users and park managers during the past two years. UCCE held five meetings for ranchland managers owners (247 participants) on maintaining stewardship of working rangelands.

- The UCCE Urban Forestry program provided technical support for professionals and others engaged in urban forestry, arboriculture, landscape architecture and planning, construction and maintenance, urban waters/aquatic resources, stormwater, irrigation, and pest management in urban landscapes. Outreach and presentations reached a total of 1,896 professionals, UC Master Gardener volunteers, and County residents. Innovative research on urban tree management in “green”-street-curb bioswales in partnership with local cities to develop research-based technical advice is ongoing.

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

Agriculture General Government

- 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.

FY 2016-2017 Program Modification List

Order	Reference to Mand/Disc List	Program Name	Service	FTE	Net County Cost Impact	Impact
1	Discretionary	Agriculture	Telephone Exchange Service	0	(\$20,795)	Reduction in estimated costs for phone services. Savings of \$20,795 for the department with minor improvement to phones.
2	Discretionary	Agriculture	Miscellaneous General Service Charges	0	(\$3,771)	Small reductions in estimated building occupancy, information services and courier services charges.
3	Discretionary	Agriculture	Reimbursements-Gov/Gov	0	(\$63,451)	Reduction in estimates from Public Works for vehicle maintenance. Net saving of \$63,451 to the department, no major change to operations.
4	Discretionary	Agriculture	State Aid for Agriculture	0	\$5,026	Estimated reduction in Gas Tax revenue based on 5 year average. With other savings, this decrease in funding should not negatively impact our department.
			Totals	0	(\$82,992)	

Agriculture
General Government

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	12,752,316	15,323,276	15,660,435	15,491,911	(168,524)
Services and Supplies	2,658,476	2,192,589	2,273,948	2,273,948	0
Other Charges	0	4,900	4,900	4,900	0
Fixed Assets	0	10,000	10,000	10,000	0
Expenditure Transfers	(200,697)	(248,581)	(248,575)	(248,575)	0
TOTAL EXPENDITURES	15,210,096	17,282,184	17,700,708	17,532,184	(168,524)
REVENUE					
Other Local Revenue	1,113,235	1,532,184	1,532,184	1,532,184	0
GROSS REVENUE	1,113,235	1,532,184	1,532,184	1,532,184	0
NET COUNTY COST (NCC)	14,096,861	15,750,000	16,168,524	16,000,000	(168,524)
Allocated Positions (FTE)	122	122	122	122	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	83%	87%	87%	87%	
% Change in Total Exp		14%	2%	(1%)	
% Change in Total Rev		38%	0%	0%	
% Change in NCC		12%	3%	(1%)	
COMPENSATION INFORMATION					
Permanent Salaries	6,422,775	8,579,527	8,911,033	8,742,509	(168,524)
Temporary Salaries	563,215	142,259	142,259	142,259	0
Permanent Overtime	17,857	15,000	15,000	15,000	0
Deferred Comp	35,010	75,000	97,560	97,560	0
Comp & SDI Recoveries	(41,069)	(9,120)	(9,120)	(9,120)	0
FICA/Medicare	501,726	643,954	666,968	666,968	0
Ret Exp-Pre 97 Retirees	26,366	41,027	41,027	41,027	0
Retirement Expense	2,616,636	2,911,793	2,790,705	2,790,705	0
Employee Group Insurance	947,576	1,401,876	1,500,467	1,500,467	0
Retiree Health Insurance	954,786	942,610	920,304	920,304	0
OPEB Pre-Pay	436,063	436,063	436,063	436,063	0
Unemployment Insurance	20,380	25,696	24,189	24,189	0
Workers Comp Insurance	250,995	117,591	123,980	123,980	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:	\$6,845,592	
Financing:	685,592	
Net County Cost:	6,160,000	
Funding Sources:		
Transfers	1.4%	\$95,701
Fees	4.5%	308,841
Prop. Tax Admin.	4.1%	281,050
General Fund	90.0%	6,160,000
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:	\$1,742,514	
Financing:	174,514	
Net County Cost:	1,568,000	
Funding Sources:		
Transfers	1.4%	\$24,360
Fees	4.5%	78,614
Prop. Tax Admin.	4.1%	71,540
General Fund	90.0%	1,568,000
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:	\$8,179,150	
Financing:	819,150	
Net County Cost:	7,360,000	
Funding Sources:		
Transfers	1.4%	\$114,345
Fees	4.5%	369,005
Prop. Tax Admin.	4.1%	335,800
General Fund	90.0%	7,360,000
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:	\$1,013,503	
Financing:	101,503	
Net County Cost:	912,000	
Funding Sources:		
Transfers	1.4%	\$14,169
Fees	4.5%	45,724
Prop. Tax Admin.	4.1%	41,610
General Fund	90.0%	912,000
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:	\$2,926,780	
Financing:	0	
Net Fund Cost:	2,926,780	
Funding Sources:		
Fund Balance	100.0%	\$2,926,780
Fund: 115100		

CAO's Recommendation

The baseline net County cost reflects a \$418,524 increase from the fiscal year 2015-16 budget. This increase is due in large part to estimated salary and benefit increases and charges for information technology and building occupancy.

The recommended net County cost reflects a decrease of \$168,524 which represents anticipated savings from vacant positions in fiscal year 2016-17.

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 19 vacant positions out of 122 authorized positions, which represents a 16% 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 continued to recruit aggressively and filled managerial, 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 a wide variety of job functions including tax exemptions and exclusions. Staff was also trained on the preparation of internal reports and State Board of Equalization mandated reports. Turnover of staff necessitated both introductory and advanced level training.
- Instituted focused "pushes" of work to alleviate backlogs of Proposition 58

Assessor

General Government

(Reassessment Exclusion for Parent-Child Ownership Transfers), proportional ownership transfers, and problem deed reviews.

- Promoted usage of Electronic Standard Data Record (E-SDR) System to enable taxpayers the ability to file their Business Property Statements electronically. In 2015, more than 10,000 statements were filed electronically which is approximately a 200% increase from the prior year.
- Made additional enhancements on our Business Unsecured Database (BUD) to further reduce the amount of key strokes Auditor-Appraisers have to make during the assessing season.
- Implemented a new program to review businesses that have not filed business property statements for three years or more. Auditor-Appraisers analyzed businesses and recommended audits as necessary.
- Staff completed Workplace Violence Prevention Training, Ergonomic Training, Sexual Harassment Training and Supervisors completed the training series "The Art of Managing and Supervising People."

Administrative and Program Goals

- Automate the processing of supplemental property assessments resulting from the sale or transfer of property.
- Migrate the Assessment Appeals Database from Access to SQL Server.
- As part of an office re-model, the Department will provide workstations that improve ergonomics and job functionality.
- Update telecommunications cabling for higher speed and more efficient use of computer and network systems.
- Modify the County's Land Information System (LIS) to improve business processes and work efficiencies for appraisal staff.
- Automate the assessment process of the Marine Division to reduce the amount of manual input of data by staff.

FY 2016-17 Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	1	Appraisal	Salaries and Benefits	0	(\$168,524)	Vacancy Factor - will require the department to manage the filling of unplanned staff vacancies in a manner that achieves the savings.
			Total	0.0	(\$168,524)	

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	6,545,407	7,350,680	7,612,305	7,612,305	0
Services and Supplies	1,764,007	2,375,775	2,014,057	2,014,057	0
Expenditure Transfers	(440,989)	(443,716)	(442,120)	(442,120)	0
TOTAL EXPENDITURES	7,868,425	9,282,739	9,184,242	9,184,242	0
REVENUE					
Other Local Revenue	5,399,078	5,282,739	5,423,242	5,423,242	0
GROSS REVENUE	5,399,078	5,282,739	5,423,242	5,423,242	0
NET COUNTY COST (NCC)	2,469,347	4,000,000	3,761,000	3,761,000	0
Allocated Positions (FTE)	56	57	57	57	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	79%	76%	79%	79%	
% Change in Total Exp		18%	(1%)	0%	
% Change in Total Rev		(2%)	3%	0%	
% Change in NCC		62%	(6%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	3,574,949	4,170,613	4,413,543	4,413,543	0
Temporary Salaries	73,117	125,000	125,000	125,000	0
Permanent Overtime	14,210	0	0	0	0
Deferred Comp	56,950	70,680	76,080	76,080	0
Comp & SDI Recoveries	0	(5,000)	(5,000)	(5,000)	0
FICA/Medicare	267,018	311,685	327,344	327,344	0
Ret Exp-Pre 97 Retirees	14,611	19,616	19,616	19,616	0
Retirement Expense	1,447,207	1,437,441	1,380,568	1,380,568	0
Employee Group Insurance	481,222	617,727	701,108	701,108	0
Retiree Health Insurance	333,324	326,092	296,340	296,340	0
OPEB Pre-Pay	232,184	232,184	232,184	232,184	0
Unemployment Insurance	10,616	12,501	11,925	11,925	0
Workers Comp Insurance	39,999	32,141	33,597	33,597	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:		\$1,848,577
Financing:		1,739,672
Net County Cost:		108,905
Funding Sources:		
Fees	93.1%	\$1,721,255
Transfers	1.0%	18,417
General Fund	5.9%	108,905
FTE: 11.0		

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:		\$3,009,053
Financing:		2,225,872
Net County Cost:		783,181
Funding Sources:		
Fees	62.0%	\$1,865,762
Transfers	12.0%	360,110
General Fund	26.0%	783,181
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

Auditor-Controller General Government

county policies and state and federal guidelines. To reconcile fixed asset activity to county inventory.

General Accounting Summary		
Level of Discretion:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$1,173,666	
Financing:	1,580,705	
Net County Cost:	(407,039)	
Funding Sources:		
Fees	131.0%	\$1,538,517
Transfers	4.0%	42,188
General Fund	(35.0)%	(407,039)
FTE: 7.0		

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:	\$2,721,357	
Financing:	261,436	
Net County Cost:	2,459,921	
Funding Sources:		
Fees	9.5%	\$260,000
Transfers	0.1%	1,436
General Fund	90.4%	2,459,921
FTE: 10.0		

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:	\$873,709	
Financing:	57,677	
Net County Cost:	816,032	
Funding Sources:		
Fees	4.3%	\$37,708
Transfers	2.3%	19,969
General Fund	93.4%	816,032
FTE: 6.0		

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)

Administration / Systems

Description: To provide general management of the financial information and accounts of all

Auditor-Controller General Government

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	

CAO's Recommendation

Baseline Budget

The baseline net County cost represents a \$239,000 decrease from the FY 2015-16 Adjusted Budget.

Salary and benefit costs increased by \$261,625 and are mainly due to increases in negotiated Cost-of-Living-Adjustments, retirement benefits, and employee group insurance. Services and Supplies expense has been reduced from the current year amount by \$361,718, which will offset the anticipated \$1,596 decrease in expenditure transfer and increase of salary and benefits.

Revenues are estimated to increase overall by \$140,503.

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 in FY 2016-17.

Performance Measurement

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

The Fit/Gap Analysis of the Human Resources/Payroll System is completed. The

upgrade of the PeopleSoft Human Resources/Payroll System should be completed by the end of the calendar year.

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.

Conversion of Financial Journal transactions from keypunch to upload is 95% complete with an estimated completion date of March 31, 2016. Conversion of Vendor Warrant Cancellation and Correction transactions from keypunch to upload is 85% complete with an estimated completion date of April 31, 2016.

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

Built quality assurance queries to run pre-payroll and during payroll processing to audit employee eligibility for certain types of pay. These queries will be phased out as the Time Information Management Audit File and Interface is completed (approximately 20% done).

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

The analysis and design phase is completed. Additionally, many of the web pages have been designed. The final webpage will be available no later than the end of fiscal year 2015-16.

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

Staff in the various divisions of the Auditor Controller's Office are currently working to develop a year end manual/training guide for issuance to all County departments in spring of 2016. The Office also will conduct a training session for all County departmental finance staff to attend.

The manual will provide County department accounting staff with information and procedures to be followed in order to timely report county financial activities for the fiscal year ending June 30th.

General Accounting is also currently working to develop a user guide with instructions for preparing an automated journal. This guide should be available to departments no later than spring of 2016.

Administrative and Program Goals

Complete the update of the Human Resources Payroll System.

Initiate the start of purchasing a new Finance System.

Improve the stability of the Property Tax System.

Improve and document the work processes and procedures of the Accounts Payable and General Accounting units.

**Board of Supervisors
General Government**

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	3,931,988	3,984,480	4,235,964	4,235,964	0
Services and Supplies	1,634,221	4,206,901	2,827,047	2,827,047	0
Other Charges	812	311,817	311,818	311,818	0
Expenditure Transfers	217,900	69,750	61,750	61,750	0
TOTAL EXPENDITURES	5,784,921	8,572,948	7,436,579	7,436,579	0
REVENUE					
Other Local Revenue	431,103	363,579	436,579	436,579	0
GROSS REVENUE	431,103	363,579	436,579	436,579	0
NET COUNTY COST (NCC)	5,353,818	8,209,369	7,000,000	7,000,000	0
Allocated Positions (FTE)	31	31	31	31	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	71%	47%	57%	57%	
% Change in Total Exp		48%	(13%)	0%	
% Change in Total Rev		(16%)	20%	0%	
% Change in NCC		53%	(15%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	2,299,191	2,291,313	2,497,587	2,497,587	0
Temporary Salaries	11,000	97,000	77,000	77,000	0
Deferred Comp	91,870	103,560	99,960	99,960	0
FICA/Medicare	174,026	180,561	186,454	186,454	0
Ret Exp-Pre 97 Retirees	9,180	12,867	12,867	12,867	0
Retirement Expense	898,422	806,511	790,618	790,618	0
Employee Group Insurance	273,388	293,620	350,285	350,285	0
Retiree Health Insurance	85,652	84,489	101,484	101,484	0
OPEB Pre-Pay	56,268	56,268	56,268	56,268	0
Unemployment Insurance	5,324	7,167	6,649	6,649	0
Workers Comp Insurance	27,666	51,123	56,792	56,792	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:		\$7,250,579
Financing:		286,579
Net County Cost:		6,964,000
Funding Sources:		
Intergovernmental	2.4%	\$175,000
Property Tax Admin	1.5%	108,579
Miscellaneous	0.1%	3,000
General Fund	96.0%	6,964,000
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 (MACs) will be appropriated \$3,000 for FY 2016-17. 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 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		
Mitigation	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 Mitg	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 2016-17 at the end of the current fiscal year when amounts are known.

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. By the end of the current budget year, the balance of CC Futures monies will be approximately \$109,475. Since this recommended budget includes a \$67,500 transfer of CC Future monies, it is anticipated that these monies will be depleted in fiscal year 2017-18. Therefore, general purpose revenues will be needed starting in fiscal year 2017-18 to supplant these funds so that the District IV Office can maintain staffing parity amongst the other 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 and offset the additional 1.0 FTE budgeted for their office.

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	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Services and Supplies	399,668	3,538,215	1,500,000	1,500,000	0
Fixed Assets	9,684,251	15,611,785	15,750,000	15,750,000	0
Expenditure Transfers	(750,000)	(660,452)	(660,824)	(660,824)	0
TOTAL EXPENDITURES	9,333,919	18,489,548	16,589,176	16,589,176	0
REVENUE					
Other Local Revenue	1,156,328	89,548	89,176	89,176	0
GROSS REVENUE	1,156,328	89,548	89,176	89,176	0
NET COUNTY COST (NCC)	8,177,591	18,400,000	16,500,000	16,500,000	0
FINANCIAL INDICATORS					
% Change in Total Exp		100%	0%	0%	
% Change in Total Rev		(100%)	0%	0%	
% Change in NCC		100%	0%	0%	

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

Capital Improvements

General Government

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	6.2%	\$660,824
Other Local Revenue	0.8%	89,176
General Fund	93.0%	\$10,000,000

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 2016-17 baseline net County cost decreased by \$1,900,000 due to the elimination of restricted prior year fund balance for Plant Acquisition.

The budget for the Facilities Lifecycle Improvement Program includes transfers and revenue totaling \$750,000 on a building cost-per-foot basis for future projects along with a \$10,000,000 net County cost which reflects the amount allocated to deferred facilities maintenance and capital renewal from the County's Tax Losses Reserve.

The budget for Minor Capital Improvements totals \$1,500,000, which is available on an emergency basis for minor improvements when there is no other funding available.

The budget for Plant Acquisition includes funding in the amount of \$5,000,000, 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.

The recommended net County cost of \$16,500,000 will provide the funding necessary to maintain capital improvement efforts in fiscal year 2016-17.

For more detailed information on current County capital projects, please see page 477.

Central Support Services General Government

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	3,849,860	4,851,596	4,964,780	5,091,836	127,056
Services and Supplies	1,749,626	3,734,393	2,180,044	2,277,988	97,944
Other Charges	4,383,281	4,976,212	5,121,230	5,121,230	0
Fixed Assets	0	190,000	85,000	85,000	0
Expenditure Transfers	(125,969)	(125,000)	(25,000)	(25,000)	0
TOTAL EXPENDITURES	9,856,797	13,627,201	12,326,054	12,551,054	225,000
REVENUE					
Other Local Revenue	4,609,936	5,797,097	5,668,054	5,668,054	0
State Assistance	15,821	14,248	40,000	40,000	0
GROSS REVENUE	4,625,757	5,811,345	5,708,054	5,708,054	0
NET COUNTY COST (NCC)	5,231,040	7,815,856	6,618,000	6,843,000	225,000
Allocated Positions (FTE)	42	43	43	44	1
FINANCIAL INDICATORS					
Salaries as % of Total Exp	39%	35%	40%	40%	
% Change in Total Exp		38%	(10%)	2%	
% Change in Total Rev		26%	(2%)	0%	
% Change in NCC		49%	(15%)	3%	
COMPENSATION INFORMATION					
Permanent Salaries	2,078,525	2,744,364	2,870,229	2,952,345	82,116
Temporary Salaries	83,689	71,714	71,450	71,450	0
Permanent Overtime	0	0	0	0	0
Deferred Comp	27,795	49,240	46,440	46,440	0
Comp & SDI Recoveries	(26,273)	0	0	0	0
FICA/Medicare	155,416	208,509	219,046	225,322	6,276
Ret Exp-Pre 97 Retirees	8,321	10,557	10,557	10,557	0
Retirement Expense	826,737	919,570	875,857	897,781	21,924
Employee Group Insurance	332,847	469,626	510,328	526,264	15,936
Retiree Health Insurance	236,539	231,409	230,966	230,966	0
OPEB Pre-Pay	101,306	101,306	101,306	101,306	0
Unemployment Insurance	6,514	8,157	7,803	8,019	216
Workers Comp Insurance	18,444	37,144	20,798	21,386	588

Central Support Services

General Government

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:

- 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 reflects a \$23,000 increase over the current year due to increased costs of salaries and benefits.

Impact: The recommended net County cost will provide a minimum level of general fund resources needed to maintain mandated services in fiscal year 2016-17.

Clerk of the Board Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$1,086,575
Financing:		93,575
Net County Cost:		993,000
Funding Sources:		
Intergovernmental	2.5%	27,000
Property Tax Adm	2.0%	22,000
Assmnt Appeals	4.1%	44,575
General Fund	91.4%	993,000
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: The baseline net County cost reflects a \$23,000 increase over the current year. The level of appropriations reflects the anticipated County's share of LAFCO activity for fiscal year 2016-17. 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 2016-17. 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:		\$218,000
Financing:		0
Net County Cost:		218,000
Funding Sources:		
General Fund	100.0%	\$218,000

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: The baseline net County cost reflects a \$3,000 increase over the current year due to increased costs of salaries and benefits.

Central Support Services General Government

Impact: The recommended net County cost will provide a minimum level of general fund resources needed to maintain mandated services in fiscal year 2016-17.

Merit Board Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$90,959	
Financing:	30,959	
Net County Cost:	0,000	
Funding Sources:		
Charges	34.0%	\$30,959
General Fund	66.0%	60,000
FTE: 0.5		

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: The baseline net County cost reflects a \$1,378,776 decrease from the current year due to the elimination of prior year fund balance from the Venture Capital, Geographic Information Systems (GIS) and Agenda Automation projects.

The recommended net County cost increased by \$185,000 in order to fund a portion of the upgrade to the County Budget System as well as other anticipated technology upgrades.

Impact: The recommended net County cost will provide needed resources to various technology projects Countywide.

Management Information System Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$807,000	
Financing:	200,000	
Net County Cost:	607,000	
Funding Sources:		
Charges	24.8%	\$200,000
General Fund	75.2%	607,000

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: The baseline net County cost reflects a \$171,846 increase over the current year due to increased costs of salaries and benefits and additional County contribution to the insurance premiums.

The recommended budget includes a shift in appropriations of \$127,056 from services and supplies to salaries and benefits.

Impact: The baseline adjustments reflect the General Fund subsidy of the County Self-Insurance Funds for fiscal year 2016-17. The supplemental request in salaries and benefits of \$127,056 will enable the department to hire a County ADA Coordinator and, subsequently, reduce the current dependence on outside professional specialized services to comply with the Americans with Disabilities Act (ADA).

Central Support Services

General Government

Risk Management Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$9,891,970
Financing:		5,391,970
Net County Cost:		4,500,000
Funding Sources:		
Liability & Benefit		
Fees	54.5%	\$5,391,970
General Fund	45.5%	4,500,000
FTE: 35		

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: The baseline net County cost reflects a \$39,926 decrease from the current year. Prior year fund balance of \$49,828 was eliminated for the Northeast Antioch JPA and \$9,902 was added to the California Arts Council budget to provide needed County match to receive an increase in grant funding of \$27,302 for fiscal year 2016-17.

The recommended budget includes an increase of \$40,000 to study the impacts of a potential North Richmond annexation.

Impact: The budget will fund the Arts Commission and also meet the County's 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:		\$506,550
Financing:		41,550
Net County Cost:		465,000
Funding Sources:		
Grants	8.2%	\$41,550
General Fund	91.8%	465,000

CAO's Recommendation

The recommended budget for Central Support Services reflects a net County cost of \$6,843,000. This amount will fund the aforementioned departments, enabling them to provide services into fiscal year 2016-17.

**Central Support Services
General Government**

**FY 2016-17
Program Modification List**

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	6	Risk Management	Salary & Benefits	1.0	\$127,056	To reflect the addition of a position to coordinate the Americans with Disabilities Act (ADA) program for the County.
2	6	Risk Management	Non-County Professional, Specialized Services		(\$127,056)	Reduction in the costs of outside services for ADA coordination.
3	5	Management Information Systems	Non-County Professional Specialized Services		\$185,000	County Budget system upgrade and technology upgrades.
4	2	Economic Promotion	Non-County Professional Specialized Services		\$40,000	North Richmond Annexation Study in conjunction with City of Richmond.
			Total	1.0	\$225,000	

Central Support Services
General Government

Clerk-Recorder-Elections Budget Summary

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	6,658,585	7,101,060	7,984,764	7,913,250	(71,514)
Services and Supplies	5,590,397	6,752,566	5,647,275	5,647,275	0
Other Charges	600	1,200	1,200	1,200	0
Fixed Assets	0	1,156,797	795,000	795,000	0
Expenditure Transfers	(6,945)	1,900	(2,052)	(2,052)	0
TOTAL EXPENDITURES	12,242,637	15,013,523	14,426,187	14,354,673	(71,514)
REVENUE					
Other Local Revenue	8,860,222	7,531,726	9,104,673	9,104,673	0
Federal Assistance	24,775	0	0	0	0
GROSS REVENUE	8,884,997	7,531,726	9,104,673	9,104,673	0
NET COUNTY COST (NCC)	3,357,640	7,481,797	5,321,514	5,250,000	(71,514)
Allocated Positions (FTE)	71	73	73	72	(1)
FINANCIAL INDICATORS					
Salaries as % of Total Exp	54%	47%	55%	55%	
% Change in Total Exp		23%	(4%)	0%	
% Change in Total Rev		(15%)	21%	0%	
% Change in NCC		123%	(29%)	(1%)	
COMPENSATION INFORMATION					
Permanent Salaries	3,414,173	3,795,227	4,447,859	4,419,653	(28,206)
Temporary Salaries	406,726	250,287	400,287	400,287	0
Permanent Overtime	36,587	40,000	86,000	86,000	0
Deferred Comp	38,545	65,520	72,060	72,060	0
Comp & SDI Recoveries	(52,164)	(23,500)	(23,500)	(23,500)	0
FICA/Medicare	278,280	291,787	330,815	331,337	522
Ret Exp-Pre 97 Retirees	13,866	13,486	13,486	13,486	0
Retirement Expense	1,378,086	1,270,995	1,340,082	1,327,278	(12,804)
Employee Group Insurance	535,710	657,134	898,645	869,329	(29,316)
Retiree Health Insurance	243,000	229,551	232,446	232,446	0
OPEB Pre-Pay	130,068	130,068	130,068	130,068	0
Unemployment Insurance	11,104	11,382	11,999	11,921	(78)
Workers Comp Insurance	224,605	369,123	44,517	42,885	(1,632)

Clerk-Recorder-Elections

General Government

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:

0043 – Elections
0355 – Recorder

The non-General Fund budget unit 0353, Recorder Modernization includes several 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 maximize voter registration and 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 the confidential and/or restricted components of such documents.

Clerk-Recorder-Elections
General Government

Elections

General Government	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	3,633,718	3,989,580	4,223,278	4,223,278	0
Services and Supplies	5,115,414	6,203,858	5,085,840	5,085,840	0
Other Charges	600	0	0	0	0
Fixed Assets	0	1,156,797	795,000	795,000	0
Expenditure Transfers	5,801	10,397	6,445	6,445	0
TOTAL EXPENDITURES	8,755,533	11,360,632	10,110,563	10,110,563	0
REVENUE					
Other Local Revenue	3,834,033	2,066,076	3,526,023	3,526,023	0
Federal Assistance	24,775	0	0	0	0
GROSS REVENUE	3,858,808	2,066,076	3,526,023	3,526,023	0
NET COUNTY COST (NCC)	4,896,725	9,294,556	6,584,540	6,584,540	0
Allocated Positions (FTE)	33	34	34	34	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	42%	35%	42%	42%	
% Change in Total Exp		30%	(11%)	0%	
% Change in Total Rev		(46%)	71%	0%	
% Change in NCC		90%	(29%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	1,780,011	2,141,196	2,300,419	2,300,419	0
Temporary Salaries	329,333	150,287	300,287	300,287	0
Permanent Overtime	34,853	36,000	82,000	82,000	0
Deferred Comp	27,700	36,360	36,360	36,360	0
Comp & SDI Recoveries	(3,259)	(15,000)	(15,000)	(15,000)	0
FICA/Medicare	155,535	159,189	167,800	167,800	0
Ret Exp-Pre 97 Retirees	7,320	5,782	5,782	5,782	0
Retirement Expense	727,067	725,024	700,141	700,141	0
Employee Group Insurance	235,734	332,149	414,216	414,216	0
Retiree Health Insurance	128,923	124,715	122,670	122,670	0
OPEB Pre-Pay	79,496	79,496	79,496	79,496	0
Unemployment Insurance	5,943	6,429	6,160	6,160	0
Workers Comp Insurance	125,063	207,953	22,947	22,947	0

Clerk-Recorder-Elections

General Government

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.
- Maximize voter registration.
- Maintain voter registration records and provide accurate voter rolls, through timely and continual voter file maintenance.
- Conduct voter outreach programs with civic organizations, political parties, schools, and under-represented groups.
- 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.
- Recruit and train election officers to staff polling places; locate and inspect/mitigate polling places to meet ADA requirements.
- Maintain precinct and district file databases.

Elections Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$10,110,563
Financing:		3,526,023
Net County Cost:		6,584,540
Funding Sources:		
General Fund	65.1%	\$6,584,540
Candidate Fees	1.2%	120,000
Election Svc	32.3%	3,270,000
Misc. Svc	0.3%	30,000
Document Sales	0.2%	20,000
Interfund Rev	0.9%	86,023
FTE: 33.5		

Clerk-Recorder-Elections General Government

Recorder

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	3,024,867	3,111,480	3,761,486	3,689,972	(71,514)
Services and Supplies	474,983	548,708	561,435	561,435	0
Other Charges		1,200	1,200	1,200	0
Expenditure Transfers	(12,746)	(8,497)	(8,497)	(8,497)	0
TOTAL EXPENDITURES	3,487,105	3,652,891	4,315,624	4,244,110	(71,514)
REVENUE					
Other Local Revenue	5,026,189	5,465,650	5,578,650	5,578,650	0
GROSS REVENUE	5,026,189	5,465,650	5,578,650	5,578,650	0
NET COUNTY COST (NCC)	(1,539,085)	(1,812,759)	(1,263,026)	(1,334,540)	(71,514)
Allocated Positions (FTE)	38	39	39	38	(1)
FINANCIAL INDICATORS					
Salaries as % of Total Exp	86%	85%	87%	87%	
% Change in Total Exp		5%	18%	(2%)	
% Change in Total Rev		9%	2%	0%	
% Change in NCC		18%	(30%)	6%	
COMPENSATION INFORMATION					
Permanent Salaries	1,634,162	1,654,031	2,147,440	2,119,234	(28,206)
Temporary Salaries	77,393	100,000	100,000	100,000	0
Permanent Overtime	1,734	4,000	4,000	4,000	0
Deferred Comp	10,845	29,160	35,700	35,700	0
Comp & SDI Recoveries	(48,905)	(8,500)	(8,500)	(8,500)	0
FICA/Medicare	122,745	132,598	163,015	163,537	522
Ret Exp-Pre 97 Retirees	6,546	7,704	7,704	7,704	0
Retirement Expense	651,019	545,971	639,941	627,137	(12,804)
Employee Group Insurance	299,976	324,985	484,429	455,113	(29,316)
Retiree Health Insurance	114,077	104,836	109,776	109,776	0
OPEB Pre-Pay	50,572	50,572	50,572	50,572	0
Unemployment Insurance	5,161	4,953	5,839	5,761	(78)
Workers Comp Insurance	99,542	161,170	21,570	19,938	(1,632)

Clerk-Recorder-Elections

General Government

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

- Examine, record, image, index, archive, maintain, and preserve all official records relating to real property, subdivision maps, assessment districts, and records of surveys.
- Provide the public with constructive notice of private acts.
- Issue marriage licenses, conduct civil marriage ceremonies, register notary public commissions/oaths, accept fictitious business name filings, and register Process Servers, Legal Document Assistants, and Unlawful Detainer Assistants.
- Produce and maintain indices of all records held by the County Clerk-Recorder.

Clerk-Recorder Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$4,244,110
Financing:		5,578,650
Net County Cost:		(1,334,540)
Funding Sources:		
Fees	100.0%	5,578,650
FTE:	38.0	

Clerk-Recorder-Elections
General Government

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

Modernization Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	829,837	1,290,844	1,189,050	1,189,050	0
Services and Supplies	572,389	8,407,528	7,120,302	7,120,302	0
Other Charges	496,031	519,649	462,164	462,164	0
Fixed Assets	32,310	250,000	250,000	250,000	0
TOTAL EXPENDITURES	1,930,566	10,468,021	9,021,516	9,021,516	0
REVENUE					
Other Local Revenue	1,900,488	1,645,000	1,645,000	1,645,000	0
GROSS REVENUE	1,900,488	1,645,000	1,645,000	1,645,000	0
NET FUND COST (NFC)	30,078	8,823,021	7,376,516	7,376,516	0
Allocated Positions (FTE)	12	11	11	11	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	43%	12%	13%	13%	
% Change in Total Exp		442%	(14%)	0%	
% Change in Total Rev		(13%)	0%	0%	
% Change in NFC		29233%	(16%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	446,856	669,737	634,753	634,753	0
Temporary Salaries	0	77,000	77,000	77,000	0
Permanent Overtime	62	1,000	1,000	1,000	0
Deferred Comp	2,820	6,420	6,420	6,420	0
FICA/Medicare	33,970	51,073	48,565	48,565	0
Ret Exp-Pre 97 Retirees	1,798	2,000	2,000	2,000	0
Retirement Expense	179,088	227,084	197,112	197,112	0
Employee Group Insurance	76,408	128,004	152,441	152,441	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	1,351	2,048	1,690	1,690	0
Workers Comp Insurance	25,822	64,815	6,406	6,406	0

Clerk-Recorder-Elections

General Government

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.
- Improve vital records.
- Redact a portion of 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. Fund balance is restricted to future Recorder modernization projects.

Recorder Micrographics / Modernization / VRIP / Redaction / Electronic Recording Summary		
Service: Discretionary		
Level of Service: Mandatory		
Expenditures:		\$9,021,516
Financing:		1,645,000
Net Fund Cost:		7,376,516
Funding Sources:		
Fees	18.2%	\$1,645,000
Fund Balance	81.8%	7,376,516
FTE: 11.0		
Fund 110000		

CAO's Recommendation

Baseline expenditures are decreased from the 2015/16 budgeted level by a net of \$587,336 due to the removal of funds carried forward to FY 2015-16 from the prior year to be used toward a replacement voting system; projected

reductions in elections processing costs; and increases in salary and benefits for cost of living increases.

Baseline revenues are increased from the prior year budgeted level by \$1,572,947 in anticipation of increased cost recovery for the November 2016 Presidential Election and a slight increase in recording fees, as recording volume continues to recover at a slow pace. The Recommended Budget decreases salaries and benefit costs by \$71,514 consistent with a proposed reorganization to correct span of control issues, which will result in a net decrease of 1 FTE position.

The department will be conducting the November 2016 Presidential Election; the largest and most complicated election of the 4-year election cycle. The County must cover the cost of County, State, and federal office elections. Other jurisdictions that consolidate their elections with countywide elections pay the incremental costs of their elections.

Modernization and streamlined election processes have reduced both expenditures and agency reimbursements for election services.

The department strives to identify new revenue sources and minimize election and department costs wherever possible.

Performance Measurements

The leadership team reviews policies and procedures, implements efficiencies, and explores opportunities to improve services to the public.

- The Clerk-Recorder Division opened for four hours on Sunday, February 14th (Valentine's Day) in FY 2015/16 - performing a total of 32 wedding ceremonies (two ceremonies every 15 minutes).
- The Clerk-Recorder Division extended Clerk service hours until 8 pm every Thursday during the months of August and September 2015. A total of 248 transactions were completed – 52% were marriage license

Clerk-Recorder-Elections General Government

issuance and marriage ceremonies and 32% were for vital record copies.

- The Elections Division successfully prepared for the June 2016 Presidential Primary Election, and several small special district 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 poll workers that assist with multiple elections. This resulted in a more competent group of poll workers, reduces training needs, and reduces the time our staff and temporary workers spend recruiting for each election. We retained more than 90% of our volunteers between the June Primary and November General Election.

The Clerk-Recorder Division continues to collaborate with the District Attorney and Assessor in the Real Estate Fraud Notification Program to decrease real estate fraud.

The Department institutionalized the Clerk-Recorder Division cross-training program, which results in more highly trained and technically adept personnel. From its inception, the program was met with enthusiasm and

embraced 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 Division lines. The management and supervisorial team are excited about this prospect.

The Department continues to pursue reimbursement for services provided, while performing some prior mandates (permanent vote-by-mail) without State reimbursement. The Department made a business and economic decision to continue the service without State reimbursement, as the alternative is more expensive 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. After performing a fiscal risk assessment, we concluded that for us to stop the permanent vote-by-mail option (53% of our voter 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 continue to perform 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 seek new sources of revenue and areas of potential savings in the operations of both divisions.

- The Clerk-Recorder Division implemented electronic recording in 2012. In 2015, 50% of all documents recorded were submitted electronically. Two positions, previously supported by the General Fund, are now budgeted and funded in the Electronic Recording dedicated fund budget.

Clerk-Recorder-Elections

General Government

- The Clerk-Recorder Division extended customer service hours during August and September at no additional cost.
- 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. We now hold a single-day (or two-day) extraction event, when staff and volunteers come in to complete the extraction process.
- The Department consolidated the Clerk-Recorder and Elections Divisions' warehouses, resulting in a cost savings.
- Provide training opportunities for department personnel to acquire advanced skills and technical proficiency to enhance customer service, increase contributions to the department, and adequately prepare personnel to bid for higher positions.
- Continue to pursue viable solutions to update outdated voting equipment. The current system was purchased in 2004 with Federal and State grant funding. It has run through its useful life. Legislation and voting equipment issues have created a situation where there is currently no viable replacement solution. Obsolete equipment issues exist across the country. We now have a new Secretary of State that has a technology focus. We believe these issues will be resolved in the next few years.
- Continue to collect and accumulate the Elections Capital Replacement surcharge. These funds are designated to be used for major capital expenditures (like a new voting system), once suitable options are available. This long term financial strategy is designed to diminish the impact of large capital expenditures on the General Fund and on cities and districts that use elections services.

Administrative and Program Goals

- Implement policies and procedures to enhance customer service and offer additional opportunities to serve the public.
- Continue to develop and implement the Voter Education and Engagement Outreach Program, which was approved by the Board of Supervisors in 2013. The goal is to reach out to the constituents of Contra Costa to engage and involve citizens to more actively participate in their government, including voting and running for office, etc. We will include focus on demographics that are underrepresented; such as young citizens, minorities, and/or localities that have historically been less likely to participate.
- Decrease the number of, and opportunities to, fraudulently record documents by collaborating with the District Attorney and the Assessor on the Real Estate Fraud Notification Program in the Clerk-Recorder Division.
- Cross-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 supervisorial team are excited about this prospect.
- Actively participate in the County Clerk, Recorder, and Elections associations at the regional and State levels to advance proposals that benefit California and Contra Costa County.
- Continue to pursue reimbursement for mandated election services. State suspension of mandate reimbursements for services provided has placed a burden on the Elections Division.

Clerk-Recorder-Elections General Government

- Pursue new sources of revenue and areas of potential savings in department-wide operations.
- Increase focus on providing useful information throughout the year, as well as on Election Day or near other important dates, through various social media resources.

FY 2016-17 Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	2	Recorder	Salaries and Benefits	2.0	\$185,435	Add 2 Clerk-Recorder Services Supervisor positions to improve span of control.
2	2	Recorder	Salaries and Benefits	(2.0)	(\$176,069)	Cancel 2 Clerk Senior Level positions.
3	2	Recorder	Salaries and Benefits	(1.0)	(\$80,880)	Cancel 1 Clerk Recorder Services Specialist position.
			Total	(1.0)	(\$71,514)	

Clerk-Recorder-Elections
General Government

**Conservation and Development
General Government**

John Kopchik, Director

Land Development Summary

Land Development	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	17,788,003	20,778,203	22,011,653	22,011,653	0
Services and Supplies	7,207,778	12,288,347	13,079,748	13,079,748	0
Other Charges	2,130,876	1,839,013	1,414,139	1,414,139	0
Fixed Assets	247,928	410,000	500,000	500,000	0
Expenditure Transfers	(4,208,899)	(4,985,529)	(5,393,663)	(5,393,663)	0
TOTAL EXPENDITURES	23,165,686	30,330,034	31,611,877	31,611,877	0
REVENUE					
Other Local Revenue	25,622,523	27,077,321	31,611,877	31,611,877	0
GROSS REVENUE	25,622,523	27,077,321	31,611,877	31,611,877	0
NET FUND COST (NFC)	(2,456,837)	3,252,713	0	0	0
Allocated Positions (FTE)					
	159	166	166	166	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	65%	59%	59%	59%	
% Change in Total Exp		31%	4%	0%	
% Change in Total Rev		6%	17%	0%	
% Change in NFC		(232%)	(100%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	9,958,455	12,286,172	13,169,230	13,169,230	0
Temporary Salaries	174,055	50,000	50,000	50,000	0
Permanent Overtime	6,618	0	0	0	0
Deferred Comp	69,977	133,764	146,880	146,880	0
Comp & SDI Recoveries	(12,052)	0	0	0	0
FICA/Medicare	737,893	928,432	994,327	994,327	0
Ret Exp-Pre 97 Retirees	41,104	45,066	45,066	45,066	0
Retirement Expense	4,078,779	4,187,174	4,090,324	4,090,324	0
Employee Group Insurance	1,234,613	1,585,125	1,985,213	1,985,213	0
Retiree Health Insurance	828,322	798,202	796,128	796,128	0
OPEB Pre-Pay	376,120	376,120	376,120	376,120	0
Unemployment Insurance	30,546	36,728	35,615	35,615	0
Workers Comp Insurance	263,573	351,420	322,750	322,750	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. The Department will continue to 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
- 0286 – Measure WW Grant
- 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:	\$1,543,817		
Financing:	1,543,817		
Net Fund Cost:	\$0		
Funding Sources:			
Expenditure Transfers	84.5%	\$1,303,817	
Misc. Revenue	15.5%	240,000	
FTE: 3.0			

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:	\$6,769,685		
Financing:	6,769,685		
Net Fund Cost:	0		
Funding Sources:			
Expenditure Transfers	0.7%	\$50,000	
Planning Services	99.3%	6,719,685	
FTE: 28.0			

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:	\$258,836		
Financing:	258,836		
Net Fund Cost:	\$0		
Funding Sources:			
Licenses/Permits	100.0%	\$258,836	
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:			\$955,416
Financing:			955,416
Net Fund Cost:			0
Funding Sources:			
Charges for Services	78.5%	\$750,000	
Misc. Revenue	21.5%	205,416	
FTE: 6.0			

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:		\$1,426,870
Financing:		1,426,870
Net Fund Cost:		0
Funding Sources:		
Licenses/Permits	71.8%	\$1,025,000
Charges for Services	24.6%	351,726
Misc. Revenue	3.6%	50,144
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:		\$2,112,796
Financing:		2,112,796
Net Fund Cost:		0
Funding Sources:		
Charges for Services	61.5%	\$1,300,000
Misc. Revenue	38.5%	812,796
FTE: 5.0		

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:	\$1,734,889		
Financing:	1,734,889		
Net Fund Cost:	0		
Funding Sources:			
Misc. Revenue	86.5%	\$1,500,000	
Charges for Services	13.5%	234,889	
FTE: 7.0			

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:	\$4,334,796		
Financing:	4,334,796		
Net Fund Cost:	0		
Funding Sources:			
Expenditure Transfers	97.8%	\$4,239,796	
Charges for Services	0.4%	20,000	
Misc. Revenue	1.8%	75,000	
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:	\$7,377,554		
Financing:	7,377,554		
Net Fund Cost:	0		
Funding Sources:			
Expenditure Transfers	13.3%	\$980,659	
Licenses/Permits	85.7%	6,318,905	
Misc. Revenue	1.0%	77,990	
FTE: 30.0			

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:	\$1,470,077	
Financing:	1,470,077	
Net Fund Cost:	0	
Funding Sources:		
Expenditure Transfers	6.9%	\$102,091
Licenses/Permits	72.2%	1,061,012
Charges for Services	19.3%	284,042
Misc. Revenue	1.6%	22,932
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:	\$954,570	
Financing:	954,570	
Net Fund Cost:	0	
Funding Sources:		
Misc. Revenue	100.0%	\$954,570
FTE: 10.0		

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:	\$4,055,483	
Financing:	4,055,483	
Net Fund Cost:	0	
Funding Sources:		
Expenditure Transfers	50.6%	\$2,052,483
Licenses/Permits	49.4%	2,003,000
FTE: 32.0		

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:	\$11,531	
Financing:	11,531	
Net Fund Cost:	0	
Funding Sources:		
Expenditure Transfers	65.3%	\$7,531
Licenses/Permits	34.7%	4,000

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:	\$131,000	
Financing:	131,000	
Net Fund Cost:	0	
Funding Sources:		
Expenditure Trans	77.9%	\$102,041
State DMV Fees	22.1%	\$28,959

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:	\$3,881,560	
Financing:	3,881,560	
Net Fund Cost:	0	
Funding Sources:		
Expenditure Transfers	80.3%	\$3,115,673
Charges for Services	19.1%	742,887
Misc. Revenue	.6%	23,000
FTE: 5.0		

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.

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:	\$208,000
Financing:	208,000
Net Fund Cost:	0
Funding Sources:	
Charges for Services	100.0% \$208,000

Measure WW Grant Project (East Bay Regional Park District Regional Open Space, Wildlife, Shoreline and Parks Bond Extension)

Description: Provide for funding allocation, through general obligation bonds, for local parks as approved by voters of Alameda and Contra Costa.

Measure WW	
Service:	Discretionary
Level of Service:	Mandatory
Expenditures:	\$3,046,374
Financing:	\$3,046,374
Net Fund Cost:	0
Funding Sources:	
Intergov Rev	100.0% \$3,046,374

Conservation and Development General Government

General Fund Summary – Federal and Other Specific Grant Programs

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	231,796	570,828	252,315	252,315	0
Services and Supplies	4,969,240	10,991,340	10,925,715	10,925,715	0
Other Charges	159,939	258,885	173,000	173,000	0
Expenditure Transfers	1,290,337	1,098,535	1,458,574	1,458,574	0
TOTAL EXPENDITURES	6,651,312	12,919,588	12,809,604	12,809,604	0
REVENUE					
Other Local Revenue	1,750,803	1,640,559	1,556,900	1,556,900	0
Federal Assistance	5,150,018	10,211,636	10,967,704	10,967,704	0
GROSS REVENUE	6,900,821	11,852,195	12,524,604	12,524,604	0
NET COUNTY COST (NCC)	(249,509)	1,067,393	285,000	285,000	0
Allocated Positions (FTE)	2	1	1	1	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	4%	5%	2%	2%	
% Change in Total Exp		94%	(1%)	0%	
% Change in Total Rev		72%	6%	0%	
% Change in NCC		(528%)	(73%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	154,964	364,332	170,395	170,395	0
Deferred Comp	0	2,784	0	0	0
Comp & SDI Recoveries	(30,871)	0	0	0	0
FICA/Medicare	10,660	25,033	13,090	13,090	0
Ret Exp-Pre 97 Retirees	503	0	0	0	0
Retirement Expense	64,154	117,350	53,978	53,978	0
Employee Group Insurance	28,372	50,942	11,113	11,113	0
Unemployment Insurance	467	1,177	553	553	0
Workers Comp Insurance	3,547	9,210	3,186	3,186	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:

Conservation and Development

General Government

Non-Federal Grant Programs:

0580 – Keller Canyon Mitigation
 0591 – Housing Rehabilitation

Federal Grant Programs:

0590 – HOPWA Grant
 0592 – HUD Block Grant
 0593 – HUD Emergency Shelter Grant
 0594 – HUD HOME Block 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:		\$1,290,000
Financing:		1,290,000
Net County Cost:		0
Funding Sources:		
Misc. Revenue	100.0%	\$1,290,000

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. The subsidy will continue in FY 2016-17.

Housing Rehabilitation & Sustainability Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$535,000
Financing:		250,000
Net County Cost:		285,000
Funding Sources:		
Permit Fees	9.35%	\$50,000
Misc. Revenue	37.38%	200,000
General Fund	53.27%	285,000
FTE:	1.0	

Conservation and Development General Government

3. HOPWA Grant

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

HOPWA Grant Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$1,360,410	
Financing:	1,360,410	
Net County Cost:	0	
Funding Sources:		
Federal	100.0%	\$1,360,410

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:	\$5,766,422	
Financing:	5,766,422	
Net County Cost:	0	
Funding Sources:		
Federal	100.0%	\$5,766,422

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:	\$266,000	
Financing:	266,000	
Net County Cost:	0	
Funding Sources:		
Federal	100.0%	\$266,000

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:	\$3,591,772	
Financing:	3,591,772	
Net County Cost:	0	
Funding Sources:		
Federal	100.0%	\$3,591,772

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
- 0479 – Housing Successor Agency
- 0561 – HOME Investment Partnership ACT

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- 0595 – Private Activity Bond
- 0596 – Affordable Housing
- 0597 – HUD Neighborhood Preservation Summary
- 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

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:	\$175,000	
Financing:	175,000	
Net Fund Cost:	0	
Funding Sources:		
Fines	100.0%	\$175,000
Fund 110200		

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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:		\$811,000	
Financing:		811,000	
Net Fund Cost:		0	
Funding Sources:			
Developer Fees	100.0%	\$811,000	
Fund 133700			

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:		\$1,652,747	
Financing:		1,652,747	
Net Fund Cost:		0	
Funding Sources:			
Federal	100.0%	\$1,652,747	
Fund 111800			

6. Housing Successor Agency

Description: Provide funding for all Successor Agency-related obligations and activities pursuant to the terms of the Dissolution Act.

Housing Successor Agency			
Service:			Discretionary
Level of Service:			Mandatory
Expenditures:		\$8,200,000	
Financing:		8,200,000	
Net Fund Cost:		0	
Funding Sources:			
Other Revenue	100.0%	\$8,200,000	
Fund 115900			

7. HOME Investment Partnership Act

Description: Provide funding from HOME Program loan repayments for the development and rehabilitation of affordable housing.

HOME Investment Partnership Act			
Service:			Discretionary
Level of Service:			Mandatory
Expenditures:		\$300,000	
Financing:		300,000	
Net Fund Cost:		0	
Funding Sources:			
Other Revenue	100.0%	\$300,000	
Fund 116100			

8. 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.

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Private Activity Bond Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$1,495,000	
Financing:	1,495,000	
Net Fund Cost:	0	
Funding Sources:		
Other Revenue	100.0%	\$1,495,000
Fund 111100		

9. 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:	\$650,000	
Financing:	650,000	
Net Fund Cost:	0	
Funding Sources:		
Use of Money	100.0%	\$650,000
Fund 111300		

10. 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:	\$1,085,508	
Financing:	1,085,508	
Net Fund Cost:	0	
Funding Sources:		
Federal	100.0%	\$1,085,508
Fund 134900		

11. 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:	\$2,000,000	
Financing:	2,000,000	
Net Fund Cost:	0	
Funding Sources:		
Measure J	100.0%	\$2,000,000
Fund 110900		

12. PH BART Greenspace Maintenance

Description: Provide for construction/development of a greenspace/respice 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 \$31,611,877 reflect an increase of \$1,281,543 over the current year budget. Salaries and benefits total \$22,011,653, an increase of \$1,233,450 over the current year. The increase can be primarily attributed to the annualized cost of 7 additional positions (3 Engineers, 2 Principal Planners, 1 Grading Inspector, and 1 Principal Building Plan Checker) that were added over the course of the fiscal year, for a new total of 166 FTE positions. The baseline/recommended amount for Service and Supplies has increased modestly from last fiscal year, by \$791,401, to reflect DCD's anticipated volume of work activities brought on by the upward trend in planning applications and building permits. The baseline amount for Other Charges is decreased by over \$400,000 from FY 2015-16, primarily due to a significant drop in DCD's liability insurance payments and other departmental

charges. Fixed Assets is increased by \$90,000 in anticipation of computer server enhancements necessary in the coming year. Overall, the budget for land development shows a modest increase. Expenditure Transfers and Revenues projected for land development will continue their upward trend. In FY 2014-15 revenue exceeded projections by over \$2 million. Revenues in FY 2015-16 appear to be on track to exceed projections again, and an upward revenue trend is anticipated for FY 2016-17.

The Weatherization Program continues to operate on a smaller scale after the loss of ARRA and EECBG funding in FY 2013-14. The budget this year is slightly higher than last year primarily due to a Cap and Trade grant that will compensate for the loss of funding from the Bay Area Regional Network grant.

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 \$12,809,604, a reduction of \$109,984 from the current year budget. This is primarily attributed to the elimination of 1 FTE position in the Housing Rehabilitation program. A General Fund subsidy of \$285,000 is provided for the 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 several special revenue funds, one of which is the Abandoned Vehicle Abatement Service Authority. DCD is responsible for the collection and disbursement of State funds to the cities and County for reimbursement of costs related to the abatement of abandoned vehicles. Another special revenue fund is the Housing Successor Agency trust fund. This fund provides funding for all housing-related obligations and functions of the

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former Redevelopment Agency, now the Successor Agency.

Performance Measurements

The following is a progress report of the goals identified in FY 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.

In FY 2015-16, DCD significantly expanded public access to on-line building permitting services by enabling the public to apply for and receive building permits for residential rooftop solar panel installations over the internet. Rooftop solar permits were the single largest category of building permits issued by the County in 2015, representing over 1,500 of the 13,000 permits issued.

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.

Completed. The ordinance was adopted by the Board in July 2015.

Maintain high levels of customer service and expeditious permit processing under conditions of increasing workload resulting from the accelerating economic recovery, through use of technology to the greatest extent possible to maximize operational efficiency.

This goal was accomplished through use of technology, as described above, streamlining business practices to improve efficiency, and by hiring additional staff to address increased public demand for building permitting services.

Meet the growing service needs of cities within the county that contract with DCD for building inspection services.

DCD continued to provide building inspection and plan check services for the cities of Clayton, Hercules, Lafayette, Moraga and Orinda. DCD has a fully staffed satellite office in Lafayette serving the Lamorinda community. For the first seven months of FY 2015-16, DCD processed a total of 2,841 building permits and 3,050 plan checks combined for these five cities.

Promote staff development and training to ensure compliance with ever-increasing State building code requirements and for purposes of succession planning.

In 2015, DCD continued its long-standing practice of providing training to staff necessary to maintain required professional certifications for State building code requirements.

As directed by the Board of Supervisors, develop organizational capacity in Sustainability Programs, including establishing and filling the function with sustainability staff.

In 2015, DCD provided staff support to the Board's Ad Hoc Committee on Sustainability and initiated a recruitment to fill the role of County Sustainability Coordinator. The position will be filled during FY 2015-16. At the direction of the Ad Hoc Committee, DCD drafted an ordinance to promote the use of electric vehicles and reduce greenhouse gas emissions by amending the building code to require the installation of electric vehicle charging devices for new residential and commercial construction. The ordinance was adopted by the BOS in December 2015. Also related to sustainability, at the direction of the Board, DCD implemented Property Assessed Clean Energy (PACE) financing within the County's jurisdiction to provide property owners an additional means of financing energy and water efficiency improvements to their property.

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

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of property taxes to other taxing entities, including the County, special districts and school districts.

The Successor Agency continues to wind down the affairs of the former Redevelopment Agency. Distribution of property taxes to other taxing entities increased from \$2,527,914 in FY 2014-15, to \$4,164,122 in FY 2015-16.

Finalize implementation plans and move the following projects in to construction; Olympic Corridor Trail Connector, Bailey Road/State Route 4 Interchange, I-680/Treat Blvd. Bicycle and Pedestrian Improvement Plan.

- **Olympic Corridor Trail connector** — *The Preferred Alignment Plan was released for public review in July 2015 and is anticipated to be submitted to the Board of Supervisors for consideration of adoption in the spring of 2016.*

Concurrent with this, staff is pursuing grant opportunities for construction.

- **Bailey Road/SR-4 Interchange** — *The County and Caltrans have agreed on a preferred project alternative and the environmental work is scheduled to be completed by spring 2016, Project design will take place from spring 2016-17, right-of-way acquisition in fall 2017, and construction by summer 2018.*
- **I-680/Treat Blvd.** — *The Draft Plan was released for public review in December 2015. Significant public comment requires the Plan's preferred alternative to be revised, which requires additional funding. Measure J Sub-regional Transportation Needs funds allocated to the County are expected to be used to cover the completion of the Plan. Final adoption of the Plan is anticipated for spring/summer 2016. County staff will immediately begin seeking implementation funding after Plan adoption.*

Pursue/maximize Cap & Trade grant funds for County projects.

The County applied for the Affordable Housing and Sustainable Communities funding for the Heritage Point Housing Project in February 2015, but were not successful. Another application is underway for a spring 2016 submittal.

Actively pursue Board of Supervisors goals at the State level relative to legislative and administrative actions having to do with school siting and safety.

In 2016, there is a County drafted bill before the legislature (SB632 Cannella - Prima facie speed limits: schools) that was initially introduced in 2015. The bill would allow local jurisdictions to expand school zones based on an engineering and traffic survey. Staff is currently working with the California Traffic Control Devices Committee to answer technical questions related to the bill.

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.

The USACE SF District has indicated it currently has the funds to prepare the feasibility study (including the EIR/EIS) that will enable the Project to reach the next decision point. The Water Agency, through the County's Federal Lobbyist, has secured a letter authored by local members of congress requesting additional funding to ensure the project continues forward.

Work with the Delta Counties Coalition (DCC) 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.

The Water Agency regularly participates in the preparation of technical and policy materials related to the states plans of building an isolated conveyance (aka CalWaterFix). We are also participating in the Change Petition for water rights being heard by the State Water Resources Control Board also associated w/ CalWaterFix. The Water Agency also prepares

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technical and policy documents on Federal Drought Legislation, San Luis Drain Legislation and supports the pilot program lead by the Feds to control Invasive and Aquatic Weeds in the Delta. These materials are used by elected officials from CCC and the DCC.

Participate in the creation of the Groundwater Sustainability Agency (GSA) and determine if continued participation is warranted or desired for the implementation of the Water Agency.

As primary land use authority for the area within the Tracy Sub-basin that lies within Contra Costa county, the County has a role in the development, administration and compliance with the Sustainable Groundwater Management Act of 2014. Two additional Sub-basins are in the County but our role may be minor as we are not the primary land use authority though the County will need to participate in the development of the GSAs.

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.

DCD has retained a consultant who is currently working on the draft environmental impact report (EIR) for this project. Staff anticipates completion of the EIR in summer 2016 and hearings before the County Planning Commission and Board of Supervisors in fall 2016.

Prepare and submit for Board consideration an amendment to the General Plan Land Use, Safety, and Conservation Elements 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).

DCD has initiated the amendment and is expected to complete the work in the coming year.

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.

This is an implementation of the Climate Action Plan. Staff is working to identify a funding source to initiate this task.

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.

The Climate Action Plan for Unincorporated Contra Costa County was adopted by the Board of Supervisors on December 15, 2015. The Department of Conservation and Development will now move into the implementation phase of the plan.

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.

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 Person per Day" (PPD). The PPD disposal target is a maximum, so the County is expected to maintain an annual disposal level that equates to that amount or less. Due to the

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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 2014 was submitted in August of 2015 indicating that the County's actual PPD remained well under the target. Our 2014 PPD would be 2.4 using the State's default measurement calculation, however the County submitted an Annual Report with an alternative measurement of even less (2.3 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 2014 PPD is not expected until 2016-17.

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.

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 564 Single-Family energy efficiency home upgrades, representing over \$1,338,850 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 2016 calendar year.

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.

In partnership with the East Bay Regional Park District, the Conservancy conserved 260 acres of land (with a number of acquisitions scheduled to close in the first half of 2016), continued design work on a larger restoration project and constructed a small wetland restoration project to contribute to the recovery of special status species. The dialog with the State Water Resources Control Board has continued to move toward developing a streamlined permitting process for state waters.

Develop a DCD Intranet site where all relevant information can be readily accessed by staff.

Initial work has begun to identify what information will be valuable to staff and should be included in the intranet site. Work is in progress.

Complete work on the Urban Farm Animal Ordinance for the Board's adoption.

Staff contacted all the Municipal Advisory Councils in the County and obtained feedback. Staff will be taking this item back to the Board to get direction on whether an overlay ordinance or countywide ordinance is appropriate.

Consider eliminating the minimum acreage requirement for P-1 developments to permit flexibility for small sites and infill development.

No further action has been completed.

Consider improvements to the existing tree protection and preservation ordinance

Staff has gathered information from surrounding cities and counties and is working on proposed changes to the 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,

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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.

In addition to extensive local, regional, state, and national outreach and community engagement: secured Resolutions of collaboration with all six cities along the Northern Waterfront; Granted a “Comprehensive Economic Development Strategy equivalency from the U.S. Economic Development Administration; Secured HUD grant funding from Metropolitan Transportation Commission; Participated on a Technical Advisory Team for the University of California Transportation Center funded Industrial Lands and Jobs Study for the nine Bay Area counties; Located a full service marine contractor specializing in marine and heavy civil construction projects, and; Retained a manufacturing company on the Northern Waterfront from relocating outside the region.

Participate in East Bay Energy Watch (EBEW) partnership comprised of local governments from both Alameda and Contra Costa Counties to support implementation of various energy efficiency incentives offered by Pacific Gas and Electric (PG&E).

DCD staff continued to represent the County in this partnership, and participated in a variety of public education and outreach efforts to promote energy efficiency services that EBEW offers to the public.

Administrative and Program Goals

DCD has identified the following administrative and program goals for FY 2016-17:

- 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.
- Begin to position housing assets, formerly owned by the Redevelopment Agency, for development of residential and/or mixed used development. Issue “Request for Qualifications/Proposals” to the development community for these sites.
- **VMT vs LOS:** The state initiated the conversion of vehicle miles traveled (VMT) from level of service (LOS) as the primary metric by which traffic impacts are determined. The Contra Costa Transportation Authority is working on substantial revision to their policies, the County will engage in that process. The County and most of the cities maintain LOS in their guiding policies. Staff needs to determine if subjecting applicants to both VMT and LOS impact analysis would present any problems.
- Coordinate with other County Departments on identifying financing opportunities for projects and programs to further the Climate Action Plan.
- Conduct mid-term review of the Urban Limit Line as required under Measure L.
- Begin exploring options for updating the County General Plan.
- Implement programs and services to reduce solid waste disposal and promote reuse and recycling as required by the Integrated Waste Management Act (AB 939), including dedicating resources to assist with enhancing the recycling of materials generated at county facilities and enforcing mandatory commercial recycling and organics requirements.
- Secure outside funding and co-lead local participation in the San Francisco-to-

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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.

- Continue to participate in the development of the Groundwater Sustainability Agency and the future Groundwater Sustainability Plan for the Tracy Sub-basin. The County is the land use authority for all unincorporated lands in this basin.

- Continue work to bring identified Quarries by the California Office of Mine Reclamation into compliance. Perform and complete the annual inspections and review of financial Assurance reports for all Quarries within the County.

- Work towards the creation/development of more on-line review and permitting for small land use applications within the Current Planning Division.

- Continue the implementation and work towards a Draft Strategic Action Plan for the Contra Costa County Northern Waterfront Economic Development Initiative which includes awareness and education of economic growth opportunities along the Northern Waterfront.

- Expedite and reduce processing time to less than 8 weeks for certain minor planning applications.

- Seek ways to continue streamlining the County's building permitting process through operational efficiencies and greater use of technology.

- Develop and seek the Board's adoption of an ordinance to implement the 2016

California Building Code in the unincorporated area.

- Continue to build the County's capacity in the area of Sustainability Programs by filling the role of County Sustainability Coordinator by seeking State Cap and Trade funds and other sources of revenue to grow the County's sustainability programs and services.

- Coordinate with other County departments to begin implementation of the County's recently adopted Climate Action Plan.

- Assist the Board of Supervisors in studying options for potential implementation of Community Choice Energy within the County's jurisdiction.

- Improve outreach to low income communities with information on how to apply for and receive assistance through Weatherization and Neighborhood Preservation programs to improve the comfort, safety and habitability of their homes.

- Continue to provide homebuyer assistance by providing Mortgage Credit Certificates, which give homebuyers personal income tax reductions.

- Continue to assist in the production and preservation of affordable housing by providing conduit issuer services for multi-family tax-exempt bonds, and low interest deferred development loans.

- Continue to support local non-profit service agencies by providing grants through the Community Development Block Grant, Keller Canyon Mitigation Fund, and North Richmond Mitigation Fund

- Provide support to management and line staff by offering staff development classes onsite.

- Continue work on DCD intranet site.

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- Streamline DCD's electronic records management operations.
- Continue implementing activities related to the Northern Waterfront Economic Development Initiative: continue collaborative activities with the cities of Hercules, Martinez, Concord, Pittsburg, Antioch, and Oakley; complete phase 1 outreach and community engagement efforts; continue outreach to national, regional, state, and local agencies; conduct research in support of developing branding and marketing activities to promote Northern Waterfront competitive advantages; develop and adopt a strategic action plan and implementation program.

Contingency Reserve General Government

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Provisions for Contingencies	0	6,828,230	10,750,000	10,750,000	0
TOTAL EXPENDITURES	0	6,828,230	10,750,000	10,750,000	0
NET COUNTY COST (NCC)	0	6,828,230	10,750,000	10,750,000	0
FINANCIAL INDICATORS					
% Change in Total Exp		0%	57%	0%	
% Change in NCC		0%	57%	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.

to offset a portion of the County's \$45 million 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:		\$10,750,000
Financing:		0
Net County Cost:		10,750,000
Funding Sources:		
General Fund	100.0%	\$10,750,000

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 \$10.75 million for FY 2016-17. The appropriation will 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

Contingency Reserve
General Government

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	4,256,440	5,053,655	5,468,637	5,468,637	0
Services and Supplies	7,119,415	11,829,204	8,263,197	8,263,197	0
Fixed Assets	52,380	46,000	46,000	46,000	0
Expenditure Transfers	(308,507)	(350,566)	(283,608)	(283,608)	0
TOTAL EXPENDITURES	11,119,728	16,578,293	13,494,226	13,494,226	0
REVENUE					
Other Local Revenue	6,878,827	6,819,679	7,739,226	7,739,226	0
GROSS REVENUE	6,878,827	6,819,679	7,739,226	7,739,226	0
NET COUNTY COST (NCC)	4,240,901	9,758,614	5,755,000	5,755,000	0
Allocated Positions (FTE)	32	33	33	33	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	37%	30%	40%	40%	
% Change in Total Exp		49%	(19%)	0%	
% Change in Total Rev		(1%)	13%	0%	
% Change in NCC		130%	(41%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	2,392,767	3,002,644	3,348,468	3,348,468	0
Temporary Salaries	53,322	21,000	21,000	21,000	0
Deferred Comp	35,175	49,560	53,268	53,268	0
FICA/Medicare	165,912	210,683	219,459	219,459	0
Ret Exp-Pre 97 Retirees	9,921	7,500	7,500	7,500	0
Retirement Expense	969,644	1,027,697	1,034,449	1,034,449	0
Employee Group Insurance	298,750	390,700	466,638	466,638	0
Retiree Health Insurance	204,312	206,497	181,224	181,224	0
OPEB Pre-Pay	103,872	103,872	103,872	103,872	0
Unemployment Insurance	7,507	9,080	8,855	8,855	0
Workers Comp Insurance	15,258	24,421	23,904	23,904	0
Labor Received/Provided	0	1	0	0	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:		\$5,988,195
Financing:		1,771,959
Net County Cost:		4,216,236
Funding Sources:		
Charges -	5.8%	\$349,838
Divisions & Depts		
Cable TV Frnchs	16.0%	958,798
Property Tax Adm	3.7%	219,225
PEG fees/Misc	4.1%	244,098
General Fund	70.4%	4,216,236
FTE: 26.0		

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.

AB-109 Administration		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$5,852,441
Financing:		5,852,441
Net County Cost:		0
Funding Sources:		
State Realignment		
(AB-109)	100.0%	\$5,852,441
FTE: 1.0		

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:		\$1,937,198
Financing:		398,434
Net County Cost:		1,538,764
Funding Sources:		
Charges -	20.6%	\$398,434
Divisions & Depts		
General Fund	79.4%	1,538,764
FTE: 6.0		

CAO's Recommendation

The fiscal year 2016-17 baseline net County cost decreased by \$4,003,614 from fiscal year 2015-16. The reduction reflects the elimination of restricted prior year fund balance of \$4,633,614 primarily from CATV franchise fees.

Operating costs increased by \$630,000 for salary and benefits, interdepartmental charges and non-county professional services.

The recommended net County cost of \$5,755,000 will provide the funding necessary to maintain services in fiscal year 2016-17.

Performance Measurements

County Administrator accomplishments during fiscal year 2015-16 include:

- County of Contra Costa Public Financing Authority closed its 2015 Lease Revenue Bond issuance in a par amount of \$71,115,000 to fund two new capital projects: i) Solar Photovoltaic Panels on canopies at six locations throughout the County, and; ii) Construction of a Behavioral Health and Medical Clinic adjacent to the current West County Health Clinic and fund a current refunding of the Authority's 1999 Series A, 2002 Series A, 2002 Series B, and 2003 Series A Lease Revenue Bonds.
- Received the Government Finance Officers Association *Distinguished Budget Presentation Award* for the fifth year in a row.
- In early 2016, the County completed negotiations with the CCC Defenders Association marking the first time in 13 years that 100% of its represented employees were working under current contracts.
- PEPRA does not address the amount of the Cost of Living Adjustments/COLAs to the pension benefit for employees in the PEPRA tier. The County Employees Retirement Law provides several possible options for COLAs to the pension benefit. Prior to 2013, many County employees entering CCCERA were eligible for up to a 3% pension COLA to the retirement benefit. In 2015, the County completed active negotiations with all recognized employee organizations and has now achieved a 2% Pension COLA for all employees entering the PEPRA tier.
- The CAO's office has procured the OpenGov Intelligence software platform that allows customers to easily create and share

internal operational reports, combining unlimited financial and non-financial data (performance metrics, operational data, census data, etc.) to help governments make better financial decisions and operate more efficiently. When fully implemented, OpenGov Intelligence can also enhance the County's transparency efforts, allowing multiple years of data to be accessible by citizens through an online portal. Funding for the implementation and the first year of service was provided by an "Innovate Your State" grant, which the County succeeded in obtaining.

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

County Administrator

General Government

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
- 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	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	\$8,493,666	\$9,465,815	\$10,242,730	\$10,242,730	0
Services and Supplies	\$520,941	\$1,527,837	\$1,130,584	\$1,130,584	0
Fixed Assets	\$0	\$18,109	\$57,109	\$57,109	0
Expenditure Transfers	(\$3,977,825)	(\$4,012,745)	(\$4,654,206)	(\$4,654,206)	0
TOTAL EXPENDITURES	\$5,036,782	\$6,999,016	\$6,776,217	\$6,776,217	0
REVENUE					
Other Local Revenue	\$3,845,481	\$3,741,016	\$3,776,217	\$3,776,217	0
GROSS REVENUE	\$3,845,481	\$3,741,016	\$3,776,217	\$3,776,217	0
NET COUNTY COST (NCC)	\$1,191,301	\$3,258,000	\$3,000,000	\$3,000,000	0
Allocated Positions (FTE)	49	50	50	50	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	94%	86%	90%	90%	
% Change in Total Exp		39%	(3%)	0%	
% Change in Total Rev		(3%)	1%	0%	
% Change in NCC		173%	(8%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	\$5,036,335	\$5,792,538	\$6,442,307	\$6,442,307	0
Temporary Salaries	\$72,646	\$215,795	\$215,795	\$215,795	0
Permanent Overtime	\$5	\$0	\$0	\$0	0
Deferred Comp	\$34,187	\$41,700	\$41,940	\$41,940	0
FICA/Medicare	\$344,786	\$379,447	\$396,822	\$396,822	0
Ret Exp-Pre 97 Retirees	\$21,114	\$24,616	\$24,616	\$24,616	0
Retirement Expense	\$2,091,629	\$2,025,728	\$2,052,208	\$2,052,208	0
Employee Group Insurance	\$526,026	\$581,477	\$645,239	\$645,239	0
Retiree Health Insurance	\$200,937	\$194,794	\$198,753	\$198,753	0
OPEB Pre-Pay	\$76,360	\$76,360	\$76,360	\$76,360	0
Unemployment Insurance	\$15,458	\$17,433	\$17,054	\$17,054	0
Workers Comp Insurance	\$74,184	\$115,927	\$131,636	\$131,636	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 some independent special districts upon request.

General Law Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$6,527,040
Financing:		3,527,040
Net County Cost:		3,000,000
Funding Sources:		
Charges for Svc	50.0%	\$3,277,040
Property Tax Admin	4.0%	250,000
General Fund	46.0%	3,000,000
FTE: 24.0		

Risk Management /Civil Litigation

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

Risk Management /Civil Litigation Unit Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$1,931,217
Financing:		1,931,217
Net County Cost:		0
Funding Sources:		
Liability Trust Fund	100.0%	\$1,931,217
FTE: 10.0		

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, Laura's Law, etc.)

Child Protective Services-Probate Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$2,972,166
Financing:		2,972,166
Net County Cost:		0
Funding Sources:		
Charges for Svc	100.0%	\$2,972,166
FTE: 16.0		

CAO's Recommendation

The baseline net County cost reflects a \$257,999 reduction from the fiscal year 2015-16 Adjusted Budget. This reduction reflects a one-time allocation for office upgrades to fund ergonomically functioning offices.

Salary and benefit costs are increasing by \$649,769 and are mainly due to the addition of 1.0 FTE position in FY 2015-16 and overall increases in permanent and temporary salaries and retirement costs. Baseline cost for services and supplies reflect a reduction of \$397,525 in anticipation of salary and benefit increases.

Legal counsel and support services are anticipated, which result in an estimated increase of \$676,662 in revenues and expenditure transfers combined.

The recommended net County cost of \$3,000,000 will provide the funding necessary to maintain services in fiscal year 2016-17.

Performance Measurement

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

The General Government Division of the County Counsel's Office assisted the Labor Relations Division of the County Administrator's Office in closing five labor agreements as well as negotiating and preparing a health benefits side letter with six other unions. Advice and representation was also provided in connection with union decertification, fact finding proceedings, and a two-day strike. In addition, 46 new Merit Board, grievance, arbitration and EEOC/DFEH matters were added to the County Counsel caseload.

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.

Contra Costa County's Assisted Outpatient Treatment program (Laura's Law) officially commenced on February 1, 2016. The Juvenile/Conservatorship Division of the County Counsel's Office worked closely with Health Services Department's Mental Health Division to prepare for the implementation. Deputies attended and participated in workgroup meetings with stakeholders to outline the design of Laura's Law in Contra Costa County, as well as informational meetings to inform the public about the program. County Counsel attorneys also met with the Laura's Law team from the Mental Health Division to educate them on the legal criteria of Laura's Law and prepare them for the court process. Going forward, attorneys have been assigned to work with the Mental Health Division and pursue cases through the court, as needed, as the Mental Health Division carries out the objectives of this new program.

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

Responsibility for the oversight of legal services contracts for liability cases handled by outside contract attorneys was transferred from the Risk Management Division of the County Administrator's Office to the Tort and Civil Rights Litigation Division of the County Counsel's Office. These oversight responsibilities include reviewing pleadings prior to filing, analyzing claims and defenses, discussing and coordinating strategies with outside counsel and Risk Management, and addressing miscellaneous issues as they arise. The reassignment of responsibilities has led to enhanced coordination and communication in tort litigation matters.

Support the Contra Costa County Housing Authority with legal issues.

The Business Transactions and Litigation Division of the County Counsel's Office assisted the Housing Authority with a major revision of its procurement policy and forms to reflect the changes that the Department of Housing and Urban Development made to the procurement standards. On behalf of the Housing Authority, County Counsel legal staff made a presentation at a National Association of Housing and Redevelopment Officials (NAHRO) conference on ADA and FEHA reasonable accommodation requirements. This Office continues to provide legal advice to the Housing Authority in relation to Rental Assistance Demonstration (RAD) program and the Housing Authority's application for additional units.

Administrative and Program Goals

Continue to provide significant legal services to assist the Fire District with the implementation of new emergency ambulance services.

On January 1, 2016, the Contra Costa County Fire Protection District began providing emergency ambulance services under a contract with Contra Costa County. The County Counsel's Office expects to continue to provide significant legal services to assist the Fire District with these matters throughout 2016.

County Counsel

General Government

Address legal issues associated with the increasing prevalence of alternative energy technologies.

In 2016, the County Counsel's Office will continue to address legal issues associated with the increasing prevalence of alternative energy technologies. This office expects to provide legal services to the Department of Conservation and Development associated with the implementation of PACE (Property Assessed Clean Energy) financing in the County and the possible implementation of a program that would allow local agencies to provide electricity services to consumers.

Provide additional services to the Department of Conservation and Development that are associated with the implementation and regulation of medical marijuana.

The Medical Regulation and Safety Act (MMRSA) was signed into law in October 2015. MMRSA will regulate the cultivation, dispensing, manufacturing, distribution, and transportation of medical marijuana. The County Counsel's Office expects to provide legal services to the Department of Conservation and Development associated with the implementation of the new law. If a measure to legalize the recreational use of marijuana is placed on the statewide ballot in 2016, the Department of Conservation and Development will likely require additional services to address the changing legal landscape.

Crockett/Rodeo Revenues General Government

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Services and Supplies	213,286	396,000	276,000	276,000	0
Other Charges	282,728	284,000	284,000	284,000	0
TOTAL EXPENDITURES	496,014	680,000	560,000	560,000	0
NET COUNTY COST (NCC)	496,014	680,000	560,000	560,000	0
FINANCIAL INDICATORS					
% Change in Total Exp		37%	(18%)	0%	
% Change in NCC		37%	(18%)	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 \$120,000 from FY 2015-16. Prior year fund balance in the amount of \$120,000 was eliminated from the baseline budget for FY 2016-17. 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	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Other Charges	4,000,000	0	0	0	0
TOTAL EXPENDITURES	4,000,000	0	0	0	0
REVENUE					
Other Local Revenue	484,572	0	2,500,000	2,500,000	0
State Assistance	16,708	0	0	0	0
GROSS REVENUE	501,280	0	2,500,000	2,500,000	0
NET COUNTY COST (NCC)	3,498,720	0	(2,500,000)	(2,500,000)	0
FINANCIAL INDICATORS					
% Change in Total Exp		(100%)	0%	0%	
% Change in Total Rev		(100%)	100%	0%	
% Change in NCC		(100%)	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 through an exchange agreement. This exchange agreement is not an on-going source of revenue and replaces reserves transferred to the District as bridge funding prior to the medical center closing in 2015. It will appear as a negative net County cost in our schedules.

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.

County/State WCCHCD IGT Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:	\$	0
Financing:		2,500,000
Net Fund Cost:		(2,500,000)
Funding Sources:		
Property Taxes	100.0%	\$2,500,000

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:	\$38,485,860	
Financing:	38,485,860	
Net Fund Cost:	0	
Funding Sources:		
Use of Money	0.0%	\$1,500
Transfers	100.0%	38,484,360

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 did not include ad valorem property tax revenues to the County from the West Contra Costa Healthcare District due to the timing of a transfer agreement for a three-year funding bridge to Doctors Medical Center (DMC). The West Contra Costa Healthcare District Tax Allocation Waiver temporarily suspended the allocation of District ad valorem property tax revenues to the County in FY 2014-15; however, the strategy was ultimately unsuccessful and DMC closed in 2015. Contingent upon a revised exchange agreement, the County will receive an ad valorem transfer of between \$2.5 and \$3.5 million in FY 2015-16 from this source and each year thereafter until the agreement is fulfilled approximately FY 2023-24. 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 2016-17 is due to a 11.7% growth in principal payment netted against a 9.8% 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 2016-17.

For detailed information of the County's overall current debt position, please see page 479.

Debt Service
General Government

Department of Information Technology Summary

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	9,833,565	11,554,250	11,924,285	11,924,285	0
Services and Supplies	13,245,538	12,141,695	12,821,399	12,821,399	0
Other Charges	1,387,773	2,081,942	1,748,407	1,748,407	0
Fixed Assets	279,506	46,100	148,000	148,000	0
Expenditure Transfers	(16,903,527)	(16,908,306)	(17,734,919)	(17,734,919)	0
TOTAL EXPENDITURES	7,842,855	8,915,681	8,907,172	8,907,172	0
REVENUE					
Other Local Revenue	7,811,284	8,738,181	8,812,172	8,812,172	0
GROSS REVENUE	7,811,284	8,738,181	8,812,172	8,812,172	0
NET COUNTY COST (NCC)	31,570	177,500	95,000	95,000	0
Allocated Positions (FTE)					
	76	78	78	78	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	40%	45%	45%	45%	
% Change in Total Exp		14%	0%	0%	
% Change in Total Rev		12%	1%	0%	
% Change in NCC		462%	(46%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	5,017,166	6,581,308	6,846,572	6,846,572	0
Temporary Salaries	485,849	115,000	115,000	115,000	0
Permanent Overtime	133,702	112,000	112,000	112,000	0
Deferred Comp	47,530	76,140	85,140	85,140	0
Comp & SDI Recoveries	(2,433)	0	0	0	0
FICA/Medicare	410,109	495,880	514,028	514,028	0
Ret Exp-Pre 97 Retirees	20,649	28,108	28,108	28,108	0
Retirement Expense	2,045,466	2,234,913	2,125,569	2,125,569	0
Excess Retirement	14,806	0	0	0	0
Employee Group Insurance	694,872	885,899	1,072,016	1,072,016	0
Retiree Health Insurance	568,497	629,222	629,222	629,222	0
OPEB Pre-Pay	313,440	313,440	313,440	313,440	0
Unemployment Insurance	17,096	19,782	18,447	18,447	0
Workers Comp Insurance	66,816	62,558	64,743	64,743	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	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	7,299,516	8,878,995	9,141,778	9,141,778	0
Services and Supplies	6,054,495	6,525,384	6,403,662	6,403,662	0
Other Charges	1,063,575	1,439,764	1,222,511	1,222,511	0
Fixed Assets	50,053	0	100,000	100,000	0
Expenditure Transfers	(11,167,387)	(11,924,142)	(12,042,828)	(12,042,828)	0
TOTAL EXPENDITURES	3,300,254	4,920,001	4,825,123	4,825,123	0
REVENUE					
Other Local Revenue	3,339,629	4,860,001	4,825,123	4,825,123	0
GROSS REVENUE	3,339,629	4,860,001	4,825,123	4,825,123	0
NET COUNTY COST (NCC)	(39,375)	60,000	0	0	0
Allocated Positions (FTE)					
	56	58	58	58	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	50%	53%	54%	54%	
% Change in Total Exp		49%	(2%)	0%	
% Change in Total Rev		46%	(1%)	0%	
% Change in NCC		(252%)	(100%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	3,663,151	5,083,658	5,274,441	5,274,441	0
Temporary Salaries	481,114	110,000	110,000	110,000	0
Permanent Overtime	4,041	0	0	0	0
Deferred Comp	38,260	64,320	71,520	71,520	0
Comp & SDI Recoveries	(2,433)	0	0	0	0
FICA/Medicare	303,179	381,329	393,832	393,832	0
Ret Exp-Pre 97 Retirees	14,878	21,522	21,522	21,522	0
Retirement Expense	1,499,634	1,709,551	1,622,965	1,622,965	0
Excess Retirement	14,806	0	0	0	0
Employee Group Insurance	482,110	661,559	799,906	799,906	0
Retiree Health Insurance	473,639	522,876	522,876	522,876	0
OPEB Pre-Pay	257,248	257,248	257,248	257,248	0
Unemployment Insurance	12,600	15,281	14,220	14,220	0
Workers Comp Insurance	57,290	51,651	53,248	53,248	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 communication systems. Operates County's data center supporting countywide applications. Administers County's Information Security systems and best practices. Ensures high speed, reliable and secure internet, virtual private network, and email system access.

Dept of Information Technology Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$16,867,951
Financing:		16,867,951
Net County Cost:		0
Funding Sources:		
User Fees	100.0%	\$16,867,951
FTE:	58.0	

Department of Information Technology
General Government

Telecommunications Budget

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	2,534,049	2,675,255	2,782,507	2,782,507	0
Services and Supplies	7,191,042	5,616,311	6,417,737	6,417,737	0
Other Charges	324,198	642,178	525,896	525,896	0
Fixed Assets	229,453	46,100	48,000	48,000	0
Expenditure Transfers	(5,736,141)	(4,984,164)	(5,692,091)	(5,692,091)	0
TOTAL EXPENDITURES	4,542,601	3,995,680	4,082,049	4,082,049	0
REVENUE					
Other Local Revenue	4,471,656	3,878,180	3,987,049	3,987,049	0
GROSS REVENUE	4,471,656	3,878,180	3,987,049	3,987,049	0
NET COUNTY COST (NCC)	70,945	117,500	95,000	95,000	0
Allocated Positions (FTE)	20	20	20	20	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	25%	30%	28%	28%	
% Change in Total Exp		(12%)	2%	0%	
% Change in Total Rev		(13%)	3%	0%	
% Change in NCC		66%	(19%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	1,354,015	1,497,650	1,572,131	1,572,131	0
Temporary Salaries	4,736	5,000	5,000	5,000	0
Permanent Overtime	129,661	112,000	112,000	112,000	0
Deferred Comp	9,270	11,820	13,620	13,620	0
FICA/Medicare	106,930	114,551	120,196	120,196	0
Ret Exp-Pre 97 Retirees	5,771	6,586	6,586	6,586	0
Retirement Expense	545,832	525,362	502,604	502,604	0
Employee Group Insurance	212,762	224,340	272,110	272,110	0
Retiree Health Insurance	94,857	106,346	106,346	106,346	0
OPEB Pre-Pay	56,192	56,192	56,192	56,192	0
Unemployment Insurance	4,495	4,501	4,227	4,227	0
Workers Comp Insurance	9,526	10,907	11,495	11,495	0

Department of Information Technology

General Government

Telecommunications

Description: Operates, maintains and manages the County's communications systems including telephone, voice mail, microwave and the two-county East Bay Regional Communications (public safety radio) P25 System. Provides installation and maintenance of radio systems for police agencies, special districts, medical facilities and cities.

Telecommunications Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$9,774,140
Financing:		9,679,140
Net County Cost:		95,000
Funding Sources:		
User Fees	99.0%	\$9,679,140
General Fund	1.0%	95,000
FTE:	20.0	

CAO Recommendation

The 2016-17 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. Baseline expenditures are increased by \$818,104 from the 2015-16 Budget, reflecting the addition of two Deputy Chief Information Officer positions in February 2016 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.

Wide Area Network (WAN) rates and telephone line/port rates are increased by 2% from the

current year rates to offset the recommended expenditure increases. A General Fund allocation of \$95,000 is recommended to be maintained 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 and reliability by upgrading the remote office connections to AT&T ASE (switched Ethernet) fiber optic service.
- Improve performance in the following business processes measures:

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

County's P25 radio communication system was available 100% of the time. County Microwave system was also available 100% of the time.

- Percentage of time the County's Wide Area Network (WAN) is available.

County's Wide Area Network (WAN) was available 99% of the time. The 1% unavailable time frame was from 2:30 p.m. to 4:30 p.m. when our internet service experienced an outage due to equipment failure.

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

County's voice mail communication system was available 98% of time. The 2% unavailable time frame was attributed to the voice mail system hardware failure. A project is underway to migrate all voice mail subscribers to the AT&T EMS (enterprise management system) voice mail.

- Percentage of email addresses in the County-Wide address book.

Department of Information Technology

General Government

Percentage of email addresses in the County-Wide address book was 94% in FY 2015-16.

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 County's Wide Area Network (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 and implementing redundant core service facilities.
 - Percentage of email addresses in the County-Wide address book.
 - Design and incorporate wireless network for additional specific County locations to further reduce the need for cabling and provide high speed service for mobile devices
 - Implement a Countywide alternative provider high speed internet access connection with the goal of increasing our disaster recovery process.

Employee Retiree Benefits General Government

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	839,629	1,053,467	1,007,640	1,007,640	0
Services and Supplies	1,869,193	18,548,205	4,635,360	4,635,360	0
Expenditure Transfers	(87,379)	(354,138)	(104,138)	(104,138)	0
TOTAL EXPENDITURES	2,621,443	19,247,534	5,538,862	5,538,862	0
REVENUE					
Other Local Revenue	1,571,241	38,862	38,862	38,862	0
GROSS REVENUE	1,571,241	38,862	38,862	38,862	0
NET COUNTY COST (NCC)	1,050,202	19,208,672	5,500,000	5,500,000	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	31%	5%	18%	18%	
% Change in Total Exp		634%	(71%)	0%	
% Change in Total Rev		(98%)	0%	0%	
% Change in NCC		1,729%	(71%)	0%	
COMPENSATION INFORMATION					
Retirement Expense	(212,769)	0	0	0	0
Retiree Health Insurance	552,910	553,979	508,152	508,152	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 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:	\$4,585,360	
Financing:	93,000	
Net County Cost:	4,492,360	
Funding Sources:		
General Fund	98.0%	\$4,492,360
Interdept Charges	2.0%	93,000

Employee Retiree Benefits

General Government

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:		\$1,057,640
Financing:		50,000
Net County Cost:		1,007,640
Funding Sources:		
General Fund	95.3%	\$1,007,640
Interdept Charges	4.7%	50,000

CAO's Recommendation

The FY 2016-17 Baseline Budget decreased by \$13,708,672 from FY 2015-16. The net decrease reflects the elimination of prior year fund balance totaling \$13,693,276 as well as a decrease of \$45,827 for anticipated reductions in retiree health costs. Costs for the PeopleSoft upgrade increased by a net of \$30,431.

The FY 2016-17 recommended net County cost of \$5,500,000 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.

General Purpose Revenue General Government

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
REVENUE					
Other Local Revenue	386,233,723	383,332,504	407,471,000	407,471,000	0
Federal Assistance	5,365	0	0	0	0
State Assistance	12,937,127	2,636,617	1,758,000	1,758,000	0
GROSS REVENUE	399,176,215	385,969,121	409,229,000	409,229,000	0
NET COUNTY COST (NCC)	(399,176,215)	(385,969,121)	(409,229,000)	(409,229,000)	0
FINANCIAL INDICATORS					
% Change in Total Rev		(3%)	6%	0%	
% Change in NCC		(3%)	6%	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:		409,229,000
Net County Cost:		(409,229,000)
Funding Sources:		
Property Taxes	83.4%	\$341,291,000
Other Taxes	5.1%	20,683,000
License Franchise	1.9%	7,925,000
Fines Penalties	5.5%	22,500,000
Use of Money	0.6%	2,500,000
Intergovernmental	1.6%	6,658,000
Charges for Service	1.8%	7,422,000
Miscellaneous Rev	0.1%	250,000

CAO's Recommendation

The Recommended Budget for General Fund departments relies on increases in General Purpose Revenue to offset increases in the cost of doing business. The most significant increases in general purpose revenues from year-to-year are due to increased assessed valuation on current secured property tax. During the economic downturn, growth in assessed valuation, interest rates, and Supplemental Property Tax revenues was almost non-existent; since then assessed values have begun to grow. Although the State Board of Equalization has announced an inflation factor of under two percent* (1.01525) for FY 2016-17, 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 7.53%, FY 2014-15 growth of 9.09%, FY 2013-14 growth of 3.45%, and FY 2012-13 growth of 0.86%.

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	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	3,968,386	5,305,093	5,661,620	5,738,620	77,000
Services and Supplies	4,443,797	4,793,004	5,177,318	5,267,318	90,000
Fixed Assets	5,507	147,994	57,994	57,994	0
Expenditure Transfers	(650,464)	(713,017)	(673,017)	(673,017)	0
TOTAL EXPENDITURES	7,767,226	9,533,074	10,223,915	10,390,915	167,000
REVENUE					
Other Local Revenue	6,391,988	6,524,333	7,109,915	7,186,915	77,000
GROSS REVENUE	6,391,988	6,524,333	7,109,915	7,186,915	77,000
NET COUNTY COST (NCC)	1,375,238	3,008,741	3,114,000	3,204,000	90,000
Allocated Positions (FTE)	46	47	47	48	1
FINANCIAL INDICATORS					
Salaries as % of Total Exp	47%	52%	52%	52%	
% Change in Total Exp		23%	7%	2%	
% Change in Total Rev		2%	9%	1%	
% Change in NCC		119%	3%	3%	
COMPENSATION INFORMATION					
Permanent Salaries	2,177,893	3,086,245	3,397,490	3,442,790	45,300
Temporary Salaries	67,553	12,800	12,800	12,800	0
Permanent Overtime	1,259	4,500	4,500	4,500	0
Deferred Comp	26,711	52,620	49,020	49,020	0
Comp & SDI Recoveries	(840)	0	0	0	0
FICA/Medicare	167,737	232,950	252,558	254,558	2,000
Ret Exp-Pre 97 Retirees	8,572	13,321	13,321	13,321	0
Retirement Expense	855,321	1,005,849	1,001,307	1,013,307	12,000
Employee Group Insurance	301,923	475,642	505,452	517,452	12,000
Retiree Health Insurance	224,190	214,937	215,976	215,976	0
OPEB Pre-Pay	103,468	103,468	103,468	103,468	0
Unemployment Insurance	6,837	9,220	9,069	10,069	1,000
Workers Comp Insurance	27,761	93,541	96,659	101,359	4,700

Human Resources

General Government

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

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:			\$1,530,568
Financing:			1,892,036
Net County Cost:			(361,468)
Funding Sources:			
Charges	123.5%		\$1,890,036
Miscellaneous	0.1%		2,000
General Fund	(23.6%)		(361,468)
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; CVC Eye Screening Program; 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:			\$5,761,596
Financing:			5,761,596
Net County Cost:			0
Funding Sources:			
Charges	100.0%		\$5,761,596
FTE: 16.0			

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:			\$3,725,182
Financing:			159,714
Net County Cost:			3,565,468
Funding Sources:			
Charges	4.3%		\$159,714
General Fund	95.7%		3,565,468
FTE: 27.0			

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 fiscal year 2016-17 baseline net County cost increased by \$105,259 from fiscal year 2015-16. The increase reflects estimated salary and benefit costs of \$313,485 as well as the elimination of prior year fund balance totaling \$208,226. Restricted funding from Employee Benefits and Employee Child Care are rebudgeted at the end of each fiscal year.

The Department is requesting an additional \$90,000 from the General Fund for an annual subscription to the LinkedIn Corporate Recruiting Platform which provides strategic sourcing, job targeting, and talent brand development. This will allow Human Resources to streamline its recruiting process by reaching a large job seeking audience and targeting those candidates searching for employment opportunities within specified professions employed by the County.

The Benefits division is requesting \$77,000 to add an Accounting Technician for work relating to the Countywide PeopleSoft project. Costs for this position will be recovered through the Benefits Administration Fee.

The recommended net County cost of \$3,204,000 will provide the funding necessary to provide services in fiscal year 2016-17.

Performance Measurement

- Conducted Executive recruitments for the following key positions:
 - Assistant Director of Human Resources
 - Chief Clerk - Board of Supervisors
 - Chief Assistant County Administrator – 2 positions
 - Employee Benefits Manager
 - Aging and Adult Services Director

- Other high level recruitments included Senior Deputy County Administrator and Employment and Human Services Department Personnel Officer.

- Administered several large recruitments and processed the following applications:

Eligibility Worker I:	2,971
Deputy Sheriff:	2,229
Firefighter/FF Paramedic Recruit:	1,913
Juvenile Institutional Officer:	1,081
Sheriff's Dispatcher:	942
Clerk-Experienced Level:	705
Maintenance Worker:	432
Social Casework Specialist I:	432
Fire District Dispatcher:	427
Account Clerk-Experienced:	407

- Completed the remodel of the 2nd Floor of the Human Resources Department within the projected timeframe and within the allocated resources.

- Completed the task of digital imaging of the County personnel history files which has eliminated the need to house approximately 10,000 paper files.

- Contracted with CherryRoad Technologies, Inc. to provide Taleo Recruiting and Transitions Onboarding system and have begun the design phase to implement the new automated employee recruitment and onboarding software. This will replace the

Human Resources

General Government

- current applicant tracking system and will provide a seamless, paperless transition from recruitment to hiring and onboarding of new employees.
- Initiated a pilot program within the Human Resources Department to begin the implementation process of Taleo Perform, a county-wide performance management system.
- Implemented the CSAC Institute training courses for over 40 key County workforce executives focusing on topics such as Leadership and Change, Communication, Conflict Management, etc. This training is held once per month through October 20, 2016.
- Reduced recruitment processing time from 87 days to 70 days.
- Processed 110 Personnel Adjustment Resolutions (P300's).
- Received approval and funding to add one Leave and Affordable Act Administrator position to provide for a centralized resource to ensure County-wide compliance with federal and state leave laws related to the Family Medical Leave Act (FMLA), California Family Rights Act Leave (CFRA), Pregnancy Disability Leave (PDL) and Military Leave, ensuring proper integration with State Disability (SDI) and other County leave benefits. This position will also track and maintain regulatory compliance with the Affordable Care Act.
- Purchased and installed FBI certified LiveScan system scanner and software and trained Human Resources staff to utilize the program to administer fingerprinting for all new County employees.
- Continued implementation phases for the PeopleSoft upgrade from 8.8 to 9.2 which will include the Benefits Administration module allowing employees to make their benefit elections online to improve accuracy, efficiency and timeliness by eliminating the need to complete and return paper forms.
- Implemented computerized bilingual testing for County departments to certify reading/writing bilingual proficiency.
- Contracted with Benefits Coordinators Corporation to continue implementation of the Affordable Care Act to comply with the reporting and eligibility requirements mandated by the Internal Revenue Service.
- 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.

Administrative and Program Goals

- Continue to work the County Administrator's Office and the operating departments to comply with the hiring freeze implemented in February 2016.
- Implement the Taleo Recruiting and Transitions Onboarding system to provide a seamless transition from recruitment to hire.
- Deploy Taleo Perform, the performance evaluation system on a countywide basis.
- Continue to implement the Affordable Care Act.
- Issue a Request for Proposal (RFP) to solicit bids from interested vendors to provide comprehensive benefit consulting services.
- Research alternatives to outsource labor intensive benefit programs such as Health Care Spending and Dependent Care Assistance reimbursement programs.
- In collaboration with the joint labor/management committee develop recommendations to implement a countywide Employee Wellness Program.
- Issue a Request for Proposal (RFP) to solicit bids from interested vendors to provide a countywide Employee Assistance Program.

Human Resources General Government

- 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).
- Implement Employee Benefits Self Service to eliminate paper enrollment forms for active employees.
- Develop standardized leave protocols under the guidance of the new Leave and Affordable Care Act Administrator.

FY 2016-17 Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	4	Personnel Services	Memberships		\$90,000	Subscription to LinkedIn Corporate Recruiting Platform
2	1	Employee Benefits Administration	Salaries and Benefits	1.0	\$77,000	Add 1 Accounting Technician
3	1	Employee Benefits Administration	Revenue		(\$77,000)	Increase Benefit Administration Fee revenue
			Total	1.0	\$90,000	

Human Resources
General Government

Library Budget Summary

Library Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	18,485,219	21,213,192	21,543,144	21,543,144	0
Services and Supplies	4,573,343	7,834,992	5,344,086	5,344,086	0
Other Charges	1,947,431	2,133,023	2,406,802	2,406,802	0
Fixed Assets	9,437	582,240	473,337	473,337	0
Expenditure Transfers	39,468	68,944	43,953	43,953	0
TOTAL EXPENDITURES	25,054,898	31,832,391	29,811,322	29,811,322	0
REVENUE					
Other Local Revenue	27,231,196	27,627,621	29,531,972	29,531,972	0
Federal Assistance	12,800	0	0	0	0
State Assistance	405,094	251,343	279,350	279,350	0
GROSS REVENUE	27,649,090	27,878,964	29,811,322	29,811,322	0
NET FUND COST (NFC)	(2,594,192)	3,953,427	0	0	0
Allocated Positions (FTE)	178	180	180	180	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	74%	67%	72%	72%	
% Change in Total Exp		27%	(6%)	0%	
% Change in Total Rev		1%	7%	0%	
% Change in NFC		(252%)	(100%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	10,035,970	11,916,637	11,878,472	11,878,472	0
Temporary Salaries	1,022,819	1,255,967	1,550,479	1,550,479	0
Permanent Overtime	91,069	64,079	50,702	50,702	0
Deferred Comp	39,016	93,180	95,220	95,220	0
Comp & SDI Recoveries	(22,094)	0	0	0	0
FICA/Medicare	811,680	960,103	1,042,866	1,042,866	0
Ret Exp-Pre 97 Retirees	34,715	35,006	34,305	34,305	0
Retirement Expense	3,460,518	3,436,408	3,260,090	3,260,090	0
Employee Group Insurance	1,539,116	1,923,250	2,006,343	2,006,343	0
Retiree Health Insurance	862,016	849,856	829,013	829,013	0
OPEB Pre-Pay	461,930	461,930	461,930	461,930	0
Unemployment Insurance	33,531	30,341	28,537	28,537	0
Workers Comp Insurance	114,833	186,435	305,187	305,187	0
Labor Received/Provided	100	0	0	0	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.

Library – Plant Acquisition

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

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

Countywide Library Services Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$29,811,322
Financing:		29,811,322
Net Fund Cost:		0
Funding Sources:		
Property Taxes	87.5%	\$26,075,174
Intergovernmental	9.0%	2,696,863
State	0.9%	279,350
Fees	2.1%	638,217
Other	0.4%	121,718
FTE: 179.8		

Library Administration and Support Services Budget

Library Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	6,944,957	7,994,272	8,131,020	8,131,020	0
Services and Supplies	3,799,524	4,712,668	2,270,819	2,270,819	0
Other Charges	939,961	1,007,957	1,385,218	1,385,218	0
Fixed Assets	9,437	482,240	373,337	373,337	0
Expenditure Transfers	46,633	68,944	43,953	43,953	0
TOTAL EXPENDITURES	11,740,512	14,266,081	12,204,347	12,204,347	0
REVENUE					
Other Local Revenue	477,348	411,383	373,708	373,708	0
Federal Assistance	12,800	0	0	0	0
State Assistance	202,425	38,500	70,000	70,000	0
GROSS REVENUE	692,573	449,883	443,708	443,708	0
NET FUND COST (NFC)	11,047,939	13,816,198	11,760,639	11,760,639	0
Allocated Positions (FTE)	57	57	57	57	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	59%	56%	67%	67%	
% Change in Total Exp		22%	(14%)	0%	
% Change in Total Rev		(35%)	(1%)	0%	
% Change in NFC		25%	(15%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	3,387,807	4,328,289	4,481,937	4,481,937	0
Temporary Salaries	94,019	79,090	81,393	81,393	0
Permanent Overtime	14,806	9,780	14,070	14,070	0
Deferred Comp	15,348	31,560	28,440	28,440	0
Comp & SDI Recoveries	(7,602)	0	0	0	0
FICA/Medicare	255,043	308,938	322,560	322,560	0
Ret Exp-Pre 97 Retirees	12,478	13,169	12,181	12,181	0
Retirement Expense	1,292,009	1,248,427	1,199,629	1,199,629	0
Employee Group Insurance	510,554	584,885	578,690	578,690	0
Retiree Health Insurance	862,016	849,856	829,013	829,013	0
OPEB Pre-Pay	461,930	461,930	461,930	461,930	0
Unemployment Insurance	10,533	10,970	10,359	10,359	0
Workers Comp Insurance	36,016	67,378	110,818	110,818	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 administration 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: 20.0**

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: 27.0**

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: 10.4**

Library-Admin & Support Services Summary

Service:	Discretionary	
Level of Services:	Discretionary	
Expenditures:	\$12,204,347	
Financing:	443,708	
Net Fund Cost:	11,760,639	
Funding Sources:		
Property Taxes	96.4%	\$11,760,639
Intergovernmental	0.7%	87,582
State	0.6%	70,000
Fees	1.5%	181,774
Other	0.8%	104,352

FTE: 57.4

Library-Community Services

Library Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	11,540,262	13,218,920	13,412,124	13,412,124	0
Services and Supplies	773,819	3,122,324	3,073,267	3,073,267	0
Other Charges	1,007,470	1,125,066	1,021,584	1,021,584	0
Fixed Assets	0	100,000	100,000	100,000	0
Expenditure Transfers	(7,165)	0	0	0	0
TOTAL EXPENDITURES	13,314,386	17,566,310	17,606,975	17,606,975	0
REVENUE					
Other Local Revenue	3,184,500	2,984,574	3,083,090	3,083,090	0
GROSS REVENUE	3,184,500	2,984,574	3,083,090	3,083,090	0
NET FUND COST (NFC)	10,129,886	14,581,736	14,523,885	14,523,885	0
Allocated Positions (FTE)	121	123	123	123	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	87%	75%	76%	76%	
% Change in Total Exp		32%	0%	0%	
% Change in Total Rev		(6%)	3%	0%	
% Change in NFC		44%	0%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	6,648,163	7,588,348	7,396,535	7,396,535	0
Temporary Salaries	928,800	1,176,877	1,469,086	1,469,086	0
Permanent Overtime	76,263	54,299	36,632	36,632	0
Deferred Comp	23,668	61,620	66,780	66,780	0
Comp & SDI Recoveries	(14,493)	0	0	0	0
FICA/Medicare	556,637	651,165	720,306	720,306	0
Ret Exp-Pre 97 Retirees	22,237	21,837	22,124	22,124	0
Retirement Expense	2,168,509	2,187,981	2,060,461	2,060,461	0
Employee Group Insurance	1,028,562	1,338,365	1,427,653	1,427,653	0
Unemployment Insurance	22,998	19,371	18,178	18,178	0
Workers Comp Insurance	78,818	119,057	194,369	194,369	0
Labor Received/Provided	100	0	0	0	0

Library

General Government

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-Community Services Summary		
Service:		Discretionary
Level of Services:		Discretionary
Expenditures:		\$17,606,975
Financing:		3,083,090
Net Fund Cost:		14,523,885
Funding Sources:		
Property Taxes	82.5%	\$14,523,885
Intergovernmental	14.8%	2,609,281
Fees	2.6%	456,443
Other	0.1%	17,366
FTE: 122.4		

Revenue – County Library Taxes

Library Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
REVENUE					
Other Local Revenue	23,569,347	24,231,664	26,075,174	26,075,174	0
State Assistance	202,669	212,843	209,350	209,350	0
GROSS REVENUE	23,772,016	24,444,507	26,284,524	26,284,524	0
NET FUND COST (NFC)	(23,772,016)	(24,444,507)	(26,284,524)	(26,284,524)	0
FINANCIAL INDICATORS					
% Change in Total Rev		3%	8%	0%	
% Change in NFC		3%	8%	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:		26,284,524
Net Fund Cost:		(26,284,524)
Funding Sources:		
Property Taxes	99.2%	\$26,075,174
State	0.8%	209,350

Library

General Government

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:		\$150
Financing:		150
Net Fund Cost:		0
Funding Sources:		
Other	100.0%	\$150
Fund 120700		

CAO's Recommendation

Baseline costs for salaries and benefits are increased over the current year budget by \$329,952 due to the addition of 2.2 FTE positions in FY 2015-16 and in anticipation of cost of living increases. Baseline services and supplies are reduced eliminate appropriations for one-time purchases in 2015-16 of equipment, computers, and materials. Baseline costs for other charges are increased due to an increase in building occupancy 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 2016-17 budget is recommended at the Baseline level, which will permit the Library to continue existing, and innovate new, programs. The CAO and the County Librarian are working together to develop a community library staffing plan that will provide the maximum number of operating hours within available resources.

Performance Measurement

- *Library Visits:*
Library visits have decrease an average of 0.5% annually, from 4,049,654 visits in FY 2009-10 to 3,768,045 visits in FY 2014-15.
- *Items Circulated*
The number of items circulated has decreased an average of 0.4% annually, from 6,944,422 in FY 2009-10 to 6,548,953 in FY 2014-15.
- *Annual Hours Open:*
The Library's annual open hours have increased from 50,953 in FY 2009-10 to 56,056 in FY 2014-15.
- Received 2015 John Cotton Dana Library Public Relations Award for War Ink. Using photographs of tattoos as a springboard for California veterans to share their stories, War Ink reached beyond the Contra Costa communities to libraries across California and to thousands of others online.
- Began production on STEAMbank, a grant-funded application which will allow students to view STEAM (science, technology, engineering, arts and math) programs being provided by libraries, museums, non-profits, and educational centers. Students will be able to select and participate in free programs, while potentially earning school credit for outside-of-school learning.
- Worked on the implementation of the Library's 2014-2017 Strategic Plan through individual library branch and division Community Service Plans.
- Six cities are in the process of library facility improvements:
 - Brentwood City Council contracted with Fog Studios for conceptual designs of a new library facility;
 - El Cerrito City Council has moved forward with polling towards a potential ballot measure to fund a new library facility;
 - San Pablo continues to move forward and anticipates beginning construction work on their new library in late 2016;

- San Ramon City Council completed the design process for the remodel and expansion of the San Ramon Marketplace Library with anticipated completion of the project in early 2017;
 - 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 City Council approved a ballot initiative, to be placed on the June 2016 ballot.
- 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 2015 Summer Reading Program featured a wide variety of programs, information and entertainment for all ages, culminating in several public events with illustrator Rafael Lopez and author Margarita Engle who collaborated together on the children's book *Drum Dream Girl*. The Summer Reading Program continues to draw large numbers, holding steady from the prior year.
 - Received many grants for direct library service programming and innovation, including: Cultures/Communities/Connections for a series of programs at the Concord Library focusing on Latino culture; The National Endowment for the Arts "Big Read" community read in all the West County Libraries using the book *The Things They Carried*; and four, Cube 3D printers and software for public programming from The MakerLab Club.
 - In response to library user needs, the library has continued to update its online database resources. The Library purchased additional database subscriptions including Chilton, an online car repair manual, Safari Tech, online resources for technology applications, NoveList, providing reader's advisory, and IndieFlix, streaming independent movies.
- The Library has continued to grow its popular Lunch at the Library program, providing lunch and snacks to children during the summer. In collaboration with state sponsors and local school districts, this community asset allows children to have food security during non-school sessions while also incorporating library programming and reading activities.

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.
- 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.
- 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.
- Develop a library system marketing plan.
- Review hours of community libraries to look toward optimizing and/or synchronizing for public service and staffing balance.

Public Works General Fund Summary

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	49,429,592	58,141,517	59,460,142	60,333,166	873,024
Services and Supplies	76,445,052	83,302,230	82,037,054	82,709,976	672,922
Other Charges	35,909,693	32,132,744	34,947,131	34,947,131	0
Fixed Assets	287,037	980,500	1,120,000	1,120,000	0
Expenditure Transfers	(64,652,636)	(63,849,486)	(69,925,242)	(70,581,994)	(656,752)
TOTAL EXPENDITURES	97,418,738	110,707,505	107,639,085	108,528,279	889,194
REVENUE					
Other Local Revenue	83,046,883	92,533,109	89,133,507	89,241,279	107,772
Federal Assistance	526,758	657,000	920,000	920,000	0
GROSS REVENUE	83,573,641	93,190,109	90,053,507	90,161,279	107,772
NET COUNTY COST (NCC)	13,845,097	17,517,396	17,585,578	18,367,000	781,422
Allocated Positions (FTE)	460	465	465	473	8
FINANCIAL INDICATORS					
Salaries as % of Total Exp	30%	33%	33%	34%	
% Change in Total Exp		14%	(3%)	1%	
% Change in Total Rev		12%	(3%)	0%	
% Change in NCC		27%	0%	4%	
COMPENSATION INFORMATION					
Permanent Salaries	25,121,475	31,883,101	32,948,854	33,494,496	545,642
Temporary Salaries	1,848,120	806,989	720,928	720,928	0
Permanent Overtime	933,256	680,606	779,258	779,258	0
Deferred Comp	138,737	318,720	334,620	334,620	0
Comp & SDI Recoveries	(362,352)	(250,203)	(261,051)	(261,051)	0
FICA/Medicare	2,002,453	2,424,667	2,494,990	2,536,895	41,905
Ret Exp-Pre 97 Retirees	101,414	113,194	121,951	121,951	0
Retirement Expense	10,060,480	10,797,387	10,242,673	10,391,086	148,413
Excess Retirement	3,470	0	0	0	0
Employee Group Insurance	3,894,217	5,048,693	5,936,809	6,067,763	130,954
Retiree Health Insurance	2,639,554	2,789,955	2,608,329	2,608,329	0
OPEB Pre-Pay	1,579,694	1,579,694	1,471,481	1,471,481	0
Unemployment Insurance	83,198	95,734	89,255	91,002	1,747
Workers Comp Insurance	1,385,877	1,852,980	1,972,045	1,976,408	4,363

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 – Keller Surcharge/Mitigation Program

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	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	30,209,974	35,615,983	36,469,375	36,802,175	332,800
Services and Supplies	9,310,444	9,715,328	9,426,363	9,426,363	0
Other Charges	3,224	6,450	9,450	9,450	0
Fixed Assets	11,510	45,000	45,000	45,000	0
Expenditure Transfers	(5,955,617)	(4,916,615)	(4,649,756)	(4,982,556)	(332,800)
TOTAL EXPENDITURES	33,579,534	40,466,146	41,300,432	41,300,432	0
REVENUE					
Other Local Revenue	32,794,766	38,665,750	40,125,036	40,125,036	0
GROSS REVENUE	32,794,766	38,665,750	40,125,036	40,125,036	0
NET COUNTY COST (NCC)	784,768	1,800,396	1,175,396	1,175,396	0
Allocated Positions (FTE)	264	267	267	270	3
FINANCIAL INDICATORS					
Salaries as % of Total Exp	76%	78%	79%	80%	
% Change in Total Exp		21%	2%	0%	
% Change in Total Rev		18%	4%	0%	
% Change in NCC		129%	(35%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	15,853,874	19,957,130	20,699,341	20,907,341	208,000
Temporary Salaries	365,108	322,500	322,500	322,500	0
Permanent Overtime	73,413	148,000	148,000	148,000	0
Deferred Comp	103,987	191,520	226,440	226,440	0
Comp & SDI Recoveries	(144,596)	(175,000)	(175,000)	(175,000)	0
FICA/Medicare	1,167,486	1,503,693	1,550,822	1,566,796	15,974
Ret Exp-Pre 97 Retirees	64,832	85,000	85,000	85,000	0
Retirement Expense	6,426,362	6,806,249	6,453,930	6,510,506	56,576
Excess Retirement	3,470	0	0	0	0
Employee Group Insurance	2,298,772	2,922,321	3,437,134	3,487,054	49,920
Retiree Health Insurance	1,521,230	1,677,058	1,463,256	1,463,256	0
OPEB Pre-Pay	1,579,694	947,410	947,410	947,410	0
Unemployment Insurance	48,868	59,848	55,914	56,580	666
Workers Comp Insurance	847,475	1,170,254	1,254,628	1,256,292	1,664

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:		\$46,282,988
Financing:		45,107,592
Net County Cost:		1,175,396
Funding Sources:		
Interfund Gov	1.4%	\$656,500
Reimb Gov/Gov	83.6%	38,699,556
Transfers	10.8%	4,982,556
Misc Fee/Svc	1.7%	768,980
General Fund	2.5%	1,175,396
FTE: 269.8		

Road Construction

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Services and Supplies	2,932,669	11,723,000	2,600,000	2,600,000	0
Other Charges	241,573	104,000	53,000	53,000	0
Expenditure Transfers	(196,593)	3,000	(5,000)	(5,000)	0
TOTAL EXPENDITURES	2,977,649	11,830,000	2,648,000	2,648,000	0
REVENUE					
Other Local Revenue	2,450,891	11,173,000	1,728,000	1,728,000	0
Federal Assistance	526,758	657,000	920,000	920,000	0
GROSS REVENUE	2,977,649	11,830,000	2,648,000	2,648,000	0
NET COUNTY COST (NCC)	0	0	0	0	0
FINANCIAL INDICATORS					
% Change in Total Exp		297%	(78%)	0%	
% Change in Total Rev		297%	(78%)	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:		2,653,000
Financing:		2,653,000
Net County Cost:		0
Funding Sources:		
Transfers	0.2%	\$5,000
Local Revenue	99.8%	2,648,000

Public Works

General Government

County Drainage Maintenance

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Services and Supplies	544,337	700,000	715,000	715,000	0
Other Charges	33	0	0	0	0
Expenditure Transfers	16,703	44,000	15,000	15,000	0
TOTAL EXPENDITURES	561,074	744,000	730,000	730,000	0
REVENUE					
Other Local Revenue	561,106	44,000	30,000	30,000	0
GROSS REVENUE	561,106	44,000	30,000	30,000	0
NET COUNTY COST (NCC)	(32)	700,000	700,000	700,000	0
FINANCIAL INDICATORS					
% Change in Total Exp		33%	(2%)	0%	
% Change in Total Rev		(92%)	(32%)	0%	
% Change in NCC		(2,187,600%)	0%	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:		\$730,000
Financing:		30,000
Net County Cost:		700,000
Funding Sources:		
Reimbursement		
Gov/Gov	4.1%	\$30,000
General Fund	95.9%	700,000

Public Works
General Government

Purchasing

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	707,429	793,152	797,322	797,322	0
Services and Supplies	311,353	274,436	287,594	287,594	0
Expenditure Transfers	(146,037)	(158,653)	(171,243)	(171,243)	0
TOTAL EXPENDITURES	872,745	908,935	913,673	913,673	0
REVENUE					
Other Local Revenue	276,360	283,935	288,673	288,673	0
GROSS REVENUE	276,360	283,935	288,673	288,673	0
NET COUNTY COST (NCC)	596,385	625,000	625,000	625,000	0
Allocated Positions (FTE)	6	6	6	6	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	69%	74%	73%	73%	
% Change in Total Exp		4%	1%	0%	
% Change in Total Rev		3%	2%	0%	
% Change in NCC		5%	0%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	389,263	446,420	450,108	450,108	0
Temporary Salaries	17,713	0	0	0	0
Deferred Comp	3,850	7,680	5,640	5,640	0
Comp & SDI Recoveries	(8,043)	0	0	0	0
FICA/Medicare	29,020	34,168	34,428	34,428	0
Ret Exp-Pre 97 Retirees	1,590	0	0	0	0
Retirement Expense	157,595	151,736	136,860	136,860	0
Employee Group Insurance	67,203	86,144	89,124	89,124	0
Retiree Health Insurance	29,180	39,520	36,741	36,741	0
OPEB Pre-Pay	0	0	16,815	16,815	0
Unemployment Insurance	1,215	1,320	1,221	1,221	0
Workers Comp Insurance	18,843	26,164	26,385	26,385	0

Public Works

General Government

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

Purchasing & Materials Mgmt Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$1,084,916
Financing:		459,916
Net County Cost:		625,000
Funding Sources:		
Fees Charged	22.9%	\$248,673
Rebates	3.7%	40,000
Transfers	15.8%	171,243
General Fund	57.6%	625,000
FTE: 6.0		

Fleet Services

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Other Charges	0	429,008	473,395	473,395	0
TOTAL EXPENDITURES	0	429,008	473,395	473,395	0
REVENUE					
Other Local Revenue	591,302	429,008	473,395	473,395	0
GROSS REVENUE	591,302	429,008	473,395	473,395	0
NET COUNTY COST (NCC)	(591,302)	0	0	0	0
FINANCIAL INDICATORS					
% Change in Total Exp		0%	10%	0%	
% Change in Total Rev		(27%)	10%	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:		\$473,395
Financing:		473,395
Net County Cost:		0
Funding Sources:		
Fees Transfers	100.0%	473,395

Public Works

General Government

General County Building Occupancy

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Services and Supplies	13,270,026	13,529,173	14,208,924	14,881,846	672,922
Expenditure Transfers	149,081	685,081	731,306	731,306	0
TOTAL EXPENDITURES	13,419,108	14,214,254	14,940,230	15,613,152	672,922
REVENUE					
Other Local Revenue	177,858	139,254	147,594	147,594	0
GROSS REVENUE	177,858	139,254	147,594	147,594	0
NET COUNTY COST (NCC)	13,241,250	14,075,000	14,792,636	15,465,558	672,922
FINANCIAL INDICATORS					
% Change in Total Exp		6%	5%	5%	
% Change in Total Rev		(22%)	6%	0%	
% Change in NCC		6%	5%	5%	

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:		\$15,613,152
Financing:		147,594
Net County Cost:		15,465,558
Funding Sources:		
Fees	0.9%	\$147,594
General Fund	99.1%	15,465,558

GSD Outside Agency Services

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Services and Supplies	549,244	714,714	607,488	607,488	0
Expenditure Transfers	178,601	227,955	178,496	178,496	0
TOTAL EXPENDITURES	727,845	942,669	785,984	785,984	0
REVENUE					
Other Local Revenue	727,865	942,669	785,984	785,984	0
GROSS REVENUE	727,865	942,669	785,984	785,984	0
NET COUNTY COST (NCC)	(20)	0	0	0	0
FINANCIAL INDICATORS					
% Change in Total Exp		30%	(17%)	0%	
% Change in Total Rev		30%	(17%)	0%	
% Change in NCC		(100%)	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:		\$785,984
Financing:		785,984
Net County Cost:		0
Funding Sources:		
Fees	100.0%	\$785,984

Public Works

General Government

Facilities Maintenance

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	17,126,732	20,100,992	20,372,162	20,912,386	540,224
Services and Supplies	46,455,742	43,199,810	50,406,502	50,406,502	0
Other Charges	35,664,863	31,593,286	34,411,286	34,411,286	0
Fixed Assets	62,126	560,500	925,000	925,000	0
Expenditure Transfers	(54,969,017)	(55,457,732)	(61,363,830)	(61,687,782)	(323,952)
TOTAL EXPENDITURES	44,340,447	39,996,856	44,751,120	44,967,392	216,272
REVENUE					
Other Local Revenue	44,345,043	39,679,856	44,751,120	44,858,892	107,772
GROSS REVENUE	44,345,043	39,679,856	44,751,120	44,858,892	107,772
NET COUNTY COST (NCC)	(4,596)	317,000	0	108,500	108,500
Allocated Positions (FTE)	174	172	172	177	5
FINANCIAL INDICATORS					
Salaries as % of Total Exp	17%	21%	19%	20%	
% Change in Total Exp		(10%)	12%	0%	
% Change in Total Rev		(11%)	13%	0%	
% Change in NCC		(6,997%)	(100%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	8,184,513	10,574,283	10,928,732	11,266,374	337,642
Temporary Salaries	1,335,351	484,489	306,844	306,844	0
Permanent Overtime	854,376	524,126	628,408	628,408	0
Deferred Comp	24,845	104,880	84,300	84,300	0
Comp & SDI Recoveries	(172,001)	(75,203)	(86,051)	(86,051)	0
FICA/Medicare	747,772	810,308	836,084	862,015	25,931
Ret Exp-Pre 97 Retirees	32,256	32,258	33,178	33,178	0
Retirement Expense	3,203,870	3,533,436	3,363,229	3,455,066	91,837
Employee Group Insurance	1,387,676	1,855,416	2,155,721	2,236,755	81,034
Retiree Health Insurance	1,016,194	989,697	999,911	999,911	0
OPEB Pre-Pay	0	632,284	457,635	457,635	0
Unemployment Insurance	30,724	31,862	29,528	30,609	1,081
Workers Comp Insurance	481,157	603,156	634,643	637,342	2,699

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:		\$106,655,174
Financing:		106,546,674
Net County Cost:		108,500
Funding Sources:		
Fees	42.1%	\$44,858,892
Transfers	57.8%	61,687,782
General Fund	0.1%	108,500
FTE: 177.0		

Public Works

General Government

Print and Mail Services

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	1,385,457	1,631,390	1,821,283	1,821,283	0
Services and Supplies	2,655,861	2,951,637	3,370,637	3,370,637	0
Fixed Assets	213,401	375,000	150,000	150,000	0
Expenditure Transfers	(3,694,757)	(4,241,522)	(4,625,215)	(4,625,215)	0
TOTAL EXPENDITURES	559,962	716,505	716,705	716,705	0
REVENUE					
Other Local Revenue	741,018	716,505	716,705	716,705	0
GROSS REVENUE	741,018	716,505	716,705	716,705	0
NET COUNTY COST (NCC)	(181,056)	0	0	0	0
Allocated Positions (FTE)	16	20	20	20	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	33%	33%	34%	34%	
% Change in Total Exp		28%	0%	0%	
% Change in Total Rev		(3%)	0%	0%	
% Change in NCC		(100%)	0%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	693,825	905,268	870,673	870,673	0
Temporary Salaries	129,948	0	91,584	91,584	0
Permanent Overtime	5,467	8,480	2,850	2,850	0
Deferred Comp	6,055	14,640	18,240	18,240	0
Comp & SDI Recoveries	(37,712)	0	0	0	0
FICA/Medicare	58,176	76,498	73,656	73,656	0
Ret Exp-Pre 97 Retirees	2,737	(4,064)	3,773	3,773	0
Retirement Expense	272,653	305,966	288,654	288,654	0
Employee Group Insurance	140,566	184,812	254,830	254,830	0
Retiree Health Insurance	72,950	83,680	108,421	108,421	0
OPEB Pre-Pay	0	0	49,621	49,621	0
Unemployment Insurance	2,391	2,704	2,592	2,592	0
Workers Comp Insurance	38,402	53,406	56,389	56,389	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:	\$5,341,920	
Financing:	5,341,920	
Net County Cost:	0	
Funding Sources:		
Fees Charged	13.4%	\$716,705
Transfers	86.6%	4,625,215
FTE: 20.0		

Public Works

General Government

Keller Surcharge/Mitigation Program

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Services and Supplies	415,374	494,132	414,546	414,546	0
Expenditure Transfers	(35,000)	(35,000)	(35,000)	(35,000)	0
TOTAL EXPENDITURES	380,374	459,132	379,546	379,546	0
REVENUE					
Other Local Revenue	380,675	459,132	87,000	87,000	0
GROSS REVENUE	380,675	459,132	87,000	87,000	0
NET COUNTY COST (NCC)	(301)	0	292,546	292,546	0
FINANCIAL INDICATORS					
% Change in Total Exp		21%	(17%)	0%	
% Change in Total Rev		21%	(81%)	0%	
% Change in NCC		(100%)	0%	0%	

Description: The Keller Surcharge/Mitigation Program (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.

Keller Surcharge/Mitigation Program Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$414,546
Financing:		122,000
Net County Cost:		292,546
Funding Sources:		
Fees Charged	21.0%	\$87,000
Transfers	8.4%	35,000
General Fund	70.6%	292,546

Fleet Services Internal Service Fund Summary

Internal Service Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	2,202,121	2,074,441	2,118,965	2,141,155	22,190
Services and Supplies	7,287,129	7,863,743	7,517,018	7,517,018	0
Other Charges	2,578,732	2,799,048	2,809,228	2,809,228	0
Fixed Assets	0	2,227,562	3,080,682	3,080,682	0
Expenditure Transfers	(1,242,967)	(1,506,878)	(1,435,938)	(1,435,938)	0
TOTAL EXPENDITURES	10,825,015	13,457,916	14,089,955	14,112,145	22,190
REVENUE					
Other Local Revenue	11,100,230	13,457,916	13,734,955	13,757,145	22,190
GROSS REVENUE	11,100,230	13,457,916	13,734,955	13,757,145	22,190
NET FUND COST (NFC)	(275,215)	0	355,000	355,000	0
Allocated Positions (FTE)					
	17	18	18	18	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	18%	14%	14%	14%	
% Change in Total Exp		24%	5%	0%	
% Change in Total Rev		21%	2%	0%	
% Change in NCC		(100%)	0%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	1,008,784	1,082,862	1,166,508	1,188,698	22,190
Temporary Salaries	123,977	0	0	0	0
Permanent Overtime	98,054	0	0	0	0
Deferred Comp	8,100	12,600	19,020	19,020	0
Comp & SDI Recoveries	(43,703)	0	0	0	0
Vacation/Sick Leave Accrual	7,938	0	0	0	0
FICA/Medicare	87,186	82,855	89,280	89,280	0
Ret Exp-Pre 97 Retirees	3,852	0	4,525	4,525	0
Retirement Expense	382,836	358,948	349,920	349,920	0
Employee Group Insurance	139,367	151,719	175,322	175,322	0
Retiree Health Insurance	325,141	318,674	166,652	166,652	0
OPEB Pre-Pay	0	0	76,272	76,272	0
Unemployment Insurance	3,601	3,278	3,117	3,117	0
Workers Comp Insurance	56,987	63,505	68,349	68,349	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:		\$15,548,083
Financing:		15,193,083
Net Fund Cost:		355,000
Funding Sources:		
Fees Charged	88.5%	\$13,757,145
Transfers	9.2%	1,435,938
Fund Balance	2.3%	355,000
FTE: 18.0		

Road Fund Summary

Road Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Services and Supplies	20,425,867	29,003,750	22,194,952	22,194,952	0
Other Charges	3,361,519	2,362,117	2,481,660	2,481,660	0
Fixed Assets	347,855	565,000	565,000	565,000	0
Expenditure Transfers	21,589,031	22,017,975	20,907,260	20,907,260	0
TOTAL EXPENDITURES	45,724,273	53,948,842	46,148,872	46,148,872	0
REVENUE					
Other Local Revenue	15,453,971	16,000,782	12,476,912	12,476,912	0
Federal Assistance	5,611,633	10,704,590	11,620,077	11,620,077	0
State Assistance	24,933,273	22,098,443	22,051,883	22,051,883	0
GROSS REVENUE	45,998,877	48,803,815	46,148,872	46,148,872	0
NET FUND COST (NFC)	(274,604)	5,145,027	0	0	0
FINANCIAL INDICATORS					
% Change in Total Exp		18%	(14%)	0%	
% Change in Total Rev		6%	(5%)	0%	
% Change in NCC		(1,974%)	(100%)	0%	

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:		\$28,717,228
Financing:		21,536,345
Net Fund Cost:		7,180,883
Funding Sources:		
Federal Funding	40.5%	11,620,077
Other Govt.	2.7%	784,829
Misc. Road Svcs	27.7%	7,954,628
Charges for Svc	4.1%	1,176,811
Net Fund Cost	25.0%	7,180,883

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:			\$17,431,644
Financing:			2,524,644
Net Fund Cost:			14,907,000
Funding Sources:			
Charges for Svc	6.3%		\$1,100,000
Miscellaneous	8.2%		1,424,644
Net Fund Cost	85.5%		14,907,000

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:			2,087,883
Net Fund Cost:			(22,087,883)
Funding Sources:			
Interest Earnings	0.2%		\$36,000
Hwy Taxes	69.8%		15,422,879
Other State Rev.	30.0%		6,629,004

Public Works Land Development

Land Development Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Services and Supplies	305,886	215,805	191,500	191,500	0
Other Charges	57,515	40,000	36,000	36,000	0
Expenditure Transfers	2,250,113	2,300,000	2,400,000	2,400,000	0
TOTAL EXPENDITURES	2,613,515	2,555,805	2,627,500	2,627,500	0
REVENUE					
Other Local Revenue	2,046,909	2,510,000	2,627,500	2,627,500	0
GROSS REVENUE	2,046,909	2,510,000	2,627,500	2,627,500	0
NET FUND COST (NFC)	566,606	45,805	0	0	0
FINANCIAL INDICATORS					
% Change in Total Exp		(2%)	3%	0%	
% Change in Total Rev		23%	5%	0%	
% Change in NCC		(92%)	(100%)	0%	

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:		\$2,627,500
Financing:		2,627,500
Net Fund Cost:		0
Funding Sources:		
Development Fees	100.0%	\$2,627,500

Public Works

General Government

Airport Enterprise Fund Summary

Airport Enterprise Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	1,804,915	2,193,690	2,325,119	2,325,119	0
Services and Supplies	1,147,250	1,087,248	1,181,296	1,181,296	0
Other Charges	1,367,578	280,931	438,310	438,310	0
Fixed Assets	0	1,180,000	2,680,000	2,680,000	0
Expenditure Transfers	117,655	199,800	176,000	176,000	0
TOTAL EXPENDITURES	4,437,398	4,941,669	6,800,725	6,800,725	0
REVENUE					
Other Local Revenue	4,345,039	4,941,669	4,228,425	4,228,425	0
Federal Assistance	97,027	0	2,472,300	2,472,300	0
GROSS REVENUE	4,442,066	4,941,669	6,700,725	6,700,725	0
NET FUND COST (NFC)	(4,668)	0	100,000	100,000	0
Allocated Positions (FTE)	17	17	17	17	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	42%	46%	35%	35%	
% Change in Total Exp		11%	38%	0%	
% Change in Total Rev		11%	36%	0%	
% Change in NCC		(100%)	0%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	802,037	1,127,011	1,192,699	1,192,699	0
Temporary Salaries	52,324	10,000	0	0	0
Permanent Overtime	132,159	60,000	55,000	55,000	0
Deferred Comp	7,908	20,040	16,440	16,440	0
Comp & SDI Recoveries	(11,614)	0	0	0	0
Vacation/Sick Leave Accrual	(9,800)	10,000	10,000	10,000	0
FICA/Medicare	41,143	70,646	59,976	59,976	0
Ret Exp-Pre 97 Retirees	5,047	7,470	7,470	7,470	0
Retirement Expense	505,401	538,564	591,152	591,152	0
Employee Group Insurance	89,757	144,108	164,780	164,780	0
Retiree Health Insurance	122,801	122,907	138,120	138,120	0
OPEB Pre-Pay	13,500	13,500	13,500	13,500	0
Unemployment Insurance	2,956	3,383	3,209	3,209	0
Workers Comp Insurance	51,299	66,061	72,773	72,773	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
- 0844 – Mariposa Project Community Benefit

Airports Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$6,800,725	
Financing:	6,700,725	
Net Fund Cost:	100,000	
Funding Sources:		
Interest Earnings	0.1%	\$6,550
Aviation Ops.	98.4%	6,694,175
Fund Balance	1.5%	100,000
FTE: 17.0		

Public Works

General Government

Other Special Revenue Fund Summary

Description: This program area includes four special revenue funds. 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
- 0648 – Drainage Deficiency
- 0699 – Tosco/Solano Transportation Mitigation

Other Special Revenue Fund Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		\$2,451,949
Financing:		702,000
Net Fund Cost:		1,749,949
Funding Sources:		
Landfill Srchg	24.5%	\$600,000
Earnings on Invest.	1.0%	25,500
Monument Fee	3.0%	75,000
Misc Revenue	0.1%	1,500
Fund Balance	71.4%	1,749,949

Development Funds

Description: This program area includes four special revenue funds that receive fees from permits and developers for construction and Conditions of Approval (COA). The funds are used in development and improvement projects within their same geographical area from which they were collected.

The budget units included are:

- 0350 – CDD/PWD Joint Review Fee
- 0648 – Drainage Deficiency
- 0649 – Public Works/Land Development
- 0682 – Road Improvement Fee

Development Funds Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		\$11,588,971
Financing:		7,116,860
Net Fund Cost:		4,472,111
Funding Sources:		
Earnings on Invest.	2.5%	\$295,000
Govt Funding	2.6%	300,000
Inspection Fee	45.5%	5,271,860
Road Dev Fee	2.2%	250,000
Road Services	2.6%	300,000
Misc Revenue	0.9%	100,000
Intergovt Transfers	5.2%	600,000
Fund Balance	38.5%	4,472,111

Southern Pacific Railway (SPRW)

Description: The Iron Horse Corridor, formerly known as the Southern Pacific right of way is 18.5 miles long, traversing north-south in Central Contra Costa County. The northern terminus is Mayette Avenue in Concord and the southern terminus is the Alameda County line in San Ramon. The corridor varies in width from 30 to 100 feet and currently has a 10-foot wide, paved multi-use trail managed by the East Bay Regional Park District. Funds come from the sale of easements and license agreements and are used for maintenance of the corridor (i.e. mowing, tree trimming, and drainage).

SPRW Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$4,901,378	
Financing:	1,009,410	
Net Fund Cost:	3,891,968	
Funding Sources:		
Earnings on Invest.	0.1%	\$7,000
Real Estate Rental	8.6%	421,700
Misc Revenue	11.8%	580,710
Fund Balance	79.5%	3,891,968

AOB/Development Fee Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$2,176,200	
Financing:	1,761,600	
Net Fund Cost:	414,600	
Funding Sources:		
Earnings on Invest.	4.3%	\$93,100
Developer Fees	76.6%	1,668,000
Fund Balance	19.1%	414,600

Navy Transportation Mitigation

Description: This program was established for the proceeds from the Navy for the sale of a portion of Port Chicago Hwy. Money is expended per the Expenditure Plan adopted by the Board of Supervisors in June, 2008.

Navy Transportation Mitigation		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$5,599,819	
Financing:	30,000	
Net Fund Cost:	5,569,819	
Funding Sources:		
Earnings on Invest.	0.5%	30,000
Fund Balance	99.5%	5,569,819

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.

CAO's Recommendation

The fiscal year 2016-17 baseline budget increased by a general fund net of \$68,182. Prior year Venture Capital funds totaling \$625,000 were eliminated. Appropriations of \$292,546 were added to account for the elimination of Keller Surcharge funds transferred from the General Fund. Building Occupancy and Maintenance costs increased by a net of \$400,636.

The fiscal year 2016-17 recommended budget increased by a general fund net of \$781,422. This reflects increased custodial hours to general fund buildings as well as increased hours for Stationary Engineers at the Martinez and West County Detention Facilities. General fund appropriations for also added for three additional positions: a Steamfitter, an Electronic Systems Specialist and a Lead Materials Technician. The Steamfitter position will be assigned to the Martinez Detention Facility to handle daily routine maintenance operations and assist in reducing the deferred maintenance backlog. The Electronic Systems Specialist will perform mandated testing and preventative maintenance of fire and safety equipment in County facilities. The Lead Materials Technician will provide guidance to the County materials management group supporting the Fleet and Facilities Services divisions.

Additionally, the recommended budget includes appropriations to add 5 additional positions as well as two add/cancels in the Public Works

Public Works

General Government

department. These positions are offset by special revenues and/or project funds.

The additional positions and increased hours will allow the Department to better manage anticipated workflow in fiscal year 2016-17. 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 baseline budget for Fleet Services (Internal Service Fund) increased by a net of \$355,000 to fund an increase in building maintenance costs and equipment purchases. The recommended budget adjustment of \$22,190 in both expenditures and revenues will allow for the addition of 1 Equipment Mechanic and the cancelation of 1 Equipment Services Worker.

The Road Fund Budget decreased by a net of \$5.1 million to reflect the elimination of prior year fund balance. Revenue totaling \$46,148,872 reflects anticipated federal funds from the Highway User Tax, Federal and State grants, Areas of Benefit, Developer Fees, Measurer J, Contra Costa Transportation Authority and TDA revenue. Funds will be used for general road maintenance, road capital improvement, traffic program, road engineering, road information and services.

The Land Development Fund, which supports engineering functions, was decreased by a net of \$45,805. The net fund cost decrease reflects the removal of prior year fund balance. Revenues were increased by \$117,500 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 increased revenue by \$1.8 million in anticipation of two new Airport Improvement Program grants. The net increase of \$100,000 is the utilization of prior year fund balance for work on the General Plan Amendment.

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 14/15 we identified several opportunities for transportation grants and were successful in generating approximately \$5,080,000 in additional funding. Our efforts resulted in receiving almost \$17 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.
- **Watershed Program:** Continued to work on meeting permit compliance from the Regional Water Quality Control Board in an attempt to address pollutants entering receiving waters such as creeks. In 2015, the Watershed Program did meet the 40% trash reduction target set by the Municipal Regional Permit for water quality.
- **Floodplain Management Program:** Continued participation in the National Flood Insurance Program Community Rating System (CRS) and maintained a rating of Class 6. This equates to a 20% discount on flood insurance premiums for County residents in Special Flood Hazard Areas.
- **Completed 58 capital projects on County facilities** totaling over \$141 million between July 2014 and January 2016. These projects included deferred maintenance projects and major projects such as the new Antioch Health Center and expansion of the Concord Health Clinic.
- **Completed a partnership with 19 other agencies** as part of the Regional Renewable Energy Program to install new solar energy projects at 6 County facility sites. The construction at the County sites is complete.
- **Completed or are substantially underway on over 60 Facilities Life-Cycle Investment Program projects** totaling over \$29 million dollars as of January 2016. These projects

include renovations at the Finance Building, numerous roofing projects, fire, life and safety projects.

- Continued work on the Asset Management Facility Inventory. Strategic Planning and facility management/maintenance plan will continue throughout the year. Work on this asset data has improved County facility operation and maintenance by helping to identify underutilized facilities, as well as facilities most in need of deferred maintenance attention.
- Continued meeting with stakeholders to advance the East Bay Regional Park District Measure WW park projects in unincorporated communities. Six projects are completed or underway including three projects scheduled to start construction in summer 2016 in Alamo, El Sobrante, and Pleasant Hill area of the Iron Horse Corridor.
- Streetlight Program: Partnered with PG&E to convert County owned streetlights to light emitting diode (LED) within County Service Area L-100 to improve reliability, energy efficiency and lighting quality. 3900 streetlight conversions were completed in 2015 and 3,088 are scheduled for 2016.
- Airport 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 2015 there were 2 safety deviations that were not aviation or pilot related. They were from individuals that got onto the airfield. In response, the Airport is reviewing perimeter security.
- Fleet Services: Purchased and put into service 9 electric vehicles and installed additional charging stations in our continuing effort to “green” our fleet and reduce greenhouse gas emissions.

Administrative and Program Goals

- Recruitment/Retention and Succession Planning: With the improving economy, we are seeing a departure of tenured and qualified staff and we are looking at ways to better retain, recruit and prepare future staff, including work/life balance, training and professional development. Succession planning continues to be a priority.
- Clean Water Program: The new Municipal Regional Permit related to clean water regulations was issued in November of 2015. The Department will be working with other County Departments and Public Works Divisions to determine how to fund and implement the new permit requirements.
- Stormwater Funding: We continue to work with our Board of Supervisors, the California State Association of Counties, and the County Engineers Association of California on a statewide effort to have stormwater be treated as a utility similar to water and wastewater utilities for funding purposes.
- Cost Recovery: We are continuing to review programs that are funded through fee for service and grants to ensure costs are covered. Public Works and the Department of Conservation and Development are working on a review of land development fees and we are pursuing an Indirect Cost Rate Plan to maximize reimbursement on federally funded transportation projects
- Project Delivery (Public Infrastructure): The Department Divisions involved in delivery of transportation, flood control, park and airport projects have been involved in an on-going process to improve capital project delivery in an effort to implement projects faster and reduce costs.

Public Works

General Government

- **Countywide Real Estate Asset Management Plan:** The County owns many buildings used to conduct county business and leases additional space for some operations. The Department is focused on developing an asset management program for both our owned and leased buildings. The asset management program is already paying off with improved County facility operation and maintenance and space utilization and it is a valuable tool for setting priorities to address deferred maintenance, capital renewal and new facility projects.
- **Traffic Safety:** The Department is looking at ways to address the increase in fatal and major injury collisions on unincorporated County roads. There had been a steady decline during the recent economic recession with less people driving. However, with the economy improving, we have seen an increase in vehicle fatalities and major collisions. The Department is putting together an action plan that uses the 4 E's as guidance: Engineering, Enforcement, Education, and Emergency Response. We are looking at collision data for hot-spots and systemic issues on our transportation network and determining which approach would best help reduce collision.
- **Sustainability:** Continue efforts to implement energy projects in county facilities and streetlights to improve efficiency, reduce costs and to further the County's sustainability goals of lowering greenhouse gas emissions and implementation of the County's Climate Action Plan. Continue to green the County's fleet with more hybrid and electric vehicles and installation of charging stations.

**Public Works
General Government**

**2016-17
Program Modification List**

Order	Reference to Mand/Disc List	Programs/ Budget Units	Services	FTE	Net County Cost Impact	Impact
1	12	General Building Occupancy	Building Occupancy Costs	0	\$77,355	Increase custodial hours for General Fund buildings.
2	12	General Building Occupancy	Salaries and Benefits	1.0	\$170,964	Add 1 Steamfitter to be assigned to the Martinez Detention Facility.
3	12	General Building Occupancy	Building Occupancy Costs	0	\$288,423	Increase hours for 2 Stationary Engineers at the Martinez and West County Detention Facilities.
4	12	General Building Occupancy	Salaries and Benefits	1.0	\$136,180	Add 1 Electronic Systems Specialist for Fire/Life safety duties at County facilities.
5	14	Building Maintenance	Salaries and Benefits	1.0	\$108,500	Add 1 Lead Materials Technician to oversee inventory for Fleet, Facilities, and Recycle/Suplus.
6	14	Building Maintenance	Salaries and Benefits	2.0	\$215,544	Add 2 Electricians for Traffic Signal/Street Light Maintenance & General Work Orders.
7	14	Building Maintenance	Charges to Various Funds		(\$215,544)	Charges to various funds to offset the costs of additional positions.
8	1	Public Works	Salaries and Benefits	1.0	\$134,000	Add 1 Network Analyst II.
9	1	Public Works	Salaries and Benefits	(1.0)	(\$97,600)	Cancel 1 Information Systems Technician I.
10	1	Public Works	Salaries and Benefits	3.0	\$296,400	Add 1 Admin Svcs Asst II; 1 Clerk-Senior; 1 Engineer-Entry Level to Flood Control Division.

Public Works

General Government

Order	Reference to Mand/Disc List	Programs/ Budget Units	Services	FTE	Net County Cost Impact	Impact
11	1	Public Works	Charges to Various Funds	0	(\$332,800)	Charges to Flood Control Districts and other funds to offset costs of additional positions.
12	11	Fleet – Internal Service Fund	Salaries and Benefits	1.0	\$105,242	Add 1 Equipment Mechanic to address workload increase/backlog.
13	11	Fleet – Internal Service Fund	Salaries and Benefits	(1.0)	(\$83,052)	Delete 1 Equipment Services Worker to offset cost of additional Equipment Mechanic.
14	11	Fleet – Internal Service Fund	Charges to Various Funds	0	(\$22,190)	Charges to various funds to offset the costs of additional Equipment Mechanic.
			Total	8.0	\$781,422	

Treasurer –Tax Collector
General Government

Russell V. Watts, Treasurer

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	3,238,879	3,352,980	3,494,650	3,754,650	260,000
Services and Supplies	1,438,489	1,552,143	1,542,868	1,542,868	0
Other Charges	6,360	7,000	7,000	7,000	0
Fixed Assets	6,123	0	0	0	0
Expenditure Transfers	1,424	1,727	1,102	1,102	0
TOTAL EXPENDITURES	4,691,275	4,913,850	5,045,620	5,305,620	260,000
REVENUE					
Other Local Revenue	3,081,312	2,901,850	2,902,620	2,902,620	0
GROSS REVENUE	3,081,312	2,901,850	2,902,620	2,902,620	0
NET COUNTY COST (NCC)	1,609,963	2,012,000	2,143,000	2,403,000	260,000
Allocated Positions (FTE)	28	28	28	30	2
FINANCIAL INDICATORS					
Salaries as % of Total Exp	69%	68%	69%	71%	
% Change in Total Exp		5%	3%	5%	
% Change in Total Rev		(6%)	0%	0%	
% Change in NCC		25%	7%	12%	
COMPENSATION INFORMATION					
Permanent Salaries	1,722,249	1,815,793	1,897,873	2,066,936	169,063
Temporary Salaries	3,992	15,000	15,000	15,000	0
Permanent Overtime	1,198	1,000	1,000	1,000	0
Deferred Comp	33,825	40,980	44,580	48,118	3,538
Comp & SDI Recoveries	(8,127)	0	0	0	0
FICA/Medicare	124,533	133,444	138,790	151,450	12,660
Ret Exp-Pre 97 Retirees	7,021	7,000	7,000	7,000	0
Retirement Expense	696,711	631,943	606,462	655,002	48,540
Employee Group Insurance	244,010	276,764	339,859	362,065	22,206
Retiree Health Insurance	253,418	245,418	242,844	242,844	0
OPEB Pre-Pay	143,729	143,729	143,729	143,729	0
Unemployment Insurance	4,699	5,445	5,137	5,593	456
Workers Comp Insurance	11,622	36,464	52,376	55,913	3,537

Treasurer –Tax Collector

General Government

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.

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 January 31, 2016, the Treasury managed over \$3.17 billion in its investment pool.

Treasurer Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$1,428,273
Financing:		56,600
Net County Cost:		1,371,673
Funding Sources:		
Investment Fees	4.0%	\$56,600
General Fund	96.0%	1,371,673
FTE: 7.7		

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:		\$3,720,301
Financing:		2,721,470
Net County Cost:		998,831
Funding Sources:		
Tax Admin. Fees	41.5%	\$1,543,500
Property Svc Cost	14.4%	537,270
State	9.8%	363,000
Other Admin Fees	7.5%	277,700
General Fund	26.8%	998,831
FTE: 20.5		

Treasurer – Tax Collector

General Government

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:	\$157,046	
Financing:	124,550	
Net County Cost:	32,496	
Funding Sources:		
Admin Fees	76.7%	\$117,000
License Fees	5.0%	7,550
General Fund	18.3%	32,496
FTE: 1.3		

CAO's Recommendation

Baseline Budget

The baseline net County cost represents a \$391,000 net increase over the FY 2015-16 Adjusted Budget. Salary and benefit costs reflect an increase of \$401,670. The addition of a new Executive Secretary and Assistant Tax Collector positions represent 64.7% of this increase.

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 a net County increase by \$260,000, which reflects the addition of 2.0 FTE positions. One new Executive Secretary will alleviate the department's secretarial work in assisting with sensitive, confidential and sometimes controversial information about issues including Labor Relations, litigation, staffing and disciplinary actions. Due to additional services put in place as a result of technological advances and better business practices, one Assistant County Tax Collector is needed to oversee, supervise and ensure full compliance with office policies and procedures as well as with the state statutes and county ordinances. The recommended net County cost of \$2,403,000 will provide the funding necessary to provide services in fiscal year 2016-17.

Performance Measurement

The Treasurer-Tax Collector's Office issued 414,200 Secured and Unsecured tax bills through February 4, 2016 of the FY 2015-2016. Collections through February 20, 2016 were 59.90% of total outstanding taxes, which is 0.18% less than the same timeframe last year. The collaboration with the California Franchise Tax Board Intercept program resulted in \$250,074 of tax revenues that otherwise would have been uncollectible. The department completed \$51.7 billion in banking transactions, processed \$6.9 billion deposits and funded \$6.5 billion warrants during the FY 2014-2015. Despite another volatile year for the financial markets, the Treasurer received affirmation for its rating of AA+/S1+ which is assigned for the highest level of credit quality and lowest level of volatility of securities in the Treasurer's Investment Pool.

Complementing an already successful paperless payment program, the Treasurer-Tax Collector's office, in collaboration with the Department of Information Technology and third party payment processor released a beta version of a Virtual Billing and Subscription service (VBS) in November 2015. The VBS service allows subscribers the ability to schedule their property tax payments to be paid automatically on a

Treasurer –Tax Collector

General Government

specified date – on or before the delinquent date. The beta testing was submitted to 300 current e-billing subscribers with 59 enrolling in the VBS service and \$120,000 collected in property tax payments. A full launch of the VBS system is scheduled for the FY 2016-2017. Each e-billing or VBS subscriber eliminates the cost of printing, postage and mailing of a paper tax bill.

The Contra Costa County Treasurer-Tax Collector collaborated with the 57 other California County Tax-Collectors gathering samples of property tax bills. Through analysis of the design and features of the samples, the Contra Costa County Treasurer-Tax Collector's office was able to create a version of both secured and supplemental bills that generated better efficiencies in collections through the use of print colors on the tax bill also includes emphasis on due dates and amounts due. Contributing to the redesign and emphasis on due dates and amounts due, property tax collections were 0.46%, 1.29% and 0.17% greater in October, November and December 2015 respectively over the same months in 2014.

The 2015-2016 secured tax bill significantly increased public awareness by including a special message and the use of an asterisk to identify specific assessments and levies that are eligible for exemption by senior citizens and disabled persons. The results of this awareness program for seniors and disabled persons are still pending due to the filing date occurring between March and June for most of the exemptions. However, initial success of the awareness program was apparent as Treasurer-Tax Collector's office received a significant

number of inquiries requesting information regarding the exemptions.

The Treasurer-Tax Collector's office remains in the planning and development stage for departmental training manuals with the anticipation of completing the manuals or Standard Operating Procedures in the FY 2016-2017.

The Treasurer-Tax Collector's office has worked closely with the Auditor-Controller's office to analyze specific internal controls and as a result established a Cash Handling Policy and Procedures manual.

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 by exploring the feasibility of outsourcing the printing and mailing of all tax bills through specialized services.

Increase public awareness of programs available to senior citizens and disabled persons.

Plan, formulate and produce standard operating procedures to aid new and experienced Office employees with job tasks, duties and expectations.

Treasurer – Tax Collector
General Government

FY 2016-17
Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	2	Tax Collections	Salaries and Benefits	2.0	\$260,000	Add one (1) Executive Secretary Position and Add one (1) Assistant County Tax Collector Position
			Total	2.0	\$260,000	

Treasurer –Tax Collector
General Government

County of Contra Costa
Health & Human Services



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

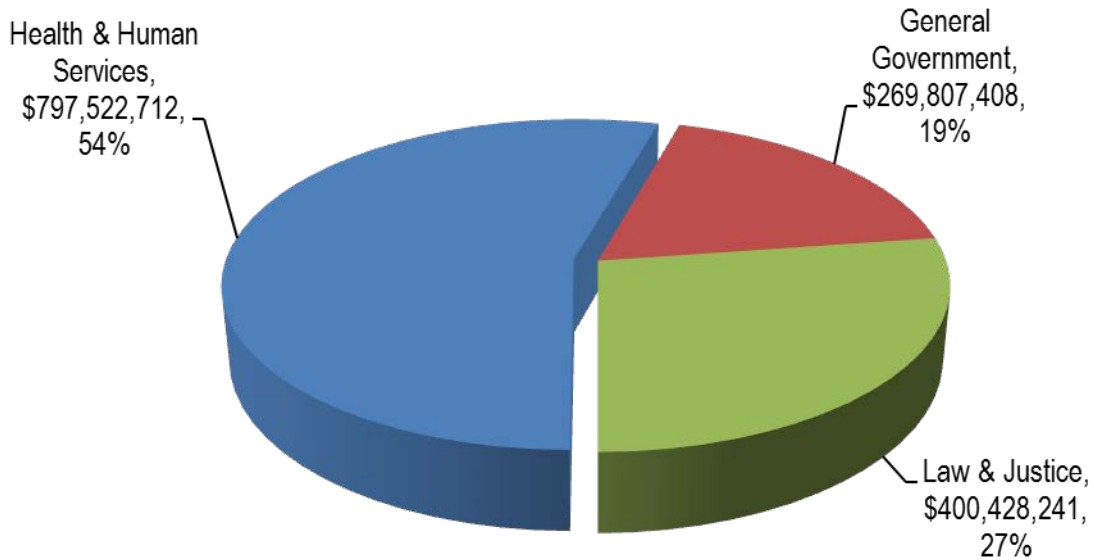
Department, and Veterans Services. These data do not include expenditures, revenues, or FTEs for the Contra Costa Regional Medical Center and Clinics Enterprise Fund (EF1), the Contra Costa Health Plan Enterprise Funds (EF2/EF3) nor any other fund other than the General Fund.

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	306,784,214	342,675,079	359,053,795	359,124,589	70,794
Services and Supplies	260,280,102	264,658,384	279,184,609	279,184,609	0
Other Charges	157,126,960	170,691,366	164,776,802	164,776,802	0
Fixed Assets	1,402,924	1,226,287	1,277,029	1,277,029	0
Expenditure Transfers	(6,545,188)	(2,340,931)	(6,840,317)	(6,840,317)	0
TOTAL EXPENDITURES	719,049,012	776,910,185	797,451,918	797,522,712	70,794
REVENUE					
Other Local Revenue	165,312,153	194,793,236	189,140,991	189,140,991	0
Federal Assistance	243,506,705	253,817,858	260,285,593	260,285,593	0
State Assistance	202,932,278	221,703,472	230,471,375	230,471,375	0
GROSS REVENUE	611,751,136	670,314,566	679,897,959	679,897,959	0
NET COUNTY COST (NCC)	107,297,876	106,595,619	117,553,959	117,624,753	70,794
Allocated Positions (FTE)	3,091	3,252	3,180	3,181	1
FINANCIAL INDICATORS					
Salaries as % of Total Exp	42%	44%	45%	45%	
% Change in Total Exp		8%	3%	0%	
% Change in Total Rev		10%	1%	0%	
% Change in NCC		(1%)	10%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	161,831,840	189,758,445	206,965,670	207,006,758	41,088
Temporary Salaries	12,789,773	7,501,141	5,692,446	5,692,446	0
Permanent Overtime	2,498,507	1,170,753	1,504,134	1,504,134	0
Deferred Comp	1,086,711	1,945,586	2,099,597	2,101,447	1,850
Hrly Physician Salaries	105,967	81,924	90,556	90,556	0
Perm Physicians Salaries	2,949,525	3,030,561	2,924,799	2,924,799	0
Perm Phys Addnl Duty Pay	21,383	32,906	300,354	300,354	0
Comp & SDI Recoveries	(1,012,860)	(478,036)	(470,356)	(470,356)	0
FICA/Medicare	12,927,363	15,511,612	15,937,496	15,940,424	2,928
Ret Exp-Pre 97 Retirees	682,588	807,500	712,271	712,271	0
Retirement Expense	67,170,919	68,284,500	66,058,775	66,069,039	10,264
Employee Group Insurance	24,332,121	30,325,458	34,537,035	34,550,547	13,512
Retiree Health Insurance	11,148,299	12,054,902	10,860,857	10,860,857	0
OPEB Pre-Pay	5,029,284	5,041,374	4,531,293	4,531,293	0
Unemployment Insurance	536,996	603,597	576,954	577,062	108
Workers Comp Insurance	4,811,093	7,002,855	6,731,914	6,732,958	1,044
Labor Received/Provided	(125,295)	0	0	0	0

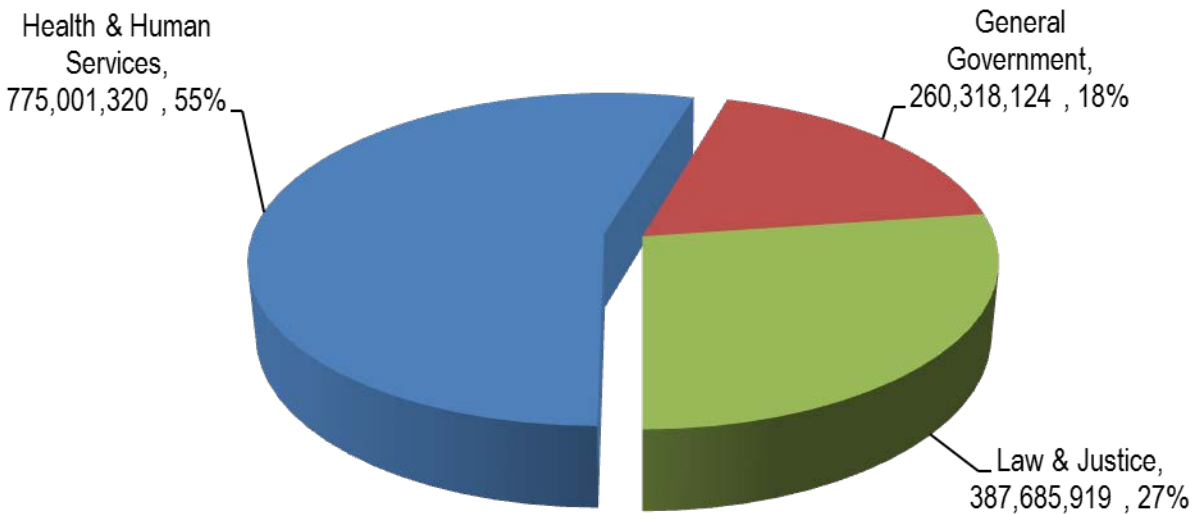
Functional Group Summary

Health & Human Services

FY 2016-17
Recommended General Fund Expenditures



FY 2015-16
Recommended General Fund Expenditures



Child Support Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	16,443,095	16,785,221	16,826,273	16,826,273	0
Services and Supplies	1,407,546	924,186	987,451	987,451	0
Other Charges	900,484	849,131	881,244	881,244	0
Expenditure Transfers	84,030	79,097	74,125	74,125	0
TOTAL EXPENDITURES	18,835,155	18,637,635	18,769,093	18,769,093	0
REVENUE					
Other Local Revenue	(4,342)	0	0	0	0
Federal Assistance	18,870,572	18,769,093	18,769,093	18,769,093	0
GROSS REVENUE	18,866,230	18,769,093	18,769,093	18,769,093	0
NET FUND COST (NFC)	(31,075)	(131,458)	0	0	0
Allocated Positions (FTE)	171	171	171	171	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	88%	90%	90%	90%	
% Change in Total Exp		(1)%	1%	0%	
% Change in Total Rev		(1)%	0%	0%	
% Change in NFC		323%	(100)%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	9,156,395	9,789,523	9,943,558	9,943,558	0
Temporary Salaries	163,442	0	0	0	0
Permanent Overtime	121,433	738	10,212	10,212	0
Deferred Comp	71,678	97,920	85,320	85,320	0
Comp & SDI Recoveries	(25,775)	0	0	0	0
FICA/Medicare	678,503	746,715	742,763	742,763	0
Ret Exp-Pre 97 Retirees	37,572	55,818	55,818	55,818	0
Retirement Expense	3,727,187	3,455,108	3,170,654	3,170,654	0
Employee Group Insurance	1,447,177	1,578,170	1,739,594	1,739,594	0
Retiree Health Insurance	638,825	619,299	594,792	594,792	0
OPEB Pre-Pay	230,097	230,097	230,097	230,097	0
Unemployment Insurance	28,491	29,713	26,839	26,839	0
Workers Comp Insurance	168,069	182,120	226,626	226,626	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:	\$18,769,093	
Financing:	18,769,093	
Net Fund Cost:	0	
Funding Sources:		
Federal	100.0%	\$18,769,093
FTE: 171.0		

CAO Recommendation

In the FY 2016-17 Baseline Budget expenditures are anticipated to increase slightly compared to the FY 2015-16 Recommended Budget. This increase is due to anticipated salary expense. Federal Revenue is available to compensate for projected increases.

The FY 2016-2017 Recommended Budget for the Department of Child Support Services maintains current service levels. There are no reductions from the Baseline Budget.

Performance Measures

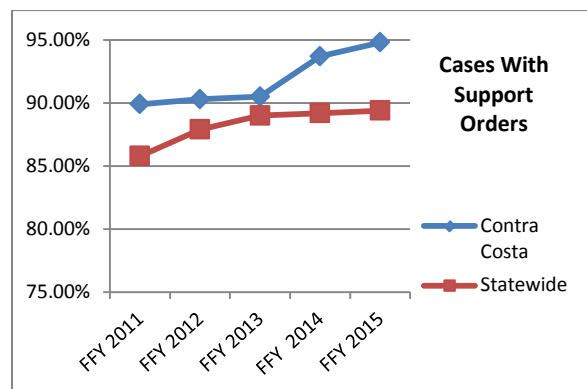
Federal Performance Measure:

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 2015 Goals:** Achieved 94.8% of cases with a child support order, an increase of 1.1% 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.

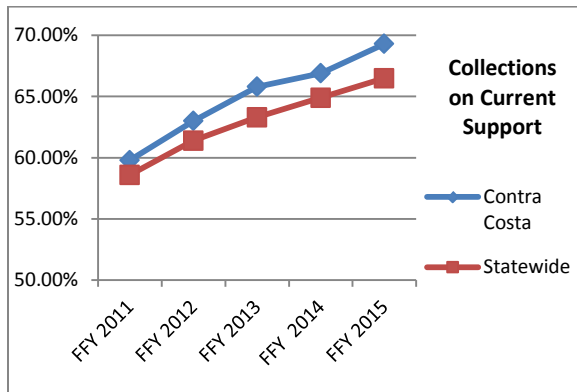


Child Support Services Health and Human Services

2. Current Child Support Collections

- **Status of FY 2015 Goals:** Achieved 69.3% of cases with current support collected, an increase of 2.4% over last year

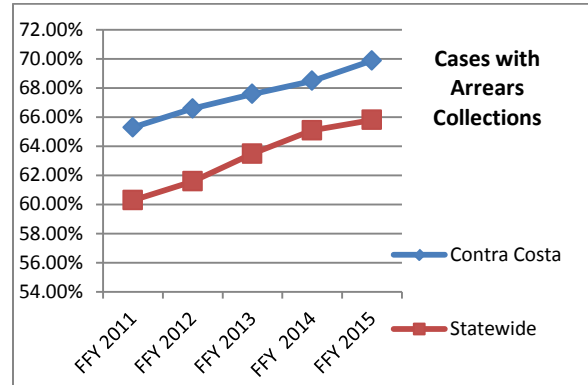
Total collections exceeded \$70 million dollars. This resulted in an increase in distributed collections of 5.2% greater than the prior year. This means delivering more money to Contra Costa families.



3. Arrears Collections

- **Status of FY 2015 Goals:** Achieved 69.9% of cases with arrearage collections, an increase of 1.4% over last year.

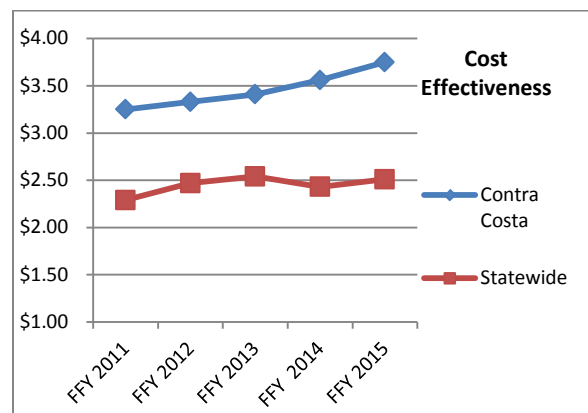
DCSS is focused on engaging parents with delinquent accounts to make child support payments. The statewide average of cases paying on arrears is 66.2%. DCSS has consistently maintained participation above the statewide average.



4. Operational Cost-effectiveness

- **Status of FY 2015 Goals:** Achieved \$3.75 in cost effectiveness, an increase of \$0.19 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 2015, the California State average was \$2.51 collected for each dollar expended. Contra Costa DCSS is 49.4% more effective than the State average, collecting \$3.75 for each dollar spent on operations.



Child Support Services

Health and Human Services

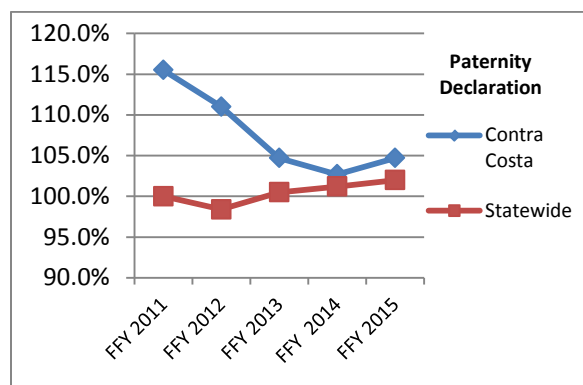
5. Statewide Paternity Establishment Percentage (PEP)

- **Status of FY 2015 Goals:** Achieved 104.7% 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.

Support Services have developed the following local performance goals for FFY 2016:

- ✓ increase distributed collections by 3% and achieve at least \$3.85 in cost effectiveness;
- ✓ increase the percentage of current support collected to 71.0%;
- ✓ increase percentage of cases with arrearages collection to 71.0%;
- ✓ increase the percentage of cases with child support orders to 95.0%; and,
- ✓ maintain statewide PEP at 100% or above



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

All Funds Summary

All Funds	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	186,519,923	212,870,181	219,705,833	219,705,833	0
Services and Supplies	95,868,151	103,542,709	102,641,339	102,641,339	0
Other Charges	134,889,846	140,216,612	137,665,095	137,665,095	0
Fixed Assets	985,546	792,000	800,000	800,000	0
Expenditure Transfers	16,029,213	17,829,023	16,062,134	16,062,134	0
TOTAL EXPENDITURES	434,292,678	475,250,525	476,874,401	476,874,401	0
REVENUE					
Other Local Revenue	77,855,786	84,076,692	84,473,887	84,473,887	0
Federal Assistance	166,947,718	185,048,479	178,467,259	178,467,259	0
State Assistance	172,046,296	185,229,683	190,275,255	190,275,255	0
GROSS REVENUE	416,849,800	454,354,854	453,216,401	453,216,401	0
NET FUND COST (NFC)	17,442,878	20,895,671	23,658,000	23,658,000	0
Allocated Positions (FTE)	2,192	2,274	2,224	2,224	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	45%	47%	48%	48%	
% Change in Total Exp		9%	0%	0%	
% Change in Total Rev		9%	0%	0%	
% Change in NFC		20%	13%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	97,886,232	119,353,773	128,425,591	128,425,591	0
Temporary Salaries	8,903,143	3,580,727	2,391,228	2,391,228	0
Permanent Overtime	1,900,929	591,828	708,328	708,328	0
Deferred Comp	741,400	1,564,715	1,566,802	1,566,802	0
Comp & SDI Recoveries	(743,527)	(290,338)	(266,560)	(266,560)	0
FICA/Medicare	7,887,769	9,397,263	9,685,179	9,685,179	0
Ret Exp-Pre 97 Retirees	389,119	523,018	412,412	412,412	0
Retirement Expense	38,994,126	41,300,846	38,222,459	38,222,459	0
Employee Group Insurance	16,133,969	20,069,004	23,559,166	23,559,166	0
Retiree Health Insurance	7,439,452	8,068,439	7,079,796	7,079,796	0
OPEB Pre-Pay	3,559,056	3,559,056	3,048,975	3,048,975	0
Unemployment Insurance	322,160	363,403	338,135	338,135	0
Workers Comp Insurance	3,106,193	4,788,447	4,534,322	4,534,322	0
Labor Received/Provided	(100)	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:

General Fund Programs:

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
0581 – Zero Tolerance Domestic Violence
0583 – Workforce Development Board
0588 – Community Services

Non-General Fund Programs:

0505 – County Children’s Trust Fund
0508 – IHSS Public Authority
0578 – Child Care Enterprise Fund
0589 – Child Development Fund
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 95% 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 2016-17, the Department has included revenue based on the Governor’s fiscal year 2016-17 Proposed Budget and historical allocation information. Given the need to analyze the impact of changes in the FY 2016-17 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

Employment and Human Services General Fund Summary

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	178,944,084	204,182,703	209,510,506	209,510,506	0
Services and Supplies	92,150,784	98,534,224	98,103,465	98,103,465	0
Other Charges	129,745,412	135,170,835	132,345,673	132,345,673	0
Fixed Assets	985,546	740,000	740,000	740,000	0
Expenditure Transfers	6,881,851	9,397,617	7,280,416	7,280,416	0
TOTAL EXPENDITURES	408,707,678	448,025,379	447,980,060	447,980,060	0
REVENUE					
Other Local Revenue	69,948,385	76,108,138	75,580,630	75,580,630	0
Federal Assistance	166,039,662	184,052,429	177,438,964	177,438,964	0
State Assistance	155,278,237	167,681,187	171,302,466	171,302,466	0
GROSS REVENUE	391,266,284	427,841,754	424,322,060	424,322,060	0
NET COUNTY COST (NCC)	17,441,393	20,183,625	23,658,000	23,658,000	0
Allocated Positions (FTE)	2,082	2,153	2,102	2,102	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	45%	47%	48%	48%	
% Change in Total Exp		10%	0%	0%	
% Change in Total Rev		9%	(1%)	0%	
% Change in NCC		16%	17%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	94,233,399	114,739,582	122,969,325	122,969,325	0
Temporary Salaries	8,253,852	3,292,767	2,103,268	2,103,268	0
Permanent Overtime	1,891,614	589,718	706,094	706,094	0
Deferred Comp	720,824	1,530,575	1,512,742	1,512,742	0
Comp & SDI Recoveries	(723,979)	(261,009)	(237,231)	(237,231)	0
FICA/Medicare	7,577,521	9,048,726	9,272,058	9,272,058	0
Ret Exp-Pre 97 Retirees	377,017	499,322	388,716	388,716	0
Retirement Expense	37,489,681	39,660,813	36,481,024	36,481,024	0
Employee Group Insurance	15,131,873	18,795,236	21,799,894	21,799,894	0
Retiree Health Insurance	7,128,798	7,744,776	6,798,332	6,798,332	0
OPEB Pre-Pay	3,559,056	3,559,056	3,048,975	3,048,975	0
Unemployment Insurance	309,232	349,533	323,041	323,041	0
Workers Comp Insurance	2,998,586	4,633,608	4,344,268	4,344,268	0
Labor Received/Provided	(3,390)	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
- 0581 – Zero Tolerance for Domestic Violence
- 0583 – Workforce Development Board
- 0588 – Community Services

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. Approximately 95% of the Department's program funding comes from federal, state and state-funded local revenue sources. The remaining 5% is the net county cost funded with county general fund. The majority of the 5% county general fund is required as matching funds per federal and state laws for many of the Department's programs.

The Department is continually seeking new ways to improve the coordination of its client services and to maximize non-county fund sources.

Employment and Human Services Health and Human Services

Administrative Services

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	26,652,884	30,562,389	32,653,776	32,653,776	0
Services and Supplies	20,540,357	20,129,745	22,885,889	22,885,889	0
Other Charges	172,312	408,510	247,900	247,900	0
Fixed Assets	985,407	600,000	600,000	600,000	0
Expenditure Transfers	(42,616,523)	(46,508,330)	(50,554,539)	(50,554,539)	0
TOTAL EXPENDITURES	5,734,437	5,192,314	5,833,026	5,833,026	0
REVENUE					
Other Local Revenue	177,686	133,000	133,000	133,000	0
State Assistance	6,598,814	4,546,850	5,385,943	5,385,943	0
GROSS REVENUE	6,776,500	4,679,850	5,518,943	5,518,943	0
NET COUNTY COST (NCC)	(1,042,063)	512,464	314,083	314,083	0
Allocated Positions (FTE)	195	213	214	214	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	55%	59%	58%	58%	
% Change in Total Exp		(9%)	12%	0%	
% Change in Total Rev		(31%)	18%	0%	
% Change in NCC		(149%)	(39%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	11,366,689	13,873,836	16,189,816	16,189,816	0
Temporary Salaries	911,429	300,372	300,372	300,372	0
Permanent Overtime	150,238	130,738	130,738	130,738	0
Deferred Comp	86,859	142,344	192,000	192,000	0
Comp & SDI Recoveries	(61,773)	(45,005)	(45,005)	(45,005)	0
FICA/Medicare	892,419	1,021,117	1,210,712	1,210,712	0
Ret Exp-Pre 97 Retirees	48,104	63,535	63,535	63,535	0
Retirement Expense	4,769,494	4,982,712	5,122,497	5,122,497	0
Employee Group Insurance	1,466,416	2,308,571	2,421,644	2,421,644	0
Retiree Health Insurance	6,569,326	7,256,294	6,283,428	6,283,428	0
Unemployment Insurance	37,548	38,892	43,799	43,799	0
Workers Comp Insurance	362,851	488,983	740,240	740,240	0
Labor Received/Provided	53,285	0	0	0	0

Employment and Human Services

Health and Human Services

Description: EHSD's Administrative Services Bureau provides support services to all Departmental programs. Costs include contracts, budgets, claims, policy and planning, appeals, quality control, welfare fraud management, fiscal compliance, facilities, information technology, CalWIN program administration, fixed assets, vehicles, safety and disaster preparedness and readiness, and building occupancy.

The 2016-17 Baseline Budget includes increased salary and benefits, services and supplies, other charges and fixed assets. These increases are partially offset by expenditure transfers to other Bureaus within EHSD netting an overall increase to expenditures of \$824,337.

Administrative Services Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$5,833,026
Financing:		5,518,943
Net County Cost:		314,083
Funding Sources:		
Local	2.3%	\$133,000
State	92.3%	5,385,943
General Fund	5.4%	314,083
FTE: 214.0		

Employment and Human Services

Health and Human Services

Children and Family Services Bureau

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	31,125,972	35,438,274	36,813,616	36,813,616	0
Services and Supplies	15,225,429	15,455,544	15,806,253	15,806,253	0
Other Charges	45,347,333	46,738,168	46,270,249	46,270,249	0
Expenditure Transfers	837,922	3,321,377	3,087,882	3,087,882	0
TOTAL EXPENDITURES	92,536,656	100,953,363	101,978,000	101,978,000	0
REVENUE					
Other Local Revenue	35,586,963	40,334,513	38,620,310	38,620,310	0
Federal Assistance	33,835,276	37,476,714	38,918,548	38,918,548	0
State Assistance	21,966,436	22,382,513	23,123,050	23,123,050	0
GROSS REVENUE	91,388,675	100,193,740	100,661,908	100,661,908	0
NET COUNTY COST (NCC)	1,147,981	759,623	1,316,092	1,316,092	0
Allocated Positions (FTE)	318	337	353	353	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	34%	36%	37%	37%	
% Change in Total Exp		9%	1%	0%	
% Change in Total Rev		10%	0%	0%	
% Change in NCC		(34%)	73%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	17,933,021	21,317,837	22,415,930	22,415,930	0
Temporary Salaries	736,832	0	0	0	0
Permanent Overtime	120,794	125,000	119,676	119,676	0
Deferred Comp	59,194	104,100	161,482	161,482	0
Comp & SDI Recoveries	(252,241)	0	0	0	0
FICA/Medicare	1,349,330	1,554,015	1,715,412	1,715,412	0
Ret Exp-Pre 97 Retirees	71,811	4,100	4,091	4,091	0
Retirement Expense	7,130,454	6,973,863	6,897,161	6,897,161	0
Employee Group Insurance	2,427,270	3,528,626	3,494,525	3,494,525	0
OPEB Pre-Pay	946,858	946,860	906,533	906,533	0
Unemployment Insurance	55,767	61,081	60,372	60,372	0
Workers Comp Insurance	546,882	822,792	1,038,434	1,038,434	0

Employment and Human Services

Health and Human Services

Description: The Children and Family Services Bureau (CFS) 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 2016-17 Baseline Budget includes an overall increase of \$1,024,367 compared to the FY 2015-16 Recommended Budget.

The FY 2016-17 Recommended Budget reflects an increase of both expenditures and revenues due to an increase in State Realignment revenue.

1. Child Welfare Services

Description: Child Welfare Services (CWS) 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.

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** - Emergency Response (ER) 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. In 2015, approximately 7,500 families identifying 10,000 child victims were served through a formal child abuse and neglect report.
- 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 work with families to address the issues that brought them to the attention of Child Welfare. In 2015, approximately 510 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, Family Reunification services are provided to remedy the conditions that led to the removal. A reunification plan is developed to resolve those issues. In 2015, CFS provided Family Reunification services to about 900 children and their families
- d. **Permanency Planning** – Permanency 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 2015, 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

- e. **Extended Foster Care** – Foster youth ages 18-21 years old may be served through extended foster care. These young adults are referred to as Nonminor Dependents (NMDs). Extended foster care is an opt in program in which NMDs are provided case management and foster care placement until age 21. The Juvenile Court continues court oversight of these cases. In 2015, approximately 300 Youth were served in Extended Foster Care.

Child Welfare Services Summary			
Service:	Mandatory		
Level of Service:	Mandatory		
Expenditures:	\$45,369,150		
Financing:	44,420,260		
Net County Cost:	948,890		
Funding Sources:			
Local	37.8%	\$17,135,372	
Federal	18.8%	18,769,341	
State	41.3%	8,515,547	
General Fund	2.1%	948,890	
FTE: 295.5			

2. 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:	\$2,727,222	
Financing:	2,719,807	
Net County Cost:	7,415	
Funding Sources:		
Local	61.3%	\$1,673,100
Federal	38.4%	1,046,707
General Fund	0.3%	7,415
FTE: 18.7		

3. 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:	\$4,015,277	
Financing:	3,825,677	
Net County Cost:	189,600	
Funding Sources:		
Local	51.2%	\$2,054,339
Federal	43.7%	1,756,054
State	0.4%	15,284
General Fund	4.7%	189,600
FTE: 24.6		

Employment and Human Services

Health and Human Services

4. 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:		\$1,280,271
Financing:		1,280,271
Net County Cost:		0
Funding Sources:		
Local	40.1%	\$513,265
Federal	32.5%	416,288
State	27.4%	350,718
FTE: 6.7		

5. Aid to Adoptions Program

Description: The Aid to Adoptions Program (AAP) provides payments to families in the adoption process or who have adopted children into their care. In 2015 there were 1,726 cases.

Aid to Adoptions Program Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$17,928,030
Financing:		17,928,030
Net County Cost:		0
Funding Sources:		
Local	46.7%	\$8,371,085
Federal	37.7%	6,766,587
State	15.6%	2,790,358

6. Foster Care and other Out of Home Care Payments

Description: Provides for the care of children in foster homes.

- a. **County Board and Care** – County Board and Care (CBC) provides for children not eligible for federal or state foster care.
- b. **Kin Guardianship Assistance Payment Program** – Kin Guardianship Assistance Payment (Kin-GAP) program provides payments to relative caregivers who have established a guardianship through the Juvenile Dependency Court. In 2015, the definition of “relative” was expanded to include certain eligible non-relatives. These non-relatives are referred to as “fictive” kin and will also be eligible for Kin-GAP.
- c. **Foster Care Payments** - 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.
- d. **Approved Relative Caregiver Funding Option** – The Approved Relative Caregiver Funding Option provides funding equal to the basic foster care rate to an approved relative caregiver with whom a non-federally eligible child is placed.

Employment and Human Services

Health and Human Services

Foster Care and Other Out of Home Care Payments Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$28,342,934
Financing:		28,247,362
Net County Cost:		68,572
Funding Sources:		
Local	27.2%	\$7,718,970
Federal	32.2%	9,138,501
State	40.3%	11,416,891
General Fund	0.3%	68,572

Family Preservation Program Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		\$1,221,407
Financing:		1,151,741
Net County Cost:		69,666
Funding Sources:		
Local	42.0%	\$512,553
Federal	52.3%	639,188
General Fund	5.7%	69,666

7. Child Abuse Prevention, Intervention, and Treatment Contracts

Description: Various contracts provide child abuse prevention services authorized under AB1733.

Child Abuse Prevention Contracts Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		\$319,489
Financing:		287,540
Net County Cost:		1,949
Funding Sources:		
Local	90.0%	\$287,540
General Fund	10.0%	31,949

8. 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.

9. Independent Living Skills Program

Description: Independent Living Skills Program (ILSP) 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 Program Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$774,220
Financing:		\$774,220
Net County Cost:		0
Funding Sources:		
Local	45.7%	\$354,086
State	4.4%	34,252
Federal	49.9%	385,882
FTE: 7.0		

Employment and Human Services

Health and Human Services

Aging and Adult Services Bureau

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	15,289,762	17,280,047	17,465,229	17,465,229	0
Services and Supplies	16,351,524	16,744,755	17,424,064	17,424,064	0
Other Charges	21,079,023	22,051,070	24,544,532	24,544,532	0
Expenditure Transfers	(195,273)	(504,097)	(325,548)	(325,548)	0
TOTAL EXPENDITURES	52,525,035	55,571,775	59,108,277	59,108,277	0
REVENUE					
Other Local Revenue	3,244,517	3,786,842	4,477,665	4,477,665	0
Federal Assistance	9,807,297	6,853,235	7,331,220	7,331,220	0
State Assistance	29,688,316	33,332,407	32,700,629	32,700,629	0
GROSS REVENUE	42,740,130	43,972,484	44,509,514	44,509,514	0
NET COUNTY COST (NCC)	9,784,905	11,599,291	14,598,763	14,598,763	0
Allocated Positions (FTE)	142	140	152	152	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	29%	31%	29%	29%	
% Change in Total Exp		6%	6%	0%	
% Change in Total Rev		3%	1%	0%	
% Change in NCC		19%	26%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	8,051,728	9,484,633	9,468,913	9,468,913	0
Temporary Salaries	683,876	598,799	982,674	982,674	0
Permanent Overtime	141,190	77,629	193,500	193,500	0
Deferred Comp	32,154	69,600	64,200	64,200	0
Comp & SDI Recoveries	(93,332)	8,589	(39,241)	(39,241)	0
FICA/Medicare	646,004	726,066	771,889	771,889	0
Ret Exp-Pre 97 Retirees	33,046	90,709	27,629	27,629	0
Retirement Expense	3,309,938	3,107,949	2,984,406	2,984,406	0
Employee Group Insurance	1,185,808	1,687,812	1,536,995	1,536,995	0
OPEB Pre-Pay	1,013,436	1,013,436	1,013,436	1,013,436	0
Unemployment Insurance	26,653	26,916	25,503	25,503	0
Workers Comp Insurance	258,743	387,909	435,325	435,325	0
Labor Received/Provided	519	0	0	0	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 (APS); Area Agency on Aging (AAA) 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 Bureau 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 2016-17. The effect is an increase 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. Adult Protective Services

Description: Adult Protective Services (APS) provides social worker response and investigation of reports that an elder or dependent adult is exploited, neglected or physically abused. APS includes County Services Block Grant (CSBG) funding that supports the Supplemental Security Income (SSI) Advocacy program that is managed within the Workforce Services Bureau.

Adult Protective Services Summary		
Service:	Mandatory	
Level of Service:	Discretionary/Mandatory	
Expenditures:	\$5,888,401	
Financing:	5,860,890	
Net County Cost:	27,511	
Funding Sources:		
Local	59.4%	3,499,498
State	40.1%	2,361,392
General Fund	0.5%	27,511
FTE: 45.8		

2. Area Agency on Aging

Description: The Area Agency on Aging (AAA) supports senior 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. Health Insurance Counseling and Advocacy Program – Health Insurance Counseling and Advocacy Program (HICAP) provides Medicare related health insurance counseling and community education services to over 6,300 seniors and adults with disabilities through a corps of trained volunteers.

b. Information and Assistance – Information and Assistance (I&A) provides objective information and counseling to help seniors and caregivers locate appropriate resources.

c. Older Americans Act Grants for Community Programs on Aging – Older Americans Act and Older Californians Act provides grants for Community Programs on Aging. These grants provide information and assistance, supportive social services, congregate meals, home delivered meals, family caregiver support, and elder abuse prevention services to 30,000 seniors annually. The Supplemental Nutrition Assistance Program (SNAP)-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.

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Area Agency on Aging Summary		
Service:	Discretionary/Mandatory	
Level of Service:	Discretionary/Mandatory	
Expenditures:	\$4,984,127	
Financing:	4,362,621	
Net County Cost:	621,506	
Funding Sources:		
Local	7.7%	\$384,373
Federal	34.8%	1,733,284
State	45.0%	2,244,964
General Fund	12.5%	621,506
FTE:	8.0	

Included are other services required to maintain eligibility (or full cash assistance) such as mental health and substance abuse treatment, and shelter beds.

General Assistance Cash Assistance Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$3,335,527	
Financing:	0	
Net County Cost:	3,335,527	
Funding Sources:		
General Fund	100.0%	\$3,335,527
FTE:	0	

3. 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. Ongoing case management is also included.

General Assistance Eligibility Summary		
Service:	Mandatory	
Level of Service:	Mandatory	
Expenditures:	\$4,377,725	
Financing:	0	
Net County Cost:	4,377,725	
Funding Sources:		
General Fund	100.0%	\$4,377,425
FTE:	25.9	

5. Indigent Interment

Description: Pays for the cremation and burial of County residents whose family or estate cannot provide for interment.

Indigent Interment Summary		
Service:	Mandatory	
Level of Service:	Mandatory	
Expenditures:	\$111,713	
Financing:	17,743	
Net County Cost:	93,970	
Funding Sources:		
Local	15.9%	\$17,743
General Fund	84.1%	93,970

4. General Assistance Cash Assistance

Description: General Assistance (GA) payments provide payments to customers and to vendors for housing rentals.

6. In-Home Supportive Services

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 8,500 aged, blind and disabled recipients,

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allowing them to safely remain in their own homes and avoid institutionalization.

In-Home Supportive Services Administration Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$9,724,033	
Financing:	8,344,103	
Net County Cost:	1,379,930	
Funding Sources:		
State	85.8%	8,344,103
General Fund	14.2%	1,379,930
FTE:	71.8	

In-Home Supportive Services Payments Summary		
Service:	Mandatory	
Level of Service:	Mandatory	
Expenditures:	\$30,014,893	
Financing:	25,380,751	
Net County Cost:	2,976,142	
Funding Sources:		
Local	2.0%	\$576,051
State	65.8%	19,750,170
Federal	16.8%	5,054,530
General Fund	15.4%	4,634,142
FTE:	0	

7. In-Home Supportive Services Payments

Description: Funds county share of wages, health and retirement benefits for providers of In-Home Supportive Services (IHSS).

The County has 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 2016-17 is based on approximately 8.7 million hours of home care due to the possible reinstatement of the previous 7% hour reduction per IHSS recipient.

8. Senior Community Services Employment Program

Description: Senior Community Services Employment Program (SCSEP) 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).

Senior Community Services Employment Program Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$671,858	
Financing:	543,406	
Net County Cost:	128,452	
Funding Sources:		
Federal	80.9%	\$543,406
General Fund	19.1%	128,452
FTE:	0	

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Workforce Services Bureau

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	80,892,435	88,890,968	90,829,404	90,829,404	0
Services and Supplies	20,428,619	24,469,568	22,857,479	22,857,479	0
Other Charges	62,907,671	65,915,743	61,238,403	61,238,403	0
Expenditure Transfers	38,905,671	39,840,912	41,623,120	41,623,120	0
TOTAL EXPENDITURES	203,134,396	219,117,191	216,548,406	216,548,406	0
REVENUE					
Other Local Revenue	20,268,212	20,011,720	21,074,155	21,074,155	0
Federal Assistance	80,929,590	86,191,277	80,598,254	80,598,254	0
State Assistance	96,712,977	107,088,981	109,775,606	109,775,606	0
GROSS REVENUE	197,910,779	213,291,978	211,448,015	211,448,015	0
NET COUNTY COST (NCC)	5,223,616	5,825,213	5,100,391	5,100,391	0
Allocated Positions (FTE)	1,028	1,051	1,023	1,023	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	49%	50%	52%	52%	
% Change in Total Exp		8%	(1%)	0%	
% Change in Total Rev		8%	(1%)	0%	
% Change in NCC		12%	(12%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	43,794,652	51,553,250	56,054,921	56,054,921	0
Temporary Salaries	3,702,940	2,195,209	621,814	621,814	0
Permanent Overtime	1,459,714	230,258	236,087	236,087	0
Deferred Comp	414,360	807,800	779,218	779,218	0
Comp & SDI Recoveries	(265,154)	(194,240)	(122,632)	(122,632)	0
FICA/Medicare	3,566,042	4,397,187	4,137,224	4,137,224	0
Ret Exp-Pre 97 Retirees	176,501	290,309	244,059	244,059	0
Retirement Expense	17,554,471	18,608,927	16,487,711	16,487,711	0
Employee Group Insurance	7,593,160	7,244,098	10,068,946	10,068,946	0
Retiree Health Insurance	0	0	3,788	3,788	0
OPEB Pre-Pay	1,345,473	1,327,705	857,854	857,854	0
Unemployment Insurance	145,177	166,991	141,739	141,739	0
Workers Comp Insurance	1,405,224	2,263,474	1,318,675	1,318,675	0
Labor Received/Provided	(126)	0	0	0	0

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Description: The Workforce Services Bureau (WFS) 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.

The Baseline Budget reflects an increased level of expenditures and revenue of \$13.4 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

Description: The California Work Opportunity and Responsibility to Kids (CALWORKs) Programs implements the Federal Temporary Assistance to Needy Families (TANF) program.

- a. CalWORKs Eligibility** - Provides eligibility determination for CalWORKs cash aid, supportive services, and includes ongoing case management. In the FY 2014-15, there were 10,905 applications received which is a 7% 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.
- e. Expanded Subsidized Employment** – The Expanded Subsidized Employment program (Expanded CCWORKS) provides work opportunities in the public, private and nonprofit sectors and the wage is subsidized for six (6) months. The program focuses on serving 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.
- f. CalWORKs Housing Support** - The CalWORKs Housing Support (HousingWORKs) program provides eligible homeless CalWORKs families assistance in locating a residence and provides a rent subsidy for up to six (6) months. The Employment and Human Services Department (EHSD), in partnership with the Contra Costa County Health Services Behavioral Health Division Office of Homeless Programs (CCHP), oversees the *HousingWORKS!* Program.

Employment and Human Services

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CalWORKs Programs Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$60,870,186
Financing:		60,870,186
Net County Cost:		0
Funding Sources:		
Federal	72.7%	44,223,764
State	27.0%	16,489,102
Local	0.3%	157,320
FTE: 397.1		

2. CalWORKs Cash Assistance

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 fiscal year 2014-15 was 10,996.

CalWORKs Cash Assistance Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$54,980,913
Financing:		53,954,427
Net County Cost:		1,026,486
Funding Sources:		
Local	38.0%	20,881,835
State	33.0%	18,131,879
Federal	27.2%	14,940,713
General Fund	1.8%	1,026,486
FTE: 0		

3. CalFresh Eligibility

Description: Provides application processing and eligibility determination for both cash and non-cash assisted families. During FY 2014-15, the number of CalFresh applications received was 33,261 and the average monthly caseload was 38,127.

CalFresh Eligibility Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$42,073,234
Financing:		37,999,329
Net County Cost:		4,073,905
Funding Sources:		
State	39.7%	16,723,180
Federal	50.6%	21,276,149
General Fund	9.7%	4,073,905
FTE: 241.7		

4. Medi-Cal Eligibility

Description: 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 2014-15, there were approximately 71,065 Medi-Cal applications received which equates to a 30% increase in the number of applications taken over the previous fiscal year.

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Medi-Cal Eligibility Summary		
Service:	Mandatory	
Level of Service:	Mandatory	
Expenditures:	\$58,291,030	
Financing:	58,291,030	
Net County Cost:	0	
Funding Sources:		
State	100.0%	58,291,030
FTE: 383.6		

Refugee Programs Cash Assistance Summary		
Service:	Mandatory	
Level of Service:	Mandatory	
Expenditures:	\$157,628	
Financing:	157,628	
Net County Cost:	0	
Funding Sources:		
Federal	100.0%	\$157,628
FTE: 0		

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 Programs Eligibility Summary		
Service:	Mandatory	
Level of Service:	Mandatory	
Expenditures:	\$140,415	
Financing:	140,415	
Net County Cost:	0	
Funding Sources:		
State	100.0%	\$140,415
FTE: 1.0		

6. Refugee Programs Cash Assistance

Description: Provides payments for the Refugee Cash Assistance (RCA) and the Cash Assistance Program for Immigrants (CAPI).

7. Supplemental Security Income Advocacy

Description: Assists General Assistance 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. The SSI Advocacy program includes 7 FTEs that are funded with Adult Protective Services APS/County Services Block Grant (CSBG) funding and CalWORKs funding. The FTEs, expenditures and revenues for this program are included in the Aging and Adult Services Bureau's Adult Protective Services Summary and the CalWORKs Program Summary.

Service: Discretionary
Level of Service: Discretionary

8. Service Integration Team / SparkPoint

a. North Richmond Service Integration Team - In North Richmond, the Service Integration Team (SIT) 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.

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- b. SparkPoint Contra Costa East (at Bay Point)** - The Service Integration Team (SIT) in Bay Point transitioned into a SparkPoint Center in 2011. Sixteen nonprofit and public partners, plus the County Health Services Department, work together to help East Contra Costa residents become economically self-sufficient. Goals for clients: credit score of 700 or above, no revolving debt, living wage job and three months of expenses in savings.

Service Integration Team / SparkPoint Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$35,000
Financing:		35,000
Net County Cost:		0
Funding Sources:		
Local	100.0%	\$35,000

Employment and Human Services

Health and Human Services

Covered California Call Center

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	7,188,414	11,886,003	12,242,585	12,242,585	0
Services and Supplies	1,309,243	1,880,959	2,169,412	2,169,412	0
Fixed Assets	140	0	0	0	0
TOTAL EXPENDITURES	8,497,797	13,766,962	14,411,997	14,411,997	0
REVENUE					
Federal Assistance	8,497,087	13,766,962	14,411,997	14,411,997	0
GROSS REVENUE	8,497,087	13,766,962	14,411,997	14,411,997	0
NET COUNTY COST (NCC)	710	0	0	0	0
Allocated Positions (FTE)	204	203	167	167	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	85%	86%	85%	85%	
% Change in Total Exp		62%	5%	0%	
% Change in Total Rev		62%	5%	0%	
% Change in NCC		(100%)	0%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	4,595,569	7,179,019	7,931,808	7,931,808	0
Temporary Salaries	45,802	0	0	0	0
Permanent Overtime	995	1,000	1,000	1,000	0
Deferred Comp	91,574	231,888	181,248	181,248	0
FICA/Medicare	345,441	548,942	604,565	604,565	0
Ret Exp-Pre 97 Retirees	12,826	15,838	14,571	14,571	0
Retirement Expense	1,310,393	2,170,168	1,665,082	1,665,082	0
Employee Group Insurance	710,391	1,509,387	1,456,165	1,456,165	0
Unemployment Insurance	14,205	21,331	21,551	21,551	0
Workers Comp Insurance	135,093	208,430	366,595	366,595	0
Labor Received/Provided	(73,875)	0	0	0	0

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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 the second open enrollment services on October 1, 2014. From October 1, 2014 through December 31, 2015 the 7C's handled approximately 370,210 calls based on data provided by Covered California.

The baseline budget assumes the same level of operations at the Covered California Call Center as FY 2015-2016.

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:		\$14,411,997
Financing:		14,411,997
Net County Cost:		0
Funding Sources:		
Federal	100.0%	\$14,411,997
FTE:	167.0	

Employment and Human Services Health and Human Services

Ann Adler Children and Family Trust

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Services and Supplies	59,832	80,000	80,000	80,000	0
TOTAL EXPENDITURES	59,832	80,000	80,000	80,000	0
REVENUE					
Other Local Revenue	59,832	80,000	80,000	80,000	0
GROSS REVENUE	59,832	80,000	80,000	80,000	0
NET COUNTY COST (NCC)	0	0	0	0	0
FINANCIAL INDICATORS					
% Change in Total Exp	0%	34%	0%	0%	
% Change in Total Rev		34%	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 2016-17 is required.

Ann Adler Children and Family Trust		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$80,000
Financing:		80,000
Funding Sources:		
Local	100.0%	\$80,000

Employment and Human Services

Health and Human Services

Service Integration Teams (SIT)

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Services and Supplies	57,702	135,000	0	0	0
Expenditure Transfers	(29,500)	0	0	0	0
TOTAL EXPENDITURES	28,202	135,000	0	0	0
REVENUE					
Other Local Revenue	28,202	135,000	0	0	0
GROSS REVENUE	28,202	135,000	0	0	0
NET COUNTY COST (NCC)	0	0	0	0	0
FINANCIAL INDICATORS					
% Change in Total Exp	0%	379%	(100%)	0%	
% Change in Total Rev		379%	(100%)	0%	
% Change in NCC		0%	(100%)	0%	

1. Service Integration Team / SparkPoint

A vital objective of EHSD has been to provide quality services to all of our clients. In the late 1990s, EHSD established a Service Integration Team (SIT) model. The purpose of these teams was to make it easier for vulnerable families with limited access to services to receive help in one location.

Two sites were selected. One was located in North Richmond (West County) and one in Bay Point (East County). These sites were selected based on large populations of vulnerable families with limited access to services.

EHSD created partnerships with external agencies, including Health Services, Probation, and community partners.

These two SIT sites successfully operated for about 10 years. However, during the recession in the late 2000s, as funding was slashed, many partners were forced to eliminate their staffing at these SIT sites.

In East County, the Bay Point SIT location transitioned to a SparkPoint site. SparkPoint is a

project of the United Way of the Bay Area, with more than a dozen Bay Area locations. The SparkPoint model focuses on professional and financial success. Additionally, staff from EHSD's Workforce Services Bureau are permanently located at the Bay Point location.

In West County, the North Richmond SIT site retains the original branding, but has also lost most of the original external partners. Workforce Services Bureau staff are permanently located at this location as well.

Currently, a major strategic initiative of EHSD is an integrated, holistic wrap-around model of family services targeted to disadvantaged and at-risk families. Both the SIT and SparkPoint sites are included in this revamp.

Given that WFS staff are located at both locations and the focus on economic self-sufficiency at both sites, the SIT and SparkPoint sites are being moved in this year's budget report to the Workforce Services Bureau.

The Baseline and Recommended Budget for FY 2016-17 has been moved to the Workforce

Employment and Human Services

Health and Human Services

Services Bureau and is mentioned separately in that Section.

Service Integration Team / SparkPoint Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		0
Financing:		0
Net County Cost:		0
Funding Sources:		
Local	0%	0

Employment and Human Services

Health and Human Services

Workforce Development Board

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	2,044,027	1,846,681	1,486,749	1,486,749	0
Services and Supplies	4,209,704	4,927,085	3,399,734	3,399,734	0
Other Charges	217,797	0	0	0	0
Expenditure Transfers	2,428,590	2,956,786	2,992,517	2,992,517	0
TOTAL EXPENDITURES	8,900,118	9,730,552	7,879,000	7,879,000	0
REVENUE					
Other Local Revenue	257,986	500,000	400,000	400,000	0
Federal Assistance	8,642,132	9,230,552	7,479,000	7,479,000	0
GROSS REVENUE	8,900,118	9,730,552	7,879,000	7,879,000	0
NET COUNTY COST (NCC)	0	0	0	0	0
Allocated Positions (FTE)	12	11	10	10	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	32%	27%	30%	30%	
% Change in Total Exp		9%	(19%)	0%	
% Change in Total Rev		9%	(19%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	637,081	1,129,269	902,912	902,912	0
Temporary Salaries	901,794	9,776	9,797	9,797	0
Deferred Comp	8,515	70,563	17,234	17,234	0
FICA/Medicare	116,542	16,466	68,429	68,429	0
Ret Exp-Pre 97 Retirees	2,543	0	0	0	0
Retirement Expense	252,701	371,684	268,840	268,840	0
Employee Group Insurance	89,196	170,960	148,242	148,242	0
OPEB Pre-Pay	10,639	28,405	28,502	28,502	0
Unemployment Insurance	2,614	3,417	3,018	3,018	0
Workers Comp Insurance	25,048	46,141	39,775	39,775	0
Labor Received/Provided	(2,645)	0	0	0	0

Employment and Human Services

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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 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 2016-17 is approximately \$1.8 million lower than the FY 2015-2016. This reflects the lower revenue allocations and a lower amount of carryover funds. This level of revenue should accommodate the flow of services and supplies with lower FTEs.

No adjustment from the Baseline Budget to the Recommended Budget for FY 2016-17 is required.

a. 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 WIOA 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.

Pursuant to specific mandates within the WIOA, for which regulations are still pending as of Winter 2015, the WDB administers and coordinates the following:

b. Adult Program - Through the local network of EASTBAY Works American Job Center of California (AJCC) sites, this program provides core employment services including job search and placement

assistance, career counseling and initial are available with no eligibility requirement. Individualized career 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 often may also access career 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.

c. 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.

d. 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, career training, and counseling.

e. Grant-Funded Programs – The WDB administers several grant-funded programs of varying duration and scope. Grant funds are often WIOA funds obtained through competitive processes, but may include other federal, state, local, and private sources as well.

Employment and Human Services

Health and Human Services

Workforce Innovation & Opportunity Act Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$7,479,000
Financing:		7,479,000
Net County Cost:		0
Funding Sources:		
Federal	100.0%	\$7,479,000
FTE: 9.0		

1. Small Business Development Center

Description:

Partially funded by the Small Business Administration (SBA), the Contra Costa Small Business Development Center (SBDC) is hosted by the WDB and delivers individualized advising and group training to current and aspiring business owners in English and Spanish throughout the County. The SBDC actively partners with myriad public, nonprofit and private sector organizations to attract "high-impact" employers as well as community-based agencies to reach and serve low-to-moderate income (LMI) residents.

Small Business Development Center Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		\$400,000
Financing:		400,000
Net County Cost:		0
Funding Sources:		
Local	100.0%	\$400,000
FTE: 1.0		

Employment and Human Services

Health and Human Services

Community Services Bureau

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	15,734,072	18,278,341	18,019,147	18,019,147	0
Services and Supplies	12,041,182	11,423,746	10,380,209	10,380,209	0
Other Charges	21,276	57,344	44,589	44,589	0
Fixed Assets	0	140,000	140,000	140,000	0
Expenditure Transfers	7,428,439	10,218,983	10,413,472	10,413,472	0
TOTAL EXPENDITURES	35,224,969	40,118,414	38,997,417	38,997,417	0
REVENUE					
Other Local Revenue	10,294,258	11,087,063	10,795,500	10,795,500	0
Federal Assistance	23,621,020	28,542,127	27,584,255	27,584,255	0
State Assistance	311,694	330,436	317,238	317,238	0
GROSS REVENUE	34,226,972	39,959,626	38,696,993	38,696,993	0
NET COUNTY COST (NCC)	997,997	158,788	300,424	300,424	0
Allocated Positions (FTE)	184	199	184	184	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	57%	61%	63%	63%	
% Change in Total Exp		14%	(3%)	0%	
% Change in Total Rev		17%	(3%)	0%	
% Change in NCC		(84%)	89%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	7,854,659	10,201,738	10,005,025	10,005,025	0
Temporary Salaries	1,255,965	188,611	188,611	188,611	0
Permanent Overtime	18,682	25,093	25,093	25,093	0
Deferred Comp	28,167	104,280	117,360	117,360	0
Comp & SDI Recoveries	(51,479)	(30,353)	(30,353)	(30,353)	0
FICA/Medicare	660,581	784,933	763,827	763,827	0
Ret Exp-Pre 97 Retirees	32,186	34,831	34,831	34,831	0
Retirement Expense	3,162,231	3,445,510	3,055,327	3,055,327	0
Employee Group Insurance	1,659,633	2,345,782	2,673,377	2,673,377	0
Retiree Health Insurance	559,472	488,482	511,116	511,116	0
OPEB Pre-Pay	242,650	242,650	242,650	242,650	0
Unemployment Insurance	27,223	30,905	27,059	27,059	0
Workers Comp Insurance	264,650	415,879	405,224	405,224	0
Labor Received/Provided	19,452	0	0	0	0

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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 \$1,209,266 from the FY 15-16 Budget. Baseline revenues are projected to decline by \$1,262,633 from the current year's funding level.

No adjustment from Baseline to Recommended Budget for FY 2016-17 is required.

EARLY CARE AND EDUCATION PROGRAMS

1. Head Start

Description: Head Start provides part-day and full-day educational and comprehensive services to 1,501 income-eligible children three to five years old and their families. \$5 million in Head Start revenue is transferred to the Child Development Fund to support staff costs for services provided to an additional 653 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:	\$19,475,620	
Financing:	19,475,620	
Net County Cost:	0	
Funding Sources:		
Local	0.1%	\$16,000
Federal	98.3%	19,142,382
State	1.6%	317,238
FTE:	71.5	

2. 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 858 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 15 centers with 57 classrooms in or close to neighborhoods where the children live.

Child Start Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$7,787,263	
Financing:	7,787,263	
Net County Cost:	0	
Funding Sources:		
Local	100.0%	\$7,787,263
FTE:	66.0	

3. Early Head Start

Description: Early Head Start provides infant, toddler and family comprehensive services to

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383 eligible children and their families. Approximately \$2.6 million in Early Head Start revenue is transferred to the Child Development Fund to support staff costs for services provided to 205 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, Antioch and community partnership with Contra Costa Child Care Council and First Baptist Church.

Early Head Start Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$5,139,307	
Financing:	5,139,307	
Net County Cost:	0	
Funding Sources:		
Federal	100.0%	\$5,139,307
FTE: 7.0		

4. Child Nutrition

Description: Child Nutrition prepares and delivers approximately 455,160 meals (breakfast, snacks, and lunch) to more than 1,207 children enrolled in Head Start and Child Development childcare centers throughout the County.

Childhood Nutrition Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$1,145,429	
Financing:	1,145,429	
Net County Cost:	0	
Funding Sources:		
Local	100.0%	\$1,145,429
FTE: 12.0		

ANTI-POVERTY PROGRAMS

1. Community Action Programs

Description: Community Action Programs (CAP) provides 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:	\$3,035,633	
Financing:	2,735,209	
Net County Cost:	300,424	
Funding Sources:		
Local	60.8%	\$1,846,808
Federal	29.3%	888,401
General Fund	9.9%	300,424
FTE: 22.0		

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Housing & Energy Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		\$2,414,165
Financing:		2,414,165
Net County Cost:		0
Funding Sources:		
Federal	100.0%	\$2,414,165
FTE:	5.0	

2. 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 5,177 low-income residents of the County.

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Zero Tolerance for Domestic Violence

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	16,519	0	0	0	0
Services and Supplies	1,927,192	3,287,823	3,100,425	3,100,425	0
Expenditure Transfers	122,524	71,986	43,512	43,512	0
TOTAL EXPENDITURES	2,066,235	3,359,809	3,143,937	3,143,937	0
REVENUE					
Other Local Revenue	30,728	40,000	0	0	0
Federal Assistance	707,260	1,991,562	1,115,690	1,115,690	0
GROSS REVENUE	737,988	2,031,562	1,115,690	1,115,690	0
NET COUNTY COST (NCC)	1,328,247	1,328,247	2,028,247	2,028,247	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	1%	0%	0%	0%	
% Change in Total Exp		63%	(6%)	0%	
% Change in Total Rev		175%	(45%)	0%	
% Change in NCC		0%	53%	0%	
COMPENSATION INFORMATION					
Temporary Salaries	15,214	0	0	0	0
FICA/Medicare	1,164	0	0	0	0
Unemployment Insurance	46	0	0	0	0
Workers Comp Insurance	95	0	0	0	0

Description: The Zero Tolerance for Domestic Violence Initiative (Zero Tolerance, or ZT), founded by the Board of Supervisors in 2001, works to reduce interpersonal violence (domestic violence, sexual assault, elder abuse, child abuse, and human trafficking) by linking the County and the community, aligning policies, practices and protocols and fostering the development and implementation of collaborative, coordinated, integrated services, interventions and prevention activities. The initiative supports three of Contra Costa's community outcomes: "Children and Youth are 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 decreased in both expenditures and revenues compared to the FY 2015-16 budget. The increased County contribution will restore general funds to FY 07-08 levels and allow for increased services to victims of interpersonal violence.

No adjustment from Baseline to Recommended Budget for FY 2016-17 is required.

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Zero Tolerance for Domestic Violence Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$3,143,937
Financing:		1,115,690
Net County Cost:		2,028,247
Funding Sources:		
Federal Aid	35.5%	\$1,115,690
General Fund	64.5%	2,028,247
FTE:		0

Miscellaneous Programs (Non-General Fund)

County Children's Trust

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 2016-17 is required.

County Children's Trust Fund 132800		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$185,000
Financing:		185,000
Funding Sources:		
Local	100.0%	\$185,000

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In-Home Supportive Services (IHSS) Public Authority

IHSS Public Authority Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	1,062,902	1,326,548	1,326,044	1,326,044	0
Services and Supplies	150,635	222,325	167,534	167,534	0
Other Charges	620,238	814,456	615,732	615,732	0
Fixed Assets	0	2,000	0	0	0
Expenditure Transfers	179,929	179,422	182,591	182,591	0
TOTAL EXPENDITURES	2,013,705	2,544,751	2,291,901	2,291,901	0
REVENUE					
Other Local Revenue	180,592	183,268	189,681	189,681	0
Federal Assistance	908,056	996,050	1,028,295	1,028,295	0
State Assistance	925,057	1,267,699	1,073,925	1,073,925	0
GROSS REVENUE	2,013,705	2,447,017	2,291,901	2,291,901	0
NET FUND COST (NFC)	0	97,734	(0)	(0)	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	58%	56%	63%	63%	
% Change in Total Exp		26%	(10%)	0%	
% Change in Total Rev		22%	(6%)	0%	
% Change in NFC		0%	(100%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	609,038	789,294	800,000	800,000	0
Permanent Overtime	2,068	0	124	124	0
Deferred Comp	7,275	7,680	15,000	15,000	0
FICA/Medicare	44,310	56,100	57,000	57,000	0
Retirement Expense	276,378	333,562	300,000	300,000	0
Employee Group Insurance	121,457	137,605	151,000	151,000	0
Retiree Health Insurance	520	0	520	520	0
Unemployment Insurance	1,856	2,307	2,400	2,400	0

Description: The In-Home Supportive Services Public Authority (IHSS 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 2016-17 Baseline Budget includes a decrease in salaries and

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benefits, services and supplies and other operating expenditures in the amount of \$155,116 from FY 2015-16 Budget. The passage of SB 1036 changed 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.

Impact: The 3.5% MOE increase due to inflation is an increase to Net County Cost by \$6,413.

IHSS Public Authority Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$2,291,901	
Financing:	2,291,901	
Net Fund Cost:	0	
Funding Sources:		
Local	8.0%	\$189,681
Federal	40.0%	1,028,295
State	52.0%	1,073,925
FTE: 16.0*		

* Employees of the Public Authority (not County employees).

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Childcare Enterprise Fund

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.

The Baseline Budget maintains the current level of services.

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
Funding Sources:			
Local	100%		\$74,089
FTE:	0		

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Child Development Fund

Child Development Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	6,230,057	7,101,343	8,485,688	8,485,688	0
Services and Supplies	3,111,801	3,858,043	4,013,002	4,013,002	0
Other Charges	4,498,109	4,207,953	4,678,528	4,678,528	0
Fixed Assets	0	50,000	60,000	60,000	0
Expenditure Transfers	8,737,395	8,200,270	8,527,038	8,527,038	0
TOTAL EXPENDITURES	22,577,362	23,417,609	25,764,256	25,764,256	0
REVENUE					
Other Local Revenue	6,872,855	7,029,815	7,865,392	7,865,392	0
State Assistance	15,681,860	16,280,797	17,898,864	17,898,864	0
GROSS REVENUE	22,554,715	23,310,612	25,764,256	25,764,256	0
NET FUND COST (NFC)	22,647	106,997	0	0	0
Allocated Positions (FTE)	108	118	118	118	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	45%	47%	49%	49%	
% Change in Total Exp		4%	10%	0%	
% Change in Total Rev		3%	11%	0%	
% Change in NFC		372%	(100%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	2,878,943	3,665,972	4,420,714	4,420,714	0
Temporary Salaries	648,851	287,960	287,960	287,960	0
Permanent Overtime	7,247	2,110	2,110	2,110	0
Deferred Comp	9,462	22,620	33,420	33,420	0
Comp & SDI Recoveries	(19,548)	(29,329)	(29,329)	(29,329)	0
FICA/Medicare	253,537	280,284	338,113	338,113	0
Ret Exp-Pre 97 Retirees	11,368	23,096	23,096	23,096	0
Retirement Expense	1,160,087	1,252,068	1,370,854	1,370,854	0
Employee Group Insurance	850,781	1,113,412	1,566,614	1,566,614	0
Retiree Health Insurance	304,212	323,663	280,944	280,944	0
Unemployment Insurance	10,546	11,084	12,047	12,047	0
Workers Comp Insurance	102,617	148,403	179,145	179,145	0
Labor Received/Provided	11,956	0	0	0	0

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Description: The Child Development Fund provides funding for the California State Preschool Program (CSPP) and General Child Care & Development Program (CCTR) that serves about 1,180 children of low- and middle-income families in 12 centers with 48 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 2015-16, Contra Costa Community College relinquished its California State Preschool (CSPP) contract from the State. The Bureau operated this program for the Community College as subcontractor. Consequently, the State announced a funding opportunity to redistribute the relinquished funds. After a competitive process and review conducted by the State California Department of Education, the Bureau was awarded \$1.1 million to administer directly the program previously managed by Contra Costa Community College. In prior years, revenues and expenditures from this contract were reported under Community College Child Development Fund. They are now included under Child Development Fund in FY 2015-16.

FY 2016-17 Child Development Fund Baseline Budget reflects an increase in operating expenses of \$2,337,112 from FY 2015-16 Budget. Baseline revenues are projected to increase by \$2,453,644 from FY 2015-16 Budget.

No adjustment from Baseline to Recommended Budget for FY 2015-16 is required.

Child Development Fund Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		\$25,764,256
Financing:		25,764,256
Funding Sources:		
Local	30.5%	\$7,865,392
State	69.5%	17,898,864
FTE:	118.0	

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Domestic Violence Victim Assistance - Special Revenue Fund

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.

There is no change in the Baseline Budget from FY 2015-16 to FY 2016-17.

No adjustment from Baseline to Recommended Budget for FY 2016-17 is required.

Domestic Violence –Victim Assistance Summary			
Service:	Mandated		
Level of Service:	Mandated		
Expenditures:	\$139,000		
Financing:	139,000		
Funding Sources:			
Local	100%	\$139,000	
FTE:	0		

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Health and Human Services

Zero Tolerance for Domestic Violence – SB 968 Administration

Domestic Violence SB 968 Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	248,539	259,587	383,595	383,595	0
Services and Supplies	188,550	419,295	39,338	39,338	0
Other Charges	19,151	22,368	17,162	17,162	0
Expenditure Transfers	155				0
TOTAL EXPENDITURES	456,395	701,250	440,095	440,095	0
REVENUE					
Other Local Revenue	433,435	357,382	440,095	440,095	0
GROSS REVENUE	433,435	357,382	440,095	440,095	0
NET FUND COST (NFC)	22,960	343,868	0	0	0
Allocated Positions (FTE)	2	3	4	4	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	54%	37%	87%	87%	
% Change in Total Exp		54%	(37%)	0%	
% Change in Total Rev		(18%)	23%	0%	
% Change in NFC		1398%	(100%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	147,583	158,925	235,552	235,552	0
Deferred Comp	3,840	3,840	5,640	5,640	0
FICA/Medicare	10,729	12,153	18,008	18,008	0
Ret Exp-Pre 97 Retirees	579	600	600	600	0
Retirement Expense	58,431	54,403	70,581	70,581	0
Employee Group Insurance	22,628	22,751	41,658	41,658	0
Unemployment Insurance	455	479	647	647	0
Workers Comp Insurance	4,295	6,436	10,909	10,909	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).

No adjustment from Baseline to Recommended Budget for FY 2015-16 is required.

The Baseline Budget includes a revenue increase and increases in services and supply expenses from the FY 2014-2015 Budget.

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Zero Tolerance – Domestic Violence Summary		
Service:		Mandated
Level of Service:		Discretionary
Expenditures:		\$440,095
Financing:		440,095
Net Fund Cost:		0
Funding Sources:		
Local	100%	\$440,095
FTE:	4.0	

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CAO Recommendation

The Employment and Human Services Department (EHSD) continues to reorganize key bureaus to more efficiently and effectively respond to community and administrative needs. Recently, EHSD restructured the fiscal administrative unit to better respond to emerging funding opportunities and more effectively submit claims to State and Federal funding sources for services provided. Likewise, a major restructuring of the systems for serving the elderly and disabled population will be completed in this fiscal year.

EHSD is proposing to add an additional 60 funded FTEs in order to be more responsive to client's needs, thus the CAO has asked the department to eliminate a corresponding 60 vacant unfunded FTEs. EHSD regularly has in excess of 400 vacant positions and has been advised to continue their efforts to permanently fill the positions they already have. To better align the Department's FTE figures with their baseline budget salary and benefit costs, the CAO has also asked the Department to cancel 50 additional FTE. The FTEs to be eliminated are vacant unfunded positions, and result in the recommended net FTE count of 2,224. EHSD continues to struggle with position control. The recommended FTE action is proposed to more accurately reflect the needs of the department, increase our ability to monitor financial compliance, and to increase transparency with our labor partners. The FTE reduction will not have a fiscal impact on the department's budget, will not reduce the current level of service, nor will it impact the filling of funded positions.

EHSD revenues involve a complex relationship between the direct expenses to provide services, the overhead expenses to support direct service providers, and the funding agencies determination of eligible services. The Department projects anticipated revenue from the various funding streams based on a projection of services provided to eligible clients. The FY 2016-17 revenue projection expects a \$527 thousand reduction from local sources excluding general purpose revenue; a \$6.6 million reduction from federally sourced revenue, a \$3.6 million increase from State revenues, and

a \$3.5 million increase in general purpose revenue support.

In FY 2016-17 EHSD anticipates an increase of \$5.3 million in salary and benefit expenses. This is partially offset by an increase in the County Baseline allocation (NCC) increased by \$3.5 million and expected saving of \$1.7 million while positions are vacant.

As per the norm, EHSD does not yet have a State funding allocation for FY 2016-17. The Department has included estimated revenue based on the Governor's FY 2016-17 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 2016-17 Recommended Budget for Employment and Human Services is balanced.

Performance Measures

EHSD had five broad Administrative and Program goals in 2015. Each goal is described and reported on 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. We will build and expand systems that develop and report data to inform and improve our decision making processes. We will encourage staff at all levels to identify technology ideas that could be beneficial in accomplishing our goals.

EHSD successfully developed a vision and plan for EHSD to monitor and use emerging technologies to improve our programs and systems through its Program Technology Advisory Council (PTAC). EHSD created a mechanism to ensure appropriate allocations of resources for technology projects and continues to monitor and drive progress on the technology plan through the work of the PTAC.

EHSD has partnered with Santa Clara County Social Services to implement their business

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intelligence templates. We expect this will be implemented in early 2016 and will provide up-to-date and detailed information about broad program trends as well as data on individual cases and outcomes. The Department continues to explore other data sources to assist us in better serving our customers.

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.

EHSD convened a diverse group of EHSD staff to continue working on enhancing the customer experience. The group has been meeting as part of two overarching strategic initiatives that focus on customer service and the use of technology and data to enhance customer service. The work on the strategic initiatives is overseen by EHSD's Director and Executive Team and will continue to be a priority 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.

The Multi-Disciplinary Model intends to bring together various social services provided by EHSD, other county departments, and community partners. To this end, EHSD has engaged a project coordinator to support and assist the department in evaluating and

enhancing the existing Service Integration Team (SIT) and SparkPoint Centers.

EHSD has conducted an assessment to determine the baseline of existing SIT programs at the North Richmond site and will be conducting a similar assessment at the Bay Point SparkPoint Center. Key stakeholders have been identified and interviewed. The work to develop a multi-disciplinary model will continue.

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.

EHSD has engaged a consultant to evaluate current CalFresh business practices. Through those activities, EHSD has identified areas that could be improved and is working on streamlining the application process and continuing to increase the CalFresh participation rate. EHSD continues its work with community partners around CalFresh engagement. This past year, EHSD has conducted a CalFresh Express Outreach event in San Pablo where county residents could apply for benefits on the spot, shortening the application process for most applicants to just one day. EHSD will continue to conduct CalFresh Express events to increase access to CalFresh.

Even with increased outreach efforts, EHSD has not experienced CalFresh caseload growth. This is likely in large part due to an improving economy that has decreased the pool of eligible CalFresh recipients. The number of CalFresh applications has remained fairly steady despite the improving economy, which may be due to the CalFresh outreach efforts.

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)

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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 (BHS), 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.

Our health partnership goals were to continue to work with CCHS to enhance and expedite Medi-Cal enrollment for low income residents using the County hospital.

Partnership goals for CFS included ensuring that all children in foster care are assessed for and receive any identified services; strengthening our approach, response and care to meet the needs of youth with serious mental health needs who experience a number of high level placements; and broadening our collaboration between CFS and Children's Mental Health.

Since the passage of the Affordable Care Act, the Workforce Services Bureau has partnered with CCC Health Services Department to assist low income Contra Costa residents through the Medi-Cal application process through electronic streamlined application process.

In 2015 the Workforce Services Bureau continued AB 720 efforts in partnership with the CCC Office of the Sheriff and Health Services Department thereby providing health care coverage for eligible inmates when they exit our county detention facilities.

Children & Family Services (CFS) has been in partnership with Behavioral Health Services (BHS), specifically Children's Mental Health, for the past two and a half years in order to implement the Katie A. lawsuit

recommendations. The Katie A. work group meets twice a month to discuss and develop protocol, focusing on problem-solving issues, setting goals, developing strategies and identifying benchmarks in order to create a better collaborative system to improve outcomes for children and families. Over 80% of the children in foster care have been assessed for Katie A. services.

Through the Katie A. workgroup, CFS has developed a system to ensure all children entering Foster Care are assessed for potential mental health needs. A policy is in the process of finalization and instructs social workers how to screen for children's needs. We are continuing to hone this practice to ensure all children who need services receive the proper level of intervention.

CFS and BHS have been working together to respond to the needs of youth with serious mental health needs through the use of Child and Family Teams which are comprised of the youth and family and all of the ancillary individuals who are working toward their mental health goals and their successful transition out of the child welfare system. Improvement has been seen in the overall collaboration and effectiveness of service coordination over the past year.

Training is planned for Children's Mental Health staff around the Katie A. policy. The training was developed in collaboration with BHS and CFS and reflects the overall service delivery and outcomes detailed in the Katie A. Core Practice Model.

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Administrative and Program Goals

The Employment and Human Services Department (EHSD) has five broad Administrative and Program goals for 2016. Each is described below:

- 1. Enhance Business Intelligence** – EHSD has partnered with Santa Clara County Social Services to implement their business intelligence templates. We expect this will be implemented in early 2016 and will provide up-to-date and detailed information about broad program trends as well as data on individual cases and outcomes. We continue to explore other data sources to assist us in better serving our customers and families. We will build and expand systems that develop and report data to inform and improve our decision making processes. We 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 focuses on the innovative uses of technology to assist staff while seeking technology to allow customers and families to engage with us to obtain benefits and services and minimize the need to come into our offices. This focus is consistent with the PTAC 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.

- 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 and the customer experience. This group has been meeting as part of two overarching strategic initiatives that focus on customer service and the use of technology and data to enhance customer service. The work on the strategic initiatives is overseen by the EHSD Director and Executive Team and is a priority for the department this year.

- 3. Enhance and Support Multi-Disciplinary Family Services Models** – EHSD, in collaboration with stakeholders, will continue to develop a plan to provide 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:

- Use the assessments completed of the existing Service Integration Team and SparkPoint Centers in North Richmond and Bay Point as a baseline for developing an enhanced Multi-Disciplinary Family Services Model.
- Work to create a sustainable backbone structure for the new model.
- Develop a strategic plan that includes an evaluation framework that is results-based.
- Develop new multi-disciplinary family service center models in underserved parts of Contra Costa County by working with multiple partners.
- Develop closer coordination with the Family Justice Centers.

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- Establish a culture of “family services” across all bureaus in EHSD.

4. Enhance Aging & Adult Services

Program Capacity – Aging & Adult Services (A&AS) will rebuild program capacity to deliver mandated services that are timely, efficient and impactful to adult residents in Contra Costa County.

A&AS Program Capacity Goals:

- Increasing capacity by working with Contra Costa County Human Resources to fill all vacancies as efficiently as possible.
- Providing additional training to existing staff to enhance service delivery.
- Ensure A&AS meets mandated compliance standards for all programs.

5. Increase partnership with Contra Costa County Health Services

Department (CCHS) – Children & Family Services (CFS) has been in partnership with Behavioral Health Services, including Children’s Mental Health, to enhance their service delivery to customers and will continue to explore opportunities to improve and strengthen this relationship. Aging & Adult Services will look to partner with Health Services regarding care coordination and service integration.

Health Partnership Goals:

- CFS will continue to create more robust partnerships with mental health and behavioral health, broadening our collaboration by continuing to hold joint trainings between CFS and Children’s Mental Health.
- 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.
- The Adult Protective Services program (Aging & Adult Services Bureau) will partner with Health Services to reestablish connections with Public Guardianship program.

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General Fund Summary

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	127,148,048	137,662,418	148,583,000	148,583,000	0
Services and Supplies	169,882,840	169,232,128	183,933,839	183,933,839	0
Other Charges	27,381,549	35,520,531	32,431,129	32,431,129	0
Fixed Assets	417,377	486,287	537,029	537,029	0
Expenditure Transfers	(13,311,241)	(11,673,449)	(14,084,108)	(14,084,108)	0
TOTAL EXPENDITURES	311,518,572	331,227,914	351,400,889	351,400,889	0
REVENUE					
Other Local Revenue	95,306,996	118,650,098	113,481,361	113,481,361	0
Federal Assistance	78,174,303	71,756,991	83,962,319	83,962,319	0
State Assistance	47,378,774	53,895,585	58,957,209	58,957,209	0
GROSS REVENUE	220,860,074	244,302,674	256,400,889	256,400,889	0
NET COUNTY COST (NCC)	90,658,498	86,925,240	95,000,000	95,000,000	0
Allocated Positions (FTE)	1,001	1,090	1,069	1,069	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	39%	40%	41%	41%	
% Change in Total Exp		6%	6%	0%	
% Change in Total Rev		11%	5%	0%	
% Change in NCC		(4%)	9%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	67,193,537	74,535,880	83,427,485	83,427,485	0
Temporary Salaries	4,538,479	4,181,874	3,562,678	3,562,678	0
Permanent Overtime	606,893	581,035	798,040	798,040	0
Deferred Comp	353,672	400,911	570,955	570,955	0
Hrly Physician Salaries	105,967	81,924	90,556	90,556	0
Perm Physicians Salaries	2,949,525	3,030,561	2,924,799	2,924,799	0
Perm Phys Addnl Duty Pay	21,383	32,906	300,354	300,354	0
Comp & SDI Recoveries	(288,881)	(217,027)	(233,125)	(233,125)	0
FICA/Medicare	5,318,903	6,425,944	6,621,897	6,621,897	0
Ret Exp-Pre 97 Retirees	303,974	305,811	321,188	321,188	0
Retirement Expense	29,522,099	28,460,868	29,404,277	29,404,277	0
Employee Group Insurance	9,155,419	11,470,433	12,653,094	12,653,094	0
Retiree Health Insurance	3,990,738	4,279,426	4,031,825	4,031,825	0
OPEB Pre-Pay	1,462,510	1,474,600	1,474,600	1,474,600	0
Unemployment Insurance	226,516	252,609	252,375	252,375	0
Workers Comp Insurance	1,809,219	2,364,662	2,382,002	2,382,002	0
Labor Received/Provided	(121,905)	0	0	0	0

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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
- 0454 – Public Administrator
- 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

2016-17 Baseline to 2016-17 Recommended

Budget Unit Description	2016-17 Baseline Service Level			2016-17 Recommended Service Level			GF Change – FY 15/16 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	\$548,463,622	\$525,036,835	\$23,426,787 A	\$548,463,622	\$525,036,835 A	\$23,426,787	\$0
EF-2 M-Cal Plan	666,062,024	666,062,024	0	666,062,024	666,062,024	0	0
EF-3 Comm Plan	77,678,750	73,942,462	3,736,288 A/B	77,678,750	73,942,462 A/B	3,736,288	0
Major Risk Ins. Program	800,000	800,000	0	800,000	800,000	0	0
Sub-Total Enterprise Funds	\$1,293,004,396	\$1,265,841,321	\$27,163,075	\$1,293,004,396	\$1,265,841,321	\$27,163,075	\$0
General Fund Units:							
Behavioral Health:							
Mental Health	\$191,036,617	\$173,763,444	\$17,273,173	\$191,036,617	\$173,763,444	\$17,273,173	\$0
Alcohol & Other Drugs	17,843,311	17,132,858	710,453	17,843,311	17,132,858	710,453	\$0
Homeless Programs	5,737,745	4,006,387	1,731,358	5,737,745	4,006,387	1,731,358	\$0
Public Health	51,105,453	31,102,911	20,002,542	51,105,453	31,102,911	20,002,542	\$0
Environmental Health	20,825,500	21,103,728	(278,228)	20,825,500	21,103,728	(278,228)	\$0
Detention	23,566,313	1,126,648	22,439,665	23,566,313	1,126,648	22,439,665	\$0
Conservatorship	3,491,591	403,859	3,087,732	3,491,591	403,859	3,087,732	\$0
California Children's Services	10,148,932	7,368,702	2,780,230	10,148,932	7,368,702	2,780,230	0
Public Administrator	482,352	392,352	90,000	482,352	392,352	90,000	0
Sub-Total General Fund	\$324,237,814	\$256,400,889	\$67,836,925	\$324,237,814	\$256,400,889	\$67,836,925	\$0
Total General & Enterprise Funds	\$1,617,242,210	\$1,522,242,210	\$95,000,000	\$1,617,242,210	\$1,522,242,210	\$95,000,000	\$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	5,012,779	5,012,779	0	5,012,779	5,012,779	0	0
Total Special Funds:	\$6,705,182	\$6,705,182	\$0	\$6,705,182	\$6,705,182	\$0	\$0
Grand Total All Funds:	\$1,623,947,392	\$1,528,947,392	\$95,000,000	\$1,623,947,392	\$1,528,947,392	\$95,000,000	\$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.

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2015-16 Adopted to 2016-17 Recommended

Budget Unit Description	2015-16 Adopted Budget			2016-17 Recommended Service Level			GF Change – FY 15/16 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	\$544,853,190	\$518,180,702	\$26,672,488	A	\$548,463,622	\$525,036,835	A	\$23,426,787	(\$3,245,701)
EF-2 M-Cal Plan	536,489,235	536,489,235	0		666,062,024	666,062,024		0	0
EF-3 Comm Plan	72,543,234	68,306,946	4,236,288	A	77,678,750	73,942,462	A/B	3,736,288	(500,000)
Major Risk Ins. Program	800,000	800,000	0		800,000	800,000		0	0
Sub-Total Enterprise Funds	\$1,154,685,659	\$1,123,776,883	\$30,908,776		\$1,293,004,396	\$1,265,841,321		\$27,163,075	(\$3,745,701)
General Fund Units:									
Behavioral Health:									
Mental Health	\$177,147,012	\$165,760,278	\$11,386,734		\$191,036,617	\$173,763,444		\$17,273,173	\$5,886,439
Alcohol & Other Drugs	14,431,561	14,101,431	330,130		17,843,311	17,132,858		710,453	380,323
Homeless Programs	4,438,377	2,778,336	1,660,041		5,737,745	4,006,387		1,731,358	71,317
Public Health	47,093,215	32,693,287	14,399,928		51,105,453	31,102,911		20,002,542	5,602,614
Environmental Health	20,760,877	20,148,551	612,326		20,825,500	21,103,728		(278,228)	(890,554)
Detention	23,028,093	1,115,816	21,912,277		23,566,313	1,126,648		22,439,665	527,388
Conservatorship	3,163,958	403,859	2,760,099		3,491,591	403,859		3,087,732	327,633
California Children's Services	9,803,541	7,101,116	2,702,425		10,148,932	7,368,702		2,780,230	77,805
Public Administrator	452,504	200,000	252,504		482,352	392,352		90,000	(162,504)
Sub-Total General Fund	\$300,319,138	\$244,302,674	\$56,016,464		\$324,237,814	\$256,400,889		\$67,836,925	\$11,820,461
Total General & Enterprise Funds	\$1,455,004,797	\$1,368,079,557	\$86,925,240		\$1,617,242,210	\$1,522,242,210		\$95,000,000	\$8,074,760
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	\$2,249,231	\$1,692,403	\$556,828		\$1,692,403	\$1,692,403		\$0	(\$556,828)
Ambulance Service Area	9,387,080	5,512,001	3,875,079		5,012,779	5,012,779		0	(4,374,301)
Total Special Funds:	\$11,636,311	\$7,204,404	\$4,431,907		\$6,705,182	\$6,705,182		\$0	(\$4,931,129)
Grand Total All Funds:	\$1,466,641,108	\$1,375,283,961	\$91,357,147		\$1,623,947,392	\$1,528,947,392		\$95,000,000	\$3,143,631

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.

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 and the 2015-16 Adopted Budget service level with the 2016-17 recommended service level.

Included are data for the following budget units:

- 0301 – Detention Facilities Programs
- 0450 – Public Health
- 0451 – Conservatorship/Guardianship
- 0452 – Environmental Health
- 0454 – Public Administrator
- 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

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 approximately 4,280 individuals and 3,688 FTE’s (Full-Time Equivalents). Approximately 6 percent of the CCHS budget is from General purpose revenue. 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 eight 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.

On February 23, 2016, the first patients were seen at the newly constructed Antioch Health Center. This facility relocates the existing Antioch Health Center and the East County Children’s Behavioral Health Center into a new integrated health center that provides medical services and children’s behavioral health services to residents of East Contra Costa County.

The **Contra Costa Health Plan (CCHP)** was the first federally qualified, state-licensed, county-sponsored Health Maintenance Organization (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, although

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CCHP exited the individual and family markets at the beginning of 2015.

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, skilled nursing facility care (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 84,000 Medi-Cal members since the implementation of the ACA, and now provides comprehensive, quality health coverage to more than 187,000 people in Contra Costa County. 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; and sexually transmitted disease; immunization; nutrition; family, maternal, infant, and child health, including children's oral health. 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 Contra Costa communities by ensuring that quality emergency medical services are available for all people in the

county. The EMS Agency is the local governmental agency responsible for providing regulatory and medical oversight of medical dispatch, fire and law first responders, emergency and non-emergency ambulance services. Public and private EMS System partners function under Local EMS Agency policies and procedures that assure coordinated response and prompt medical transportation to community hospital emergency departments and specialty centers for definitive care. The EMS Agency sets standards to assure that prehospital personnel involved in an emergency response are properly trained and equipped so that medical care in the field is provided in a timely, efficient and professional manner.

The Emergency Medical Services Agency utilizes evidenced based standards, statutory regulations and guidelines; and the local ambulance ordinance to protect the public safety. The Agency is charged with monitoring local non-emergency and emergency ambulance services and works with stakeholders to support EMS programs known to reduce death and disability. These programs include Public Access Defibrillation and CPR, medical health disaster response, Medical Reserve Corps, Hospital Preparedness Program, certification and licensure, ambulance permitting, quality improvement, patient safety, Heart Safe Communities, cardiac arrest, stroke, high risk heart attack (STEMI), trauma, and the EMS for Children program.

On September 15, 2015, the Board of Supervisors approved the transfer of the **Office of the Public Administrator** to the Health Services Department effective October 1, 2015. The Public Administrator 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.

Major Changes Impacting the Budget

California recently received approval from the Centers for Medicare and Medicaid Services (CMS) to implement two waiver programs that may significantly impact the FY 2016-17 budget.

While the details of new **Medi-Cal 2020 Waiver** are still being worked out, we know the basic elements of the Waiver, which features four new programs that aim to improve care.

First, the Public Hospital Redesign and Incentives in Medi-Cal (PRIME) builds on the success of the Delivery System Reform Incentive Payment (DSRIP) program under the previous Waiver, which helped us improve care and safety in our hospital and health centers and make great strides toward improving access to care using a variety of innovative tools. With PRIME, we will be compensated for showing improvements in ambulatory care, targeting high-risk populations and using resources more efficiently. PRIME challenges us to meet certain agreed-upon benchmarks or risk substantial loss of funding that cannot be recovered.

The second major component of the Waiver is the “global payment program,” which retools the way we are compensated for treating the uninsured. The program provides financial incentives for cost-effective primary and specialty care by shifting the focus away from hospital-based inpatient care toward primary and preventive care. It includes changes in reimbursement structures that are based on health outcomes and not on process or solely on the number of visits. Successful implementation and improved health outcomes in California could provide a model for the federal government to use for the entire country.

The third component of Medi-Cal 2020 is what's known as “whole person care,” offered to selected counties as a pilot to better coordinate physical and behavioral health care, and providing social services and other supports to help meet needs such as housing or food in a patient-centered manner.

Fourth and final is the dental transformation initiative aimed at helping children and young adults consistently and easily access high-quality dental services and maintaining good oral health.

Under this new Waiver, we will be addressing all aspects of health, including disparities and inequities. The new Waiver places a great deal of importance on addressing issues that affect

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health in our communities - not just those affecting the patients we serve. Because we are an integrated health system, we are ideally structured to meet these expectations. Contra Costa Regional Medical Center and Health Centers, Contra Costa Health Plan, Behavioral Health, Public Health, and Emergency Medical Services (EMS) will all be working together to fulfill the healthcare and community health obligations under the Waiver.

CMS also approved a request from the California Department of Health Care Services to amend the California Bridge to Reform Demonstration. This amendment authorizes the State to test a new paradigm for the organized delivery of health care services for Medi-Cal eligible individuals with a substance use disorder (SUD). Services include outpatient drug free, narcotic replacement therapy, day care rehabilitative, Naltrexone, and counseling in residential facilities for pregnant and post-partum women. The Alcohol and Other Drugs Division is now in the process of implementing the **Drug Medi-Cal Organized Delivery System (DMC-ODS) Waiver**.

In order to implement the Terms and Conditions of the Drug Medi-Cal Organized Delivery System Waiver, we must develop the capacity to serve the increased number of projected beneficiaries. This requires us to develop a stronger administrative structure to provide the required county oversight and quality assurance to maximize needed services. We must also implement procedures and protocols with other health care systems to further integration, increase Behavioral Health system capacity through Workforce Development and adoption of two Evidence Based Practices, increase adherence to the Culturally and Linguistically Appropriate Service Standards (CLAS) to ensure Cultural Competence, and promote and support sound implementation and utilization of Medication Assisted Treatment.

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Contra Costa Regional Medical Center & Ambulatory Care Centers

Hospital and Clinics (Enterprise Fund I)	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	333,503,125	342,842,105	351,236,887	351,236,887	0
Services and Supplies	184,802,775	174,422,713	177,248,145	177,248,145	0
Other Charges	221,438	10,874,867	11,029,590	11,029,590	0
Fixed Assets	0	16,713,505	8,949,000	8,949,000	0
TOTAL EXPENDITURES	518,527,338	544,853,190	548,463,622	548,463,622	0
REVENUE					
General Fund Subsidy	19,742,145	26,672,488	23,426,787	23,426,787	
Other Local Revenue	207,152,210	240,258,967	205,840,941	205,840,941	
Federal Assistance	37,562,742	36,350,430	50,769,475	50,769,475	
State Assistance	278,852,030	241,571,305	268,426,419	268,426,419	
GROSS REVENUE	543,309,127	544,853,190	548,463,622	548,463,622	0
NET FUND COST (NFC)	(24,781,789)	0	0	0	0
Allocated Positions (FTE)	2,184	2,438	2,438	2,438	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	64%	63%	64%	64%	
% Change in Total Exp		5%	1%	0%	
% Change in Total Rev		0%	1%	0%	
% Change in NFC		(100%)	0%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	136,114,991	142,127,960	151,569,804	151,569,804	0
Temporary Salaries	22,331,674	23,287,847	21,727,015	21,727,015	0
Permanent Overtime	5,899,874	5,682,250	6,400,950	6,400,950	0
Deferred Comp	406,354	366,908	528,375	528,375	0
Hrly Physician Salaries	2,491,070	2,518,332	2,109,372	2,109,372	0
Perm Physicians Salaries	37,058,056	36,396,892	44,510,244	44,510,244	0
Perm Phys Addnl Duty Pay	2,724,151	2,562,934	2,552,559	2,552,559	0
Comp & SDI Recoveries	(463,807)	(562,172)	(562,172)	(562,172)	0
Vacation/Sick Leave Accrual	960,365	0	0	0	0
FICA/Medicare	14,311,912	14,749,762	10,756,031	10,756,031	0
Ret Exp-Pre 97 Retirees	697,117	698,570	682,774	682,774	0
Retirement Expense	69,574,722	68,309,150	64,271,620	64,271,620	0
Excess Retirement	130,749	315,332	315,332	315,332	0
Employee Group Insurance	24,801,745	28,795,209	30,716,308	30,716,308	0
Retiree Health Insurance	7,930,456	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	619,887	737,754	686,803	686,803	0
Workers Comp Insurance	4,959,610	5,861,046	3,977,541	3,977,541	0

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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 2016-2017 budget is based on an average daily inpatient census of 133 patients, and 453,093 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) includes 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" expired in October 2015. Under the Bridge to Reform Waiver, the California Delivery System Reform Incentive Program (DSRIP) has supported the initial steps of transforming and stabilizing the public safety

net hospital system. California recently received approval from the Centers for Medicare and Medicaid Services (CMS) to implement a new waiver program known as the Medi-Cal 2020 Waiver.

While the details of new Medi-Cal 2020 Waiver are still being worked out, we know the basic elements of the Waiver, which features four new programs that aim to improve care.

The Public Hospital Redesign and Incentives in Medi-Cal (PRIME) builds on the success of the Delivery System Reform Incentive Payment (DSRIP) program under the previous Waiver, which helped us improve care and safety in our hospital and health centers and make great strides toward improving access to care using a variety of innovative tools. With PRIME, the Hospital and Health Centers will be compensated for showing improvements in ambulatory care, targeting high-risk populations and using resources more efficiently. PRIME challenges us to meet certain agreed-upon benchmarks or risk substantial loss of funding that cannot be recovered.

The second component of the Waiver is the “global payment program,” which retools the way the Hospital and Health Centers are compensated for treating the uninsured. The program provides financial incentives for cost-effective primary and specialty care by shifting the focus away from hospital-based inpatient care toward primary and preventive care. It includes changes in reimbursement structures that are based on health outcomes and not on process or solely on the number of visits.

The third component of Medi-Cal 2020 is what’s known as “whole person care,” offered to selected counties as a pilot to better coordinate physical and behavioral health care, and providing social services and other supports to help meet needs such as housing or food in a patient-centered manner.

Fourth and final is the dental transformation initiative aimed at helping children and young adults consistently and easily access high-quality dental services and maintaining good oral health.

Under this new Waiver, the Health Services Department will be addressing all aspects of health, including disparities and inequities. The new Waiver places a great deal of importance on addressing issues that affect health in our communities - not just those affecting the patients we serve. Because the Health Services Department is an integrated health system, we are ideally structured to meet these expectations. The Contra Costa Regional Medical Center and Health Centers will be working with the Contra Costa Health Plan, Behavioral Health, Public Health, and Emergency Medical Services (EMS) to fulfill the healthcare and community health obligations under the Medi-Cal 2020 Waiver.

Hospital and Emergency Care Services Summary		
Service:	Mandatory	
Level of Service:	Mandatory	
Expenditures:	\$260,052,798	
Financing:	260,052,798	
Net Fund Cost:	0	
Funding Sources:		
Local	37.4%	\$97,139,273
Federal	8.3%	21,702,900
State	52.4%	136,249,579
General Fund	1.9%	4,961,046
FTE: 1,292.1		

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, pediatric and adult medical services, as well as specialty clinic services. Specialty clinics include: podiatry, infectious disease, eye, dermatology, orthopedics, urology, ENT, gynecology, Hansen's Disease, and other services.

A new integrated health center was constructed to replace the Antioch Health Center facilities on

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Lone Tree Way. The replacement Antioch Health Center, located at 2335 Country Hills Drive in Antioch, will house the East County Children’s Mental Health Clinic and the Antioch Health Center in the 23,000+ square foot location. Construction is complete and the facility opened for patient care on February 23, 2016. The new facility will have capacity for an increased volume of primary care services to meet the growing demand for services in East county and will include three expanded services: group medical visits, mammography screening and ultrasonography.

Ambulatory Care Centers Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:	\$126,332,220	
Financing:	126,332,220	
Net Fund Cost:		0
Funding Sources:		
Local	19.3%	\$24,408,562
Federal	16.1%	20,279,978
State	62.7%	79,233,631
General Fund	1.9%	2,410,049
FTE: 709.7		

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, the emergency department and ambulatory care centers.

CCRMC recognized and emphasized the need for operational management of physician clinical practices. In response to this we are in the process of creating operational leadership. We

have a new ambulatory care medical director, specialty care medical director and hospital medical director to lead the growth of services to our expanding patient base due to the ACA.

Physician Services Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:	\$105,284,503	
Financing:	105,284,503	
Net Fund Cost:		0
Funding Sources		
Local	44.4%	\$46,731,277
Federal	8.3%	8,786,597
State	45.4%	47,758,109
General Fund	1.9%	2,008,520
FTE: 274.0		

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.

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Emergency Medical Services Summary		
Service:	Mandatory	
Level of Service:	Mandatory	
Expenditures:	\$1,469,842	
Financing:	1,469,842	
Net Fund Cost:	0	
Funding Sources:		
Local	100.0%	\$1,469,842
FTE: 6.0		

Charges From Other County Departments		
Service:	Mandatory	
Level of Service:	Discretionary	
Total Expenditures:	\$14,047,172	
Financing:	14,047,172	
Net Fund Cost:	0	
Funding Sources:		
General Fund	100.0%	\$14,047,172

Charges From Other County Departments include:

Auditor	\$970,164
Purchasing	\$158,632
County Counsel	\$950,000
Human Resources	\$1,335,363
Telecommunication	\$3,953,696
Courier Service (GSD)	\$16,097
Sheriff's Office	\$4,060,266
DoIT	\$961,976
Occupancy-owned	\$1,291,333
Occupancy-rented	\$171,562
Travel-Co equip	\$178,083
Total	\$14,047,172

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:	\$21,298,497	
Financing:	21,298,497	
Net Fund Cost:	0	
Funding Sources:		
Local	100.0%	\$21,298,497
FTE: 157.8		

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.

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 emergent repair and replacement of the plumbing in the cafeteria kitchen, Antioch Health Center, Emergency Department Expansion; enhanced security for the perinatal service, and the expansion of the Brentwood Health Center; and the Pittsburg Health Center.

Note: Assets are capitalized and depreciation is adjusted at year-end.

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Hospital Capital Project Cost		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$19,978,590
Financing:		19,978,590
Net Fund Cost:		0
Funding Sources:		
Local	74.0%	\$14,793,490
State	26.0%	5,185,100

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Contra Costa Health Plan

CCHP Medi-Cal (Enterprise Fund II)^A	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	18,780,179	22,730,393	27,100,487	27,100,487	0
Services and Supplies	509,476,813	492,634,578	563,818,577	563,818,577	0
Other Charges	51,055,127	21,124,264	75,142,960	75,142,960	0
TOTAL EXPENDITURES	579,312,119	536,489,235	666,062,024	666,062,024	0
REVENUE					
Other Local Revenue	603,041,887	536,489,235	666,062,024	666,062,024	0
GROSS REVENUE	603,041,887	536,489,235	666,062,024	666,062,024	0
NET FUND COST (NFC)	(23,729,768)	0	0	0	0
Allocated Positions (FTE) ^B	156	181	181	181	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	3%	4%	4%	4%	
% Change in Total Exp		(7%)	24%	0%	
% Change in Total Rev		(11%)	24%	0%	
% Change in NFC		(100%)	0%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	8,944,206	11,893,596	14,251,483	14,251,483	0
Temporary Salaries	2,375,732	1,668,376	2,291,889	2,291,889	0
Permanent Overtime	377,177	259,692	644,796	644,796	0
Deferred Comp	55,048	51,348	81,106	81,106	0
Hrly Physician Salaries	76,780	0	0	0	0
Perm Physicians Salaries	69,096	224,996	415,756	415,756	0
Perm Phys Addnl Duty Pay	634	0	0	0	0
Comp & SDI Recoveries	(1,709)	(10,199)	(7,457)	(7,457)	0
Vacation/Sick Leave Accrual	66,908	0	0	0	0
FICA/Medicare	873,724	1,062,730	1,319,562	1,319,562	0
Ret Exp-Pre 97 Retirees	35,275	35,292	36,504	36,504	0
Retirement Expense	3,553,992	4,273,348	4,636,618	4,636,618	0
Employee Group Insurance	1,521,159	2,316,653	2,402,848	2,402,848	0
Retiree Health Insurance	364,159	362,592	365,364	365,364	0
OPEB Pre-Pay	147,959	147,959	147,959	147,959	0
Unemployment Insurance	35,718	42,154	47,486	47,486	0
Workers Comp Insurance	284,321	401,856	466,573	466,573	0

A. This table reflects figures for the Contra Costa Health Plan Medi-Cal product line only.

B. Number of Full Time Equivalent positions (FTE) shown serves Enterprise II and III of the Contra Costa Health Plan.

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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, Contra Costa CARES program and in calendar year 2014 for individual members in Covered California.

Enterprise Fund IV accounted for premium and expenditures related to the Access for Infants and Mothers (AIM) program and the Major Risk Medical Insurance Program (MRMIP). Participation in the AIM program ended June 30, 2015 and participation in the MRMIP program ended December 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. Our Medi-Cal 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 2016/2017 budget is based on an average monthly enrollment of 174,000 Medi-Cal enrollees. Due to the impact of the Affordable Care Act (ACA), our FY 2016/2017 Medi-Cal enrollment budget increased 15% over our FY 2015/2016 Medi-Cal 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 (excludes Seniors and Persons with Disabilities)

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 individuals 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. CCHP is required to enroll 75 percent of expansion members into the County Network.

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-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.

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Several new benefits are being added to the Medi-Cal program including expanded non-emergency transportation scheduled to begin in February 2016 and palliative care scheduled to begin in early FY 2016/2017.

The average monthly enrollment for FY 2016/2017 for AFDC/CalWORKS and Other Medi-Cal will be approximately 152,000.

Medi-Cal Members Summary (Excluding SPD)			
Service:	Mandatory per DHCS and DMHC Standards		
Level of Service:	Mandatory		
Expenditures:	\$513,654,870		
Financing:	513,654,870		
Net Fund Cost:	0		
Funding Sources:			
Local (Premiums)	100.0%	\$513,654,870	
FTE: 181.0			

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 2016/2017 will be approximately 22,000.

Medi-Cal SPD Members Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$149,316,525	
Financing:	149,316,525	
Net Fund Cost:	0	
Funding Sources:		
Local (Premiums)	100.0%	\$149,316,525

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:	\$3,090,629	
Financing:	3,090,629	
Net Fund Cost:	0	
Funding Sources:		
Local (Premiums)	100.0%	\$3,090,629

Charges From Other County Departments include:

Public Works	\$455,553
Auditor-Controller	\$2,343,441
<u>Information Technology</u>	<u>\$291,635</u>
Total	\$3,090,629

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Contra Costa Community Health Plan (Enterprise Fund III)

CCHP Community Plan (Enterprise Fund III)	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	63	0	0	0	0
Services and Supplies	85,422,501	72,131,265	76,475,571	76,475,571	0
Other Charges	784,740	411,969	1,203,179	1,203,179	0
TOTAL EXPENDITURES	86,207,304	72,543,234	77,678,750	77,678,750	0
REVENUE					
General Fund Subsidy	3,736,288	4,236,288	3,736,288	3,736,288	
Other Local Revenue	83,291,746	66,748,060	73,942,462	73,942,462	0
GROSS REVENUE	87,028,034	70,984,348	77,678,750	77,678,750	0
NET FUND COST (NFC)^A	(820,730)	1,558,886	0	0	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	0%	0%	0%	0%	
% Change in Total Exp		(16%)	7%	0%	
% Change in Total Rev		(18%)	9%	0%	
% Change in NFC		(290%)	(100%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	41	0	0	0	0
FICA/Medicare	3	0	0	0	0
Retirement Expense	17	0	0	0	0
Employee Group Insurance	1	0	0	0	0
Unemployment Insurance	0	0	0	0	0
Workers Comp Insurance	1	0	0	0	0

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 Contra Costa Health Services.

Beginning December 2015 CCHP established a pilot program, Contra Costa CARES, for the purpose of providing primary healthcare services to adults not covered by the Affordable Care Act (ACA).

Beginning July 1, 2016 a Managed Care Organization Provider Tax that averages \$7.50 per member per month will be assessed on many of our CCHP commercial products. This is a new tax for our commercial business.

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Workload Indicator: The recommended FY 2016/2017 budget is based on an average monthly enrollment of 11,000 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 the state sponsored 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.

Commercial Members Summary (Excludes IHSS)		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$63,026,884	
Financing:	63,026,884	
Net Fund Cost:	0	
Funding Sources:		
Local (Premiums)	100.0%	\$63,026,884

In-Home Supportive Services		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$14,651,866	
Financing:	14,651,866	
Net Fund Cost:	0	
Funding Sources:		
Local (Premiums)	74.5%	\$10,915,578
General Fund (Subsidy)	25.5%	3,736,288

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 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)

Description: 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. Contra Costa CARES

Description: Effective November 2015 CCHP established a pilot program, Contra Costa CARES, for the purpose of providing primary care services to adults not covered by the ACA. CCHP coordinates the program for

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primary care services via four providers: La Clinica de la Raza, Lifelong, Brighter Beginnings, and Axis. The providers receive a capitated payment on a per member per month basis. Contra Costa CARES was approved and funded with a \$500,000 contribution from the Board of Supervisors which was matched with an additional \$500,000 from Kaiser, John Muir, and the Sutter hospitals. The program was structured and sized to run for approximately 12 months (dependent on enrollment ramp up) or until the funding was fully utilized. Current trends indicate the funding will be exhausted in the first quarter of 2017. Preliminary results indicate a positive trend from the pilot program with increased primary care visits to a medical home; medication compliance for chronic care conditions such as diabetes; preventive care such as mammograms; and a decrease in avoidable ER visits. Accordingly, the 2016/17 budget includes an addition of \$250,000 from one time CCHP revenues, which are matched by private hospital funds (commitment pending), to extend the program through the end of the 2016/17 fiscal year.

5. Covered California Exchange Plans

Description: CCHP's participation in the Covered California Exchange ended on December 31, 2014.

Major Risk Medical Insurance Program (Enterprise Fund IV)

AIM/MRMIP Enterprise Fund IV	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Services and Supplies	420,563	800,000	800,000	800,000	0
Other Charges	87	0	0	0	0
TOTAL EXPENDITURES	420,649	800,000	800,000	800,000	0
REVENUE					
Other Local Revenue	421,287	800,000	800,000	800,000	0
GROSS REVENUE	421,287	800,000	800,000	800,000	0
NET FUND COST (NFC)	(638)	0	0	0	0
FINANCIAL INDICATORS					
% Change in Total Exp		90%	0%	0%	
% Change in Total Rev		90%	0%	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 was a program for pregnant women that was not available to Medi-Cal or Medicare Part A and B recipients, and applied certain income guidelines. CCHP's participation in the AIM program ended June 30, 2015.

CCHP's participation in the Major Risk Medical Insurance Program (MRMIP) was terminated on December 31, 2014. This program had provided health insurance to Californians unable to obtain coverage in the individual market due to pre-existing conditions.

The FY 2016/2017 budget represents a potential payback to the State pending their reconciliation of the MRMIP program.

Major Risk Medical Insurance Program		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		\$800,000
Financing:		800,000
Net Fund Cost:		0
Funding Sources:		
Local (Premiums)	100.0%	\$800,000

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Behavioral Health Division - Mental Health

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	50,268,521	52,414,453	57,967,580	57,967,580	0
Services and Supplies	122,181,396	122,891,594	131,051,217	131,051,217	0
Other Charges	3,900,017	4,608,955	5,257,325	5,257,325	0
Fixed Assets	52,850	21,531	28,700	28,700	0
Expenditure Transfers	(3,038,808)	(2,789,521)	(3,268,205)	(3,268,205)	0
TOTAL EXPENDITURES	173,363,976	177,147,012	191,036,617	191,036,617	0
REVENUE					
Other Local Revenue	64,682,407	80,382,113	77,488,622	77,488,622	0
Federal Assistance	61,721,379	56,367,957	66,342,357	66,342,357	0
State Assistance	24,343,927	29,010,208	29,932,465	29,932,465	0
GROSS REVENUE	150,747,714	165,760,278	173,763,444	173,763,444	0
NET COUNTY COST (NCC)	22,616,262	11,386,734	17,273,173	17,273,173	0
Allocated Positions (FTE)	413	449	449	449	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	28%	29%	30%	30%	
% Change in Total Exp		2%	8%	0%	
% Change in Total Rev		10%	5%	0%	
% Change in NCC		(50%)	52%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	26,187,561	28,299,565	32,189,094	32,189,094	0
Temporary Salaries	1,732,138	1,347,012	1,239,171	1,239,171	0
Permanent Overtime	107,625	85,984	122,328	122,328	0
Deferred Comp	151,630	188,451	270,198	270,198	0
Hrly Physician Salaries	105,967	81,924	90,556	90,556	0
Perm Physicians Salaries	2,107,362	2,050,909	2,313,776	2,313,776	0
Perm Phys Addnl Duty Pay	3,842	2,906	1,499	1,499	0
Comp & SDI Recoveries	(151,270)	(114,769)	(114,768)	(114,768)	0
FICA/Medicare	2,176,568	2,684,097	2,779,451	2,779,451	0
Ret Exp-Pre 97 Retirees	115,797	123,850	124,116	124,116	0
Retirement Expense	11,542,737	10,214,270	10,960,760	10,960,760	0
Employee Group Insurance	3,741,679	4,549,366	5,084,324	5,084,324	0
Retiree Health Insurance	1,341,697	1,478,226	1,435,615	1,435,615	0
OPEB Pre-Pay	410,737	410,737	410,737	410,737	0
Unemployment Insurance	90,730	96,831	103,115	103,115	0
Workers Comp Insurance	725,625	915,094	957,608	957,608	0
Labor Received/Provided	(121,905)	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 2016-2017 budget is based on 429,444 visits and an inpatient psychiatric average daily census of 19.0 patients.

Impact: The recommended budget maintains the current level of services. The budget includes a three percent (3%) cost of living adjustment for the Mental Health Community Based Organization (CBO) Adult, Children, and MHSa contract providers.

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 the Contra Costa Regional Medical Center. Case management services are provided by the Children's Intensive Treatment Services Case Management Team.

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 provide individual, group and family therapy and wrap-around teams. Case management services are provided at various children's hospital units in Northern California.

c. Intensive Day Treatment Services: Therapeutic treatment 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." All 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, Juvenile Probation 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.

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: Several contract agencies

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provide a wide array of outpatient, and in-home services to SED children, children in foster care, or 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, and case management.

In Contra Costa County there are approximately 166,000 public school students. Over 33,000 of these students, or approximately 11.5 percent, 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 suspended payments.

The proposed 2014-2015 Governor's budget included \$900 million in funding for payment of 2004 and prior outstanding mandated claims. The 2004 and prior years claims were fully paid as of July 16, 2015. The corresponding interest was fully paid as of October 12, 2015.

k. 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.

l. 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.

m. Katie A. Programming: Children's Mental Health, in partnership with Child and Family Services, is in the third 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.

n. 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. Additionally, we are adding an EBP for eating disorders and are in the early stages of development for that initiative. 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:	\$53,653,957	
Financing:	52,822,741	
Net County Cost:	831,216	
Funding Sources:		
Local	44.7%	\$23,984,459
Federal	51.5%	27,657,536
Transfer	2.2%	1,180,746
General Fund	1.6%	831,216
FTE: 83.0		

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 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.

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Services include outpatient mental health, substance use disorders, and supportive services for participants and their immediate family members.

h. *The Behavioral Health Access Line:* is a call center serving as the entry point for mental health and substance use services across the county. The Access Line, staffed with licensed mental health clinicians and an Alcohol and Drug counselor, operates 24 hours a day, seven days a week. The Access Line provides phone screenings, risk assessments, referrals, and resources to consumers seeking mental health or substance use services.

i. *Forensics Mental Health Services:* This Unit is comprised of three areas of service delivery through Adult Felony Probation involvement (AB 109 and General Supervision), Court Ordered services and co-responding with local Law Enforcement agencies (Mental Health Evaluation Team). Forensics Clinicians are co-located with the Probation Department and Law Enforcement agencies for field based outreach, mental health screening and linkage to the adult mental health system of care. The court involved services include restoration for Incompetent to Stand Trial (IST) Misdemeanor cases and the implementation of Assisted Outpatient Treatment (AOT), also known as Laura's Law.

j. *Rapid Access:* Provide drop-in services at the mental health clinics to clients that have recently been to admitted to Psychiatric Inpatient Hospital Services, CCRMC Crisis Stabilization Unit or Detention. Provide needs assessments, short term case management/therapy, referrals and linkage to appropriate services including medication assessments, individual therapy, group therapy, case management, AOD services, homeless services and financial counseling.

k. *Older Adult Program:* The Older Adult Mental Health Program is in the Adult System of Care and provides mental health services to Contra Costa's seniors who are age 60+, including preventative care, linkage and outreach to under-served at risk communities. The Senior Peer Counseling Program reaches out to isolated and mildly depressed older adults

who are 55+ in their home environments and refers them to appropriate community resources, as well as provides lay-counseling in a culturally competent manner. The IMPACT Program uses an evidence-based practice which provides problem-solving short-term therapy for depression (moderate to severe) treatment to individuals age 55+ in a primary care setting. The Intensive Care Management Program provides mental health services to severely mentally ill older adults who are 60+ in their home, the community, and within a clinical setting. There are three multi-disciplinary teams, one for each region of the county. Services include screening and assessment, medication management, case management services including advocacy, placement, linkage and referral.

l. *Transition Team:* The Transition Team provides short term intensive case management services and linkage to ongoing services for severely and persistently mentally ill adults age 18-59 who are in need of mental health services. Transition Team referrals come primarily from inpatient psychiatric hospitals, psychiatric emergency, homeless services and occasionally from law enforcement. These consumers range from individuals who are experiencing their first psychiatric symptoms to those who have had long term psychiatric disabilities but have been unable or unwilling to accept mental health treatment on their own. The Transition Team provides these consumers with the additional support and guidance to successfully access these services and to stay in treatment. Once consumers are stable enough, Transition Team refers them to one of our Outpatient Mental Health Clinics for ongoing treatment and support.

m. *Mentally Ill Offender Crime Reduction Grant (MIOCR):* The MIOCR 2003 Act was passed to address the following:

- Create mental health courts.
- Offer specialized training to criminal justice staff in identifying symptoms in order to respond appropriately to people with mental illness.
- Develop programs to promote public safety.
- Develop programs to support intergovernmental cooperation between

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state and local government agencies with respect to the mentally ill offenders.

The County Probation Department applied for and was awarded the MIOCR Grant. The amount is approximately \$1 million dollars for a 3 year period. An RFP went out and the Community Options for Families and Youth (COFY) was selected as the vendor who will work closely with the County Probation Department to prevent recidivism. The BH Division will provide technical assistance and support.

n. Evidence Based Practice: EBPs have been primarily developed in the CCBHS children's system of care and as a result their staff culture has started to change. However the adult system of care experiences fewer strides in implementing evidence based practices and to date have none systematically implemented across the system of care. The expansion of the evidence based practices within the County are currently being discussed and direct efforts will be made to identify leadership in support of the change, cross train staff from the children's system to the adult system of care, and to identify and fully implement at least one evidence based practice for the entire adult system of care. Similar to the children's system of care, evidence based practice should be supported by EBP team leaders in each of the regional clinics with centralized training and ongoing supervision groups. Staff will need to be trained prior to implementation.

Adult Services Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$53,363,681	
Financing:	44,583,372	
Net County Cost:	8,780,309	
Funding Sources:		
Local	7.0%	\$3,736,939
Federal	38.2%	20,387,215
State	34.9%	18,639,731
Transfer	3.4%	1,819,487
General Fund	16.5%	8,780,309
FTE: 121.0		

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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:	\$12,309,697	
Financing:	12,309,697	
Net County Cost:	0	
Funding Sources:		
Local	0.5%	\$58,128
Federal	9.8%	1,208,069
State	87.5%	10,775,528
Transfer	2.2%	267,972
FTE:	69.0	

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.

Local Hospital Inpatient Psychiatric Services Summary		
Service:	Mandatory	
Level of Service:	Mandatory	
Expenditures:	\$10,807,738	
Financing:	7,689,200	
Net County Cost:	3,118,538	
Funding Sources:		
Local	2.8%	\$303,770
Federal	67.3%	7,272,322
State	1.0%	113,108
General Fund	28.9%	3,118,538

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:	\$12,632,487	
Financing:	8,089,377	
Net County Cost:	4,543,110	
Funding Source:		
Local	16.3%	\$2,061,228
Federal	45.3%	5,717,509
State	2.4%	310,640
General Fund	36.0%	4,543,110

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:		\$8,422,516
Financing:		8,422,516
Net County Cost:		0
Funding Sources:		
Local	50.2%	\$4,229,352
Federal	48.7%	4,099,706
State	1.1%	93,458
FTE:	19.0	

7. Mental Health Services Act/ Proposition 63

Description: Approved by California voters in November 2004, Proposition 63 imposes a 1 percent 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. 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 for Fiscal years 2014-17.

One new stakeholder supported program was initiated in FY 15-16: The Board of Supervisors resolved to implement Laura's Law, or AB1421, in Contra Costa County. As a result, MHSA is funding the treatment portion of implementing AB 1421. This includes providing a multidisciplinary team to outreach, engage and treat the most seriously disabled adults who have demonstrated resistance to mental health treatment.

Revenues to the MHSA Trust Fund tend to change from year to year due to the dynamic nature of the revenue source. Any expenditures in excess of annual MHSA revenues can be funded from the Trust Fund carryover surplus. However, for the last three fiscal years average total expenditures have been less than the average of annual revenues. The projected FY 2016/2017 MHSA expenditures are described below.

<u>Program Type</u>	<u>\$ in Millions</u>
Community Support System	\$31.60
Prevention and Early Intervention	8.00
Work Force Education & Training	0.65
Capital Facilities	0.85
<u>Innovation</u>	<u>2.00</u>
Total MHSA Allocation	\$43.10

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Health and Human Services

For FY 2016-17 the MHSA community program planning process concludes with a 30 day public comment period and public hearing on April 6, 2016. Responses to substantive stakeholder input will be incorporated in the final MHSA FY 2016-17 Plan Update that will be submitted for Board of Supervisor consideration on or after April 19, 2016.

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:	157.0	

Behavioral Health – Alcohol and Other Drugs

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	2,427,265	3,527,767	3,776,420	3,776,420	0
Services and Supplies	13,642,513	12,172,757	15,318,853	15,318,853	0
Other Charges	403	0	0	0	0
Fixed Assets	7,834	0	13,500	13,500	0
Expenditure Transfers	(1,694,990)	(1,268,963)	(1,265,462)	(1,265,462)	0
TOTAL EXPENDITURES	14,383,025	14,431,561	17,843,311	17,843,311	0
REVENUE					
Other Local Revenue	5,084,455	5,234,358	4,887,506	4,887,506	0
Federal Assistance	3,216,786	1,909,536	3,368,193	3,368,193	0
State Assistance	5,815,132	6,957,537	8,877,159	8,877,159	0
GROSS REVENUE	14,116,372	14,101,431	17,132,858	17,132,858	0
NET COUNTY COST (NCC)	266,653	330,130	710,453	710,453	0
Allocated Positions (FTE)	31	32	32	32	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	15%	22%	20%	20%	
% Change in Total Exp		0%	24%	0%	
% Change in Total Rev		0%	21%	0%	
% Change in NCC		24%	115%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	1,100,129	1,836,390	2,022,072	2,022,072	0
Temporary Salaries	148,606	107,563	107,563	107,563	0
Permanent Overtime	49,288	46,271	46,271	46,271	0
Deferred Comp	12,420	11,820	37,260	37,260	0
Comp & SDI Recoveries	(123)	0	0	0	0
FICA/Medicare	97,607	149,913	154,687	154,687	0
Ret Exp-Pre 97 Retirees	4,343	5,622	5,622	5,622	0
Retirement Expense	433,274	635,019	607,886	607,886	0
Employee Group Insurance	164,463	294,384	366,077	366,077	0
Retiree Health Insurance	279,875	281,543	267,636	267,636	0
OPEB Pre-Pay	102,277	102,277	102,277	102,277	0
Unemployment Insurance	3,934	8,176	5,493	5,493	0
Workers Comp Insurance	31,172	48,789	53,576	53,576	0

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Description: To reduce the incidence and prevalence of substance use disorders through prevention, intervention, treatment and recovery 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.

AOD services is rapidly planning and preparing for the anticipated increased demand for the provision of SUD treatment as a result of the DMC expansion under the Drug Medi-Cal Organized Delivery System (DMC-ODS) Waiver, criminal justice realignment, and realignment of the oversight of lower level offenders from State to the County. Planning for the DMC ODS Waiver also involves the development of the internal infrastructure required to support county oversight of fiscal and programmatic requirements. In the next few months, AOD will center efforts to expand network adequacy to support anticipated demand of additional projected Medi-Cal beneficiaries.

Workload Indicator: The recommended FY 2016-2017 budget is based on an average caseload of 4,365 clients served in treatment and 3,548 prevention participants.

Impact: The recommended budget maintains the current level of services, and includes a 3% cost of living adjustment for the AOD Community Based Organization (CBO) contract providers. At this time we are unable to determine the fiscal impact of the Waiver until there is further guidance from the Centers for Medicare and Medicaid Services (CMS) via the Department of Health Care Services (DHCS).

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:		\$1,585,197
Financing:		1,585,197
Net County Cost:		0
Funding Sources:		
Local	100.0%	\$1,585,197
FTE:	6.0	

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

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including: Matrix, Cognitive Behavioral Therapy, and Trauma Based curriculum.

Non-Residential Program Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$1,016,508
Financing:		1,016,508
Net County Cost:		0
Funding Sources:		
State	76.0%	\$772,546
Local	24.0%	243,962

Residential Services Program Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$2,339,357
Financing:		2,139,357
Net County Cost:		200,000
Funding Sources:		
Local	86.3%	\$2,018,120
State	5.2%	121,237
General Fund	8.5%	200,000
FTE:	17.0	

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.

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:		\$6,736,386
Financing:		6,736,386
Net County Cost:		0
Funding Sources:		
Federal	50.0%	\$3,368,193
State	50.0%	3,368,193

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).

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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:		\$5,883,375
Financing:		5,652,922
Net County Cost:		230,453
Funding Sources:		
State	63.9%	\$3,761,931
Local	10.6%	625,529
Transfer	21.5%	1,265,462
General Fund	3.9%	230,453

Support Services		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$1,547,950
Financing:		1,267,950
Net County Cost:		280,000
Funding Sources:		
State	55.1%	\$853,252
Local	26.8%	414,698
General Fund	18.1%	280,000
FTE: 9.0		

6. Support Services and Countywide Prevention

Description: Provides management of all substance abuse services, funds and programs, including contracted services. Oversees the Countywide service delivery system, including budgeting, program/grant planning development and evaluation, contract development and processing. This category also includes data management and information systems.

Behavioral Health – Homeless Programs

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	895,857	1,232,925	1,243,768	1,243,768	0
Services and Supplies	7,265,094	5,599,891	8,527,085	8,527,085	0
Other Charges	300	0	0	0	0
Fixed Assets	0	0	64,800	64,800	0
Expenditure Transfers	(3,407,122)	(2,394,439)	(4,097,908)	(4,097,908)	0
TOTAL EXPENDITURES	4,754,128	4,438,377	5,737,745	5,737,745	0
REVENUE					
Other Local Revenue	491,301	613,413	975,626	975,626	0
Federal Assistance	1,900,102	2,034,923	2,730,761	2,730,761	0
State Assistance	457,501	130,000	300,000	300,000	0
GROSS REVENUE	2,848,904	2,778,336	4,006,387	4,006,387	0
NET COUNTY COST (NCC)	1,905,224	1,660,041	1,731,358	1,731,358	0
Allocated Positions (FTE)	9	10	10	10	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	11%	18%	13%	13%	
% Change in Total Exp		(7%)	29%	0%	
% Change in Total Rev		(2%)	44%	0%	
% Change in NCC		(13%)	4%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	497,706	712,004	755,188	755,188	0
Temporary Salaries	39,904	43,203	17,430	17,430	0
Permanent Overtime	160	588	0	0	0
Deferred Comp	3,275	3,840	5,640	5,640	0
FICA/Medicare	38,735	54,483	55,742	55,742	0
Ret Exp-Pre 97 Retirees	1,940	2,004	2,213	2,213	0
Retirement Expense	194,809	258,968	233,070	233,070	0
Employee Group Insurance	94,223	126,621	140,051	140,051	0
Retiree Health Insurance	7,145	6,463	6,955	6,955	0
OPEB Pre-Pay	3,365	3,365	3,365	3,365	0
Unemployment Insurance	1,625	2,272	2,295	2,295	0
Workers Comp Insurance	12,970	19,114	21,819	21,819	0

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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 provider of emergency shelter for single adults, the only shelter and transitional housing for transition-age youth, it administers the Supportive Housing Programs, including 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 2016-2017 budget is based on the provision of 75,920 annual shelter bed-days.

Impact: The recommended budget maintains the current level of services, and includes a 3 percent cost of living adjustment for the Homeless Community Based Organization (CBO) contract providers.

1. Administration

Description: Administration includes staffing, occupancy costs, costs incurred for CCICH, and costs associated with grant writing and consultation.

- a. Contra Costa Council on Homelessness** is staffed by the Homeless Program and is appointed by the Contra Costa County Board of Supervisors to assist and provide guidance in the development and implementation of long range planning and policy formulation of homeless issues in Contra Costa County.

Administration Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$1,409,328
Financing:		870,495
Net County Cost:		538,833
Funding Sources:		
Federal	22.7%	\$319,539
State	21.3%	300,000
Local	2.8%	39,944
Transfer	15.0%	211,012
General Fund	38.2%	538,833
FTE: 6.5		

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.

c. The Coordinated Entry project is a requirement of the Department of Housing and Urban Development and will allow the Contra Costa homeless continuum of care to achieve one of the key strategies identified in its Strategic Plan Update forging ahead with the goal of implementing a coordinated assessment system to streamline access to housing and services

collaborative project with Health Care for the Homeless and local hospitals.

Outreach and Engagement Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$826,344
Financing:		688,344
Net County Cost:		138,000
Funding Sources:		
Federal	66.6%	\$550,344
Transfer	16.7%	138,000
General Fund	16.7%	138,000

Interim Housing and Support Services Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$4,683,471
Financing:		3,945,182
Net County Cost:		738,289
Funding Sources:		
Federal	7.5%	\$348,738
Local	10.1%	472,243
Transfer	66.7%	3,124,201
General Fund	47.3%	738,289
FTE: 1.0		

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. The Adult Interim Housing Program consists of 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 164 men and women, including specialized services for veterans.

b. 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

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.

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c. 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.

d. 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.

e. Board and Care services provides monitoring and training to Board and Care operators. Additionally, placement of Behavioral Health consumers into contracted board and care beds and mental health clinical support is provided to consumers residing in board and care homes to ensure each is receiving adequate support and care.

Supportive Housing Program Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$1,341,840	
Financing:	1,341,840	
Net County Cost:	0	
Funding Sources:		
Federal	65.5%	\$878,401
Local	34.5%	463,439

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 eighteen (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 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

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support them in their wellness and recovery and lead them to permanent housing.

Contra Costa Youth Continuum of Services Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$1,286,201	
Financing:	1,031,400	
Net County Cost:	254,801	
Funding Sources:		
Federal	33.4%	\$429,266
Transfer	46.8%	602,134
General Fund	19.8%	254,801
FTE:	1.0	

Homeless Management Information System		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$288,469	
Financing:	227,034	
Net County Cost:	61,435	
Funding Sources:		
Federal	70.9%	\$204,473
Transfer	7.8%	22,561
General Fund	21.3%	61,435
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, with support from Contra Costa Health Services Information Technology, 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.

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Health and Human Services

Public Health

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	35,272,175	38,360,486	41,896,150	41,896,150	0
Services and Supplies	11,422,824	11,631,557	11,985,764	11,985,764	0
Other Charges	611	1,200	1,200	1,200	0
Fixed Assets	333,130	345,000	380,000	380,000	0
Expenditure Transfers	(3,287,470)	(3,245,028)	(3,157,661)	(3,157,661)	0
TOTAL EXPENDITURES	43,741,270	47,093,215	51,105,453	51,105,453	0
REVENUE					
Other Local Revenue	6,645,183	10,718,647	7,254,967	7,254,967	0
Federal Assistance	11,336,037	11,444,575	11,521,008	11,521,008	0
State Assistance	9,317,338	10,530,065	12,326,936	12,326,936	0
GROSS REVENUE	27,298,558	32,693,287	31,102,911	31,102,911	0
NET COUNTY COST (NCC)	16,442,712	14,399,928	20,002,542	20,002,542	0
Allocated Positions (FTE)	283	340	319	319	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	75%	76%	77%	77%	
% Change in Total Exp		8%	9%	0%	
% Change in Total Rev		20%	(5%)	0%	
% Change in NCC		(12%)	39%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	19,014,759	21,146,760	24,665,881	24,665,881	0
Temporary Salaries	1,352,166	1,196,856	813,631	813,631	0
Permanent Overtime	43,446	35,000	50,726	50,726	0
Deferred Comp	118,420	114,895	137,249	137,249	0
Perm Physicians Salaries	296,818	400,680	370,675	370,675	0
Perm Phys Addnl Duty Pay	16,432	30,000	11,000	11,000	0
Comp & SDI Recoveries	(87,000)	(35,000)	(87,000)	(87,000)	0
FICA/Medicare	1,508,740	1,737,222	1,836,187	1,836,187	0
Ret Exp-Pre 97 Retirees	85,422	86,000	86,000	86,000	0
Retirement Expense	7,812,839	7,494,668	7,744,844	7,744,844	0
Employee Group Insurance	2,563,891	3,292,761	3,604,915	3,604,915	0
Retiree Health Insurance	1,356,625	1,500,000	1,303,488	1,303,488	0
OPEB Pre-Pay	630,564	630,564	630,564	630,564	0
Unemployment Insurance	62,283	69,350	67,328	67,328	0
Workers Comp Insurance	496,771	660,730	660,662	660,662	0

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: reducing the 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 8,000 childhood and adult immunizations and 1,000 flu vaccines to the community; 6,500 oral health assessments, and 700 sealants and fluoride varnish applications for children; 20,000 food vouchers monthly to low-income women and children; management and control of 77 active cases of tuberculosis in the community and 340 contacts in the community; investigating 7,400 reports of communicable disease received from health care providers and labs, including 45 outbreaks; receiving 200 animal bite reports; over 150,000 environmental and clinical tests performed; 550 contacts, case management and home visiting for over 850 high-risk pregnant women and babies; support services for over 750 low-income HIV positive individuals.

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 2015 the OLR was responsible for certifying and registering approximately 11,654 births, including 76 out of hospital births, 7,716 deaths and 39 fetal deaths occurring in the County; issuing 8,938 permits for the disposition of human remains; and providing 44,471 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 55 Declaration of Paternity forms, and issued 151 Medical Marijuana ID cards. (Note the statistics for birth, death and fetal are for those records registered as of January 7,

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2016, which is not the grand total for 2015 as some are not yet registered).

- c. Epidemiology, Planning and Evaluation (EPE)** provides health assessment and evaluation support to Public Health, the Contra Costa Health Plan, the Office of the Director, and other projects of Contra Costa Health Services. It identifies and statistically analyzes useable versions of standardized databases, including birth, death, hospitalizations, and demographic data; summarizes this data in presentations, reports, tables, graphs and maps; works with the 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.

Communicable Diseases, STD, and HIV

- Support surveillance activities, including: active surveillance for HIV programs, partner notification for HIV, data entry, TB surveillance.
- Regular and special analysis to calculate prevalence, rates, and demographic and geographic factors associated with disease.
- Support of clinical services including TB patient monitoring, HIV testing and linkage to care.
- Synthesis of data for reporting and analysis for trends over time.
- Support emergency preparedness drills and trainings.

Population Health Data

- Regular analysis of birth data, including: teen birth rates, infant mortality, prenatal care, demographic and geographic factors.
- Regular analysis of death data, including: leading causes of death, life expectancy, mortality rates, and demographic and geographic factors.
- Regular analysis of hospitalization and emergency department data (OSPHD), including: calculation of rates, Prevention Quality Indicators, disease

specific rates (in particular, asthma and diabetes), demographic and geographic factors.

Social Determinants of Health and Health Equity

- Regular analysis of demographic factors in the county at subgeographies and trend analysis (primarily from American Community Survey, US Census, and ESRI modeled data).
- Identification of vulnerable populations in the County using local demographic and environmental data.
- Maintain knowledge of and ability to use diverse data sets including Census, California Department of Education, Uniformed Crime Statistics, SWITRS, OSHPD to identify needs and support health programs.

Program Planning and Evaluation for Health Programs

- Support health programs in developing logic models and program plans.
- Support grant writing, including data and help designing program structure.
- Create evaluation plans, tools, and training staff on evaluation activities.
- Design and implement qualitative evaluation tools, such as focus groups and interviews.
- Develop surveys using scannable software and support data collection activities.
- Support data sharing and adherence to funder requirements.
- Design and execution of evaluation reports for funders and other stakeholders.

Quality Improvement Work

- Support required Quality Improvement work in clinical settings, for Public Health Clinic Services, Contra Costa EMS, Contra Costa Health Plan, and Contra Costa Regional Medical Center, including:
 - Design data collection tools implemented in the clinic setting.

- Support program activities in existing clinical quality programs by providing analysis of encounter data.
- Support in the design of evaluations and participation on improvement teams.
- Facilitation of quality meetings, design of plans, workflows, tracking of data, and design of reporting analytics.
- Analyze data to support program design and dissemination of information to partners.

d. *Promotoras and Health Conductors*

provides Latino and African American, prison and jail reentrants, as well as low income English speaking County residents with health benefit enrollment; assistance with making medical, dental and mental health appointments, cancer patient health navigation, and linkage to community resources. Additionally the Promotoras, Health Conductors and Navigators assist West County, Concord, Pittsburg, Martinez, and Brentwood Health Center medical providers with: the recruitment of patients in pedi-obesity, diabetes or prenatal patient medical group visits, the co-facilitation of these medical group visits as well as with health coaching calls in between each group medical visit session. 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 have assisted with the development of a Spanish language diabetes curriculum and the development of an African American centered prenatal group called Golden Start, which were both piloted at the Pittsburg Health Center. They conduct yearly Medi-Cal enrollment community events and serve in health department focus groups to provide feedback on community health education surveys and department promotional materials. The Reentrant program has successfully launched a medical clinic based at the West County Health Center for reentrants. The Reentry program links reentrants to a medical home, to a six session mental health support group, and to community resource supports.

The African American Health Conductor, Promotora, Navigator and Reentry health programs, improve the health and wellbeing of low income Contra Costa African Americans, Latinos, prison/jail reentrants and Contra Costa Regional Medical cancer patients, through hands on assistance with: health benefit enrollment, linkage to medical, dental or behavioral health appointments, Cal Fresh enrollment, linkage to community health partners, linkage to internal and external social support resources, co-facilitation of medical group visits and peer support groups. Additionally, these staff conduct community outreach activities to inform residents about health benefit programs and provide consultation to programs within the Health Services Department such as reviewing surveys, flyers, and curriculum materials to determine cultural and linguistic appropriateness for African American and Latino clients and patients of our health system. In fiscal year 2014-2015 the following outcomes were achieved: over 11,000 community residents received health benefit enrollment information, 879 clients/ families received hands on assistance with the completion of MediCal enrollment applications, provided over 2,000 units of health navigation service (i.e. Calfresh, SSI, disability applications, resource linkage, etc.), assisted over 350 cancer patients with health navigation assistance, assisted over 280 West and East County prison reentrants with health navigation, established the West Count Health Center Transition Clinic for prison reentrants, trained over 30 West County staff on needs and challenges of prison reentrants, launched a prison reentry support group called REMEDY and co-facilitated over 50 medical group visit series (diabetes, prenatal and pediatric obesity to benefit over 400 Contra Costa Regional Medical Center patients.)

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

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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 Organization (CBO) initiatives to make CCHS resources and expertise available to support these community-led efforts.

f. **Linguistic Access Services Program** provides interpretation and translation services to patients and clients of Contra Costa Health Services. The program includes the Refugee Health program and the Health Care Interpreter Network (HCIN). 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 the 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, asylees, and victims of trafficking. Refugee Health Program staff members are specifically trained to provide assistance to 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, the International Rescue Committee, and Catholic Charities in coordinating health, housing and social services for newly arriving residents. There are 130 to 150 refugees who settle in Contra Costa each year who qualify for this program.

h. **Health Care Interpreter Network (HCIN)** provides language assistance throughout Health Services for patients who prefer a language other than 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 a telephone and video network 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:		\$7,298,957
Financing:		1,372,243
Net County Cost:		\$5,926,714
Funding Sources:		
State	7.2%	\$525,000
Local	11.6%	\$847,243
General Fund	81.2%	\$5,926,714
FTE:	32.8	

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 160,000 meals in a congregate setting and over 395,000 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 9,400 meals annually to one adult day care provider.

Senior Nutrition Program		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$4,230,275	
Financing:	4,203,793	
Net County Cost:	26,482	
Funding Sources:		
Local	49.7%	\$2,101,517
Transfer	49.7%	2,102,276
General Fund	0.6%	26,482
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, vaccination, epidemiological surveillance and investigation, case management and laboratory testing. These programs 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 2015, the Disease Investigation and Control Unit received over 7,000 reports of communicable diseases, and 13,000 electronic lab records. In addition, staff monitored 73 individuals returning from Ebola affected countries including coordinating medical care as appropriate. Staff also investigated 45 outbreaks which occurred in a variety of settings including health care facilities, adult residential communities, public pools, restaurants and schools. Staff also handled almost 200 reports of animal bites, some of which needed investigation to ascertain rabies risk. Finally, staff responded to 65 reports of first responder occupational exposure to communicable diseases, providing consultation and recommendations for appropriate post-exposure prophylaxis.
- 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.

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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 removed the personal belief exemption for students entering child care, kindergarten, and seventh grade in public and private schools. Only medical exemptions from a physician are permitted.

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), and conducts the perinatal hepatitis B program to prevent the development of chronic hepatitis B in infants. In 2015, a total of 8,330 immunizations were given at Public Health clinics, including 783 flu vaccines and 1,131 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 2015, Contra Costa identified 47 newly diagnosed TB cases, and provided case management services to 77 people with active TB over the year. 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 3,735 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. Over 340 contacts were identified and investigated in 2015. 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 2015, the Public Health Lab performed 152,696 clinical and environmental tests.

Communicable Disease Control Summary		
Service:	Mandatory/Discretionary	
Level of Service:	Discretionary	
Expenditures:		\$9,181,266
Financing:		5,952,902
Net County Cost:		3,228,364
Funding Sources:		
Local	34.4%	\$3,159,674
Federal	5.4%	498,662
State	20.9%	1,914,018
Transfer	4.1%	380,548
General Fund	35.2%	3,228,364
FTE:	50.0	

4. HIV/AIDS 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 also offered at closed sites serving high risk youth, men and women enrolled in AODS sites.

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 bi-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 2014 shows the incidence of chlamydia is fairly constant at 4,228 cases but the number of reported cases of gonorrhea has increased by more than 22 percent over the previous year to 1,024 cases of gonorrhea. 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 2014 shows that follow-up was provided to 119 cases of primary, secondary, and early latent syphilis, up nearly 70 percent from the previous year. 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

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testing in non-traditional sites such as soup kitchens, shelters, substance abuse agencies and parks reach about 1,500 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.

Provisional numbers for CY 2015 show the HIV/AIDS and STD program served 775 people with HIV or AIDS. Approximately 94 percent of those served were at or below 300 percent of the federal poverty level. Eighty individuals were newly enrolled in our program during the year. Services include nurse and community-based case management, clinical social work, oral health care, benefits counseling and support for accessing health care coverage, outreach to newly infected and those lost to care, medication adherence counseling and education, support for enrollment in the AIDS Drug Assistance Program, food and transportation assistance, referrals for substance abuse and mental health support, monitoring of home care services, access to housing assistance and other 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. Partner Counseling and Referral Services, as well as other risk reduction seminars are

offered annually. The program collaborates with the Homeless System of Care, AODS, and Public Health Clinic Services, as well as provides support to various Health Department Programs to strengthen programs serving similar populations.

HIV/AIDS and STD Program Summary		
Service:	Mandatory/Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$4,719,381	
Financing:	3,758,174	
Net County Cost:	961,207	
Funding Sources:		
Federal	47.5%	\$2,241,583
State	22.1%	1,041,856
Transfer	10.0%	474,735
General Fund	20.4%	961,207
FTE:	32.5	

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 and East 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. An interdisciplinary Case Review Team reviews fetal and infant deaths to identify contributing factors and make recommendations to address these factors.
- 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,

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continue their education, and find employment. Federal funding is expected through June 2019.

g. Prenatal Care Guidance (PCG) Program provides short-term home-based education and support services to over 150 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. 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 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 more than 20,000 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:		\$8,943,203
Financing:		6,857,727
Net County Cost:		2,085,476
Funding Sources:		
Federal	72.1%	\$6,448,727
State	4.6%	409,000
General Fund	23.3%	2,085,476
FTE: 74.3		

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, Immunization 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 14,000 appointments available/year

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- Immunizations and TB clinics – over 5,200 appointments available/year
- School-based clinics at 43 Schools – over 16,300 medical appointments and 2,150 dental appointments available/year
- Employee Occupational Health Program – approximately 4,100 appointments available/year
- Sexually Transmitted Diseases Clinics – approximated 800 appointments available/year
- Health Care for the Homeless/Respite Clinic – over 20,000 visits annually (includes Respite clinic visits)
- Total clinic visits approximately 72,140

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 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 totaling approximately 8,300 participants. The overall program goal is to reduce the birth rate among youth 15-19 years old in Pittsburg, Black Diamond, Richmond, Kennedy, Pinole Valley and DeAnza High Schools by September 2020.

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:	\$17,091,841	
Financing:	9,839,226	
Net County Cost:	7,252,615	
Funding Sources:		
Local	3.6%	\$619,000
Federal	7.3%	1,250,000
State	45.5%	7,770,124
Transfer	1.2%	200,102
General Fund	42.4%	7,252,615
FTE:	106.2	

7. The Community Wellness and Prevention Program

Description: The primary goals of the Community Wellness and Prevention Program

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(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 collaboration with cities, other county agencies and a diverse array of community and health system partners and stakeholders. CW&PP uses a spectrum of prevention strategies from education to organizational policy and system change 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 with County community partners to reduce health disparities through tobacco prevention policy adoption and implementation. Specific issues of focus include reducing youth access to tobacco, tobacco influences in the community, and 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 areas of the County, adoption of laws that protect residents from secondhand smoke exposure in both outside areas and inside multi-unit housing, and a decrease in the smoking rate by 31% since 1990.
- b. **Built Environment Program (BE)** addresses the impact of the physical environment on health. Studies show that biking and walking infrastructure and recreation areas can be designed to reduce traffic fatalities and increase levels of physical activity in communities. In addition, proximity to fresh produce leads to higher level of fruit and vegetable consumption. The program currently focuses on working with community partners to improve and increase the use of parks and outdoor spaces in low-income neighborhoods and consulting with cities on street designs that accommodate pedestrians and bicyclists as

well as motor vehicles. The program also participates in the Planning and Integration Team for Community Health (PITCH), an interdepartmental collaboration between the Public Works Department, the Department of Conservation and Development and the Health Services Department.

- 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 nutrition education through a variety of settings such as schools, faith-based organizations, community events, farm stand/farmers markets, and other food retail outlets. Program staff provides nutrition education to approximately 12,000 adults and children every year. The program also collaborates with community partners working in low-income neighborhoods to: identify and increase the number of outlets for healthy food, enhance opportunities for physical activity, assess walk-ability of neighborhoods, distribute locally grown produce, and other activities.

The program provides over \$200,000 in subcontracts to local school districts and community organizations to provide nutrition and physical activity education; assess opportunities for and implement organizational changes to improve the nutrition and physical activity environment and to develop leadership skills among youth to promote community conditions that support access to healthy food and physical activity. 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, 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

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. LPPP also contacts adults with occupational lead exposure and provides them with education about exposure source, workplace precautions, and information on protective measures for them and their family.

- 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 promoting best practices to create communities that are safer for walking and bicycling. Annual educational activities include: providing traffic and neighborhood safety presentations to over 2,000 youth and their parents, distributing bicycle helmets to over 1,000 low-income children annually and conducting over 100 elementary walking school buses and bike rodeos in neighborhoods. 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.

- f. ***The Healthy Communities Initiative*** captures work done in collaboration with community and health systems partners to improve the health of residents in particular cities or geographic areas of the County.

For example, the Healthy and Liveable Pittsburg Program (HLPP) promotes healthy eating and active living in the City of Pittsburg. Staff provides administrative support to a multi-sectoral collaborative which has recently developed a Community Action Plan to guide their efforts. The HEAL Zone collaborative in Concord and Healthy Richmond are two other examples of community based efforts to improve health that CW&PP supports. In December of 2015 the County Board of Supervisors endorsed the national Let's Move Campaign, an effort to engage cities, towns, schools and counties to promote healthy nutrition and physical activity, with a particular emphasis on youth.

- g. ***Public Health Solutions Project*** offers training and experiential learning opportunities to introduce the concept of health equity and the field of public health to students at high schools in Richmond. The program also provides youth with internships in public health and community health settings.

Community Wellness & Prevention Program Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$2,798,191	
Financing:	2,276,507	
Net County Cost:	521,684	
Funding Sources:		
Local	18.8%	\$527,533
Federal	38.7%	1,082,036
State	23.8%	666,938
General Fund	18.7%	521,684
FTE:	19.8	

Health Services
Health and Human Services

Environmental Health

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	14,647,347	16,197,445	16,983,503	16,983,503	0
Services and Supplies	3,130,867	4,354,032	3,640,089	3,640,089	0
Other Charges	1,749	1,000	8,929	8,929	0
Fixed Assets	23,563	44,068	50,000	50,000	0
Expenditure Transfers	65,714	164,332	142,979	142,979	0
TOTAL EXPENDITURES	17,869,240	20,760,877	20,825,500	20,825,500	0
REVENUE					
Other Local Revenue	16,909,229	19,898,551	20,882,728	20,882,728	0
State Assistance	251,079	250,000	221,000	221,000	0
GROSS REVENUE	17,160,308	20,148,551	21,103,728	21,103,728	0
NET COUNTY COST (NCC)^A	708,932	612,326	(278,228)	(278,228)	0
Allocated Positions (FTE)	97	94	94	94	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	82%	79%	82%	82%	
% Change in Total Exp		16%	0%	0%	
% Change in Total Rev		17%	5%	0%	
% Change in NCC		(14%)	(145%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	7,772,094	8,723,026	9,140,598	9,140,598	0
Temporary Salaries	326,071	321,738	321,738	321,738	0
Permanent Overtime	149,722	157,848	159,975	159,975	0
Deferred Comp	34,911	50,700	66,000	66,000	0
Comp & SDI Recoveries	(5,876)	(21,304)	(13,747)	(13,747)	0
FICA/Medicare	468,248	599,090	558,094	558,094	0
Ret Exp-Pre 97 Retirees	42,546	47,317	47,317	47,317	0
Retirement Expense	4,242,164	4,525,506	4,844,518	4,844,518	0
Employee Group Insurance	842,099	1,003,148	1,054,642	1,054,642	0
Retiree Health Insurance	452,352	395,657	423,354	423,354	0
OPEB Pre-Pay	100,235	100,235	100,235	100,235	0
Unemployment Insurance	24,860	27,608	25,884	25,884	0
Workers Comp Insurance	197,920	266,876	254,895	254,895	0

A As a result of a settlement with Chevron, the county was granted \$500,000 to be used in the Underground Storage Tank Program. These funds are kept in a separate account in the general fund for future use. In addition, \$34,092 is set aside in General Fund each year to be used for the purchase of a new vehicle by the Richmond Fire Department. This fund now totals \$272,736.

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 2016-2017 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 1,655 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 2,459 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 1,020 underground tanks at 389 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 327 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:	\$10,537,170	
Financing:	10,678,280	
Net County Cost:	(141,110)	
Funding Sources:		
Local Fees	100.0%	\$10,678,280
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 vehicles and temporary food facilities; inspection of institutional and school food service facilities; permits (includes an annual inspection) and registers 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; posts state mercury in fish and annual spring domoic acid mussel warnings at beaches and other bay access points; 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:	\$10,238,330	
Financing:	10,375,448	
Net County Cost:	(137,118)	
Funding Sources:		
State	2.1%	\$221,000
Local Fees	97.9%	10,154,448
FTE: 57.0		

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:	\$50,000	
Financing:	50,000	
Net County Cost:	0	
Funding Sources:		
Local Fees	100.0%	\$50,000

Health Services
Health and Human Services

Detention Facility Programs

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	13,617,765	14,829,184	14,934,882	14,934,882	0
Services and Supplies	10,384,834	10,276,756	11,084,937	11,084,937	0
Other Charges	35	0	0	0	0
Fixed Assets	0	75,688	29	29	0
Expenditure Transfers	(1,951,380)	(2,153,535)	(2,453,535)	(2,453,535)	0
TOTAL EXPENDITURES	22,051,254	23,028,093	23,566,313	23,566,313	0
REVENUE					
Other Local Revenue	930,976	1,059,324	1,054,918	1,054,918	0
State Assistance	71,728	56,492	71,730	71,730	0
GROSS REVENUE	1,002,704	1,115,816	1,126,648	1,126,648	0
NET COUNTY COST (NCC)	21,048,550	21,912,277	22,439,665	22,439,665	0
Allocated Positions (FTE) ^A	91	81	81	81	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	57%	59%	57%	57%	
% Change in Total Exp		4%	2%	0%	
% Change in Total Rev		11%	1%	0%	
% Change in NCC		4%	2%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	7,172,865	7,765,212	8,059,406	8,059,406	0
Temporary Salaries	774,585	882,467	797,736	797,736	0
Permanent Overtime	253,631	241,244	411,417	411,417	0
Deferred Comp	5,966	6,860	12,368	12,368	0
Perm Physicians Salaries	312,395	337,675	0	0	0
Perm Phys Addnl Duty Pay	1,109	0	287,855	287,855	0
Comp & SDI Recoveries	(15,264)	(31,414)	(4,500)	(4,500)	0
FICA/Medicare	608,485	720,471	722,145	722,145	0
Ret Exp-Pre 97 Retirees	30,736	15,672	31,347	31,347	0
Retirement Expense	3,004,650	3,051,096	2,829,585	2,829,585	0
Employee Group Insurance	1,006,406	1,285,606	1,282,748	1,282,748	0
Retiree Health Insurance	197,375	212,256	193,600	193,600	0
OPEB Pre-Pay	34,880	34,880	34,880	34,880	0
Unemployment Insurance	25,529	29,278	28,289	28,289	0
Workers Comp Insurance	204,417	277,881	248,006	248,006	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 2016/2017 budget is based on an average detention facilities census of 1,722 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 is available to Sheriff's staff for consultation and training.

Detention Facility Mental Health Services Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditure:	\$1,956,200	
Financing:	71,730	
Net County Cost:	1,884,470	
Funding Sources:		
State	3.7%	\$71,730
General Fund	96.3%	1,884,470
FTE:	14.0	

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:	\$21,438,510	
Financing:	1,054,918	
Net County Cost:	20,383,592	
Funding Sources:		
Local	4.9%	\$1,054,918
General Fund	95.1%	20,383,592
FTE:	57.2	

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:	\$1,910,170	
Financing:	1,738,567	
Net County Cost:	171,603	
Funding Sources:		
Expend Transfer (Probation)	91.0%	\$1,738,567
General Fund	9.0%	171,603
FTE:	9.8	

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:		\$714,968
Financing:		714,968
Net County Cost:		0
Funding Sources:		
Expend Transfer (Probation)	100.0%	\$714,968

Health Services

Health and Human Services

Conservatorship/Guardianship

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	2,186,605	2,365,706	2,585,724	2,585,724	0
Services and Supplies	672,136	784,547	890,183	890,183	0
Expenditure Transfers	13,912	13,705	15,684	15,684	0
TOTAL EXPENDITURES	2,872,652	3,163,958	3,491,591	3,491,591	0
REVENUE					
Other Local Revenue	130,905	139,492	139,492	139,492	0
State Assistance	313,197	264,367	264,367	264,367	0
GROSS REVENUE	444,102	403,859	403,859	403,859	0
NET COUNTY COST (NCC)	2,428,550	2,760,099	3,087,732	3,087,732	0
Allocated Positions (FTE)	20	20	20	20	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	100%	100%	100%	100%	
% Change in Total Exp		0%	0%	0%	
% Change in Total Rev		0%	0%	0%	
% Change in NCC		0%	0%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	1,166,596	1,256,256	1,447,858	1,447,858	0
Temporary Salaries	58,607	75,560	57,917	57,917	0
Permanent Overtime	441	8,700	1,923	1,923	0
Deferred Comp	8,493	3,060	11,040	11,040	0
Comp & SDI Recoveries	(5,941)	(6,140)	(3,042)	(3,042)	0
FICA/Medicare	91,372	96,058	112,916	112,916	0
Ret Exp-Pre 97 Retirees	4,777	5,964	5,191	5,191	0
Retirement Expense	472,905	505,830	500,430	500,430	0
Employee Group Insurance	184,448	202,634	221,501	221,501	0
Retiree Health Insurance	114,260	126,288	125,189	125,189	0
OPEB Pre-Pay	57,572	57,572	57,572	57,572	0
Unemployment Insurance	3,698	3,747	4,494	4,494	0
Workers Comp Insurance	29,378	30,177	42,735	42,735	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.

Workload Indicators: The recommended FY 2016-2017 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:		\$3,491,591
Financing:		403,859
Net County Cost:		3,087,732
Funding Sources:		
State	7.6%	\$264,367
Local	4.0%	139,492
General Fund	88.4%	3,087,732
FTE: 20.0		

Health Services

Health and Human Services

California Children's Services

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	7,832,513	8,319,556	8,752,941	8,752,941	0
Services and Supplies	1,183,178	1,483,385	1,395,391	1,395,391	0
Other Charges	0	600	600	600	0
Expenditure Transfers	(11,097)	0	0	0	0
TOTAL EXPENDITURES	9,004,594	9,803,541	10,148,932	10,148,932	0
REVENUE					
Other Local Revenue	432,540	404,200	405,150	405,150	0
State Assistance	6,808,873	6,696,916	6,963,552	6,963,552	0
GROSS REVENUE	7,241,413	7,101,116	7,368,702	7,368,702	0
NET COUNTY COST (NCC)	1,763,181	2,702,425	2,780,230	2,780,230	0
Allocated Positions (FTE)	57	60	60	60	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	87%	85%	86%	86%	
% Change in Total Exp		9%	4%	0%	
% Change in Total Rev		(2%)	4%	0%	
% Change in NCC		53%	3%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	4,281,828	4,574,703	4,894,752	4,894,752	0
Temporary Salaries	106,403	207,475	207,492	207,492	0
Permanent Overtime	2,581	5,400	5,400	5,400	0
Deferred Comp	18,557	19,500	26,580	26,580	0
Perm Physicians Salaries	232,950	241,297	240,348	240,348	0
Comp & SDI Recoveries	(23,407)	(8,400)	(10,068)	(10,068)	0
FICA/Medicare	329,147	365,040	383,355	383,355	0
Ret Exp-Pre 97 Retirees	18,412	18,900	18,900	18,900	0
Retirement Expense	1,818,721	1,695,637	1,605,280	1,605,280	0
Employee Group Insurance	558,211	653,561	843,212	843,212	0
Retiree Health Insurance	241,408	269,998	264,000	264,000	0
OPEB Pre-Pay	122,880	122,880	122,880	122,880	0
Unemployment Insurance	13,857	14,675	14,793	14,793	0
Workers Comp Insurance	110,966	138,890	136,017	136,017	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 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 help 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 2016/2017 is based on a monthly average of 4,078 active cases, 849 of whom are in the MTU, and 123 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:		\$10,148,932
Financing:		7,368,702
Net County Cost:		2,780,230
Funding Sources:		
State	68.6%	\$6,963,552
Local	4.0%	405,150
General Fund	27.4%	2,780,230
FTE:	59.8	

Health Services

Health and Human Services

Public Administrator

General Fund	2014-15 Actual ^A	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	0	414,895	442,032	442,032	0
Services and Supplies	0	37,609	40,320	40,320	0
TOTAL EXPENDITURES	0	452,504	482,352	482,352	0
REVENUE					
Other Local Revenue	0	200,000	392,352	392,352	0
GROSS REVENUE		200,000	392,352	392,352	0
NET COUNTY COST (NCC)	0	252,504	90,000	90,000	0
Allocated Positions (FTE)	0	4	4	4	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	0%	92%	92%	92%	
% Change in Total Exp		0%	7%	0%	
% Change in Total Rev		0%	96%	0%	
% Change in NCC		0%	(64%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	0	221,964	252,636	252,636	0
Deferred Comp	0	1,785	4,620	4,620	0
FICA/Medicare	0	19,570	19,320	19,320	0
Ret Exp-Pre 97 Retirees	0	482	482	482	0
Retirement Expense	0	79,874	77,904	77,904	0
Employee Group Insurance	0	62,352	55,624	55,624	0
Retiree Health Insurance	0	8,995	11,988	11,988	0
OPEB Pre-Pay	0	12,090	12,090	12,090	0
Unemployment Insurance	0	672	684	684	0
Workers Comp Insurance	0	7,111	6,684	6,684	0

A Public Administrator 2014-15 actuals and first quarter 2015-16 budget data is reflected in the District Attorney's budget.

Description: The County Administrator's Office determined that the Public Guardian and the Public Administrator perform closely related and similar duties. Both officials protect and manage the estates of descendants and at-risk individuals who are unable to make decisions. Both offices' duties and routines are governed by the same or similar laws, court rules and procedures; and both are regulated by and

appear before the Probate Court. Therefore, the County Administrator's Office believed that the transfer of the Public Administrator to the Health Services Department would be conducive to County operations.

On August 18, 2015, the County Administrator proposed to the Board of Supervisors the transition of the Public Administrator functions to

Health Services

Health and Human Services

the Health Services Department. On August 25, 2015, the Board of Supervisors adopted Ordinance No. 2015-20, separating the Office of the Public Administrator from the District Attorney's Office.

The Board of Supervisors subsequently approved the transfer of the Office of the Public Administrator to the Health Services Department, appointing William B. Walker, M.D., to the Office of Public Guardian and the Office of Public Administrator effective October 1, 2015.

In order to effectively transfer the Public Administrator functions to the Health Services Department, the County Administrator's Office determined that the addition of 1.5 FTEs and increased services and supplies will be necessary to support the operations of the Public Administrator's Office. It is anticipated that the additional FTEs will support operational efficiencies that could generate additional revenues.

The Public Administrator 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. The Public Administrator receives revenue from probate case fees paid by the estates they manage. The amount of these fees is established by the Probate Code and based on the value of each estate, pursuant to Cal. Prob. Code, §§ 10800, 10810. In addition to statutory fees, the Court, upon request, may award the Public Administrator extraordinary fees for such extra work as selling real and personal property, petitioning for determination of heirship, litigation to collect assets, and defending actions against the estate and other similar matters (Cal. Prob. Code, §§ 10801, 10811).

Workload Indicator: The recommended budget for FY 2016-17 assumes implementation of the CAO's determination to add 1.5 FTE's and increase services and supplies.

Impact: The recommended budget increases the current level of services and anticipates that the Public Administrator's office will generate about \$390,000 in revenues during fiscal year 2016-17.

Public Administrator Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$482,352
Financing:		392,352
Net County Cost:		90,000
Funding Sources:		
Estate Fees	81.3%	\$392,352
General Fund	18.7%	90,000
FTE: 3.5		

Health Services

Health and Human Services

Emergency Medical Services (SB12)

Emergency Medical Services Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Services and Supplies	1,776,137	2,249,231	1,692,403	1,692,403	0
TOTAL EXPENDITURES	1,776,137	2,249,231	1,692,403	1,692,403	0
REVENUE					
Other Local Revenue	2,213,164	1,692,403	1,692,403	1,692,403	0
GROSS REVENUE	2,213,164	1,692,403	1,692,403	1,692,403	0
NET FUND COST (NFC)	(437,027)	556,828	0	0	0
FINANCIAL INDICATORS					
% Change in Total Exp		27%	(25%)	0%	
% Change in Total Rev		(24%)	0%	0%	
% Change in NFC		(227%)	(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 provided 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- Measure H

(Administered by the Health Services Department and included here for informational purposes. The cost center is part of the Special District Budget)

Ambulance Service Area EMA (Zones A and B)	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	1,069,487	1,259,456	1,248,789	1,248,789	0
Services and Supplies	1,700,939	5,826,753	1,418,138	1,418,138	0
Other Charges	2,082,180	2,300,871	2,345,852	2,345,852	0
Expenditure Transfers	150,000	0	0	0	0
TOTAL EXPENDITURES	5,002,606	9,387,080	5,012,779	5,012,779	0
REVENUE					
Other Local Revenue	4,704,631	5,512,001	5,012,779	5,012,779	0
GROSS REVENUE	4,704,631	5,512,001	5,012,779	5,012,779	0
NET FUND COST (NFC)	297,975	3,875,079	0	0	0
Allocated Positions (FTE)	9	9	9	9	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	22%	13%	25%	25%	
% Change in Total Exp		88%	(47%)	0%	
% Change in Total Rev		17%	(9%)	0%	
% Change in NFC		1,200%	(100%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	655,507	781,204	774,136	774,136	0
Deferred Comp	11,705	9,453	9,310	9,310	0
FICA/Medicare	48,991	57,808	57,640	57,640	0
Ret Exp-Pre 97 Retirees	2,365	3,359	3,366	3,366	0
Retirement Expense	236,526	271,859	269,878	269,878	0
Employee Group Insurance	96,656	113,822	112,754	112,754	0
Unemployment Insurance	2,004	2,968	2,901	2,901	0
Workers Comp Insurance	15,732	18,983	18,804	18,804	0

Description: Reduces deaths and complications resulting from medical emergencies in Contra Costa by providing regulatory oversight and coordination of the Emergency Medical Services (EMS) System. Includes funding for emergency medical dispatch, first responder and paramedic service, equipment and technology; EMS disaster and mass casualty communications; pre-hospital

electronic records, Public Access Defibrillation; specified positions in the Health Services EMS Division support local and state requirements for EMS System coordination, quality improvement, pre-hospital continuing education certification, pre-hospital training, medical oversight; 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:		\$202,963
Financing:		202,963
Net Fund Cost:		0
Funding Sources:		
Measure H	100.0%	\$202,963

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:		\$4,809,816
Financing:		4,809,816
Net Fund Cost:		0
Funding Sources:		
Measure H	100.0%	\$4,809,816
FTE: 9.0		

CAO Recommendation

The 2016-17 Recommended Budget funds the General Fund programs within the Health Services Department at the baseline level. This is an increase in expenditures of \$162.2 million, revenues of \$154.2 million, and County general funds of \$8,074,760 over the fiscal year 2015-16 level. The bulk of the expenditure and revenue increases are due to adjustments in outside funding, particularly CCHP's Enterprise Fund II.

The Health Services Department 2016-17 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 2016-17 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 2016-17 Recommended Budget for all programs and funding sources in the Health Services Department totals approximately \$1.624 billion dollars. Of this amount, \$95 million, or 5.8 percent is County General Fund, including a \$23.4 million contribution to the Hospital and Clinics and a \$3.7 million contribution to the Contra Costa Health Plan. The balance of nearly \$1.529 billion or 94.2 percent is funded by outside revenue.

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The 2016-17 Recommended Budget maintains the current, baseline spending levels. Service 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: Successful achievement of DSRIP goals. Award winning Ambulatory Care Redesign. High performance in Category 4: Urgent Improvement in Care. Highlights included dramatic reduction in Sepsis Mortality in conjunction with dramatic compliance with Sepsis Bundle. Zero Hospital Acquired Pressure Ulcer prevalence for 8 months. 100% success with Venous Thromboembolism (VTE) targets and high performance in preventing Central Line Associated infections. In the last year, we had a successful Medical Error Reduction Plan Program (MERP) Survey. The Cancer Program survey by the Commission on Cancer lead to the receipt of the 2015 Outstanding Achievement Award from the American College Surgeons' Commission on Cancer.

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: All targets met except one (CLABSI ICU).

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.

Outcome: The Strategic Plan was successfully developed and rolled out across the Hospital

and Health Centers as well as shared with the Contra Costa Regional Health Foundation.

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.

Outcome: Patient Centered Health Home Model spread to all health centers in 2015. Advanced Access bundle of enhancements spread to eight health centers by November 9, 2015, spread to remaining health centers (Antioch and Brentwood) completed by January 19, 2016

Contra Costa Health Plan:

Goal: CCHP will increase the Community Provider Network (CPN) by 5% to provide care for new membership.

Outcome: We did not meet our overall goal of an increase to the CPN network by 5% for Primary Care Providers (PCP) and Specialist. We did meet the goal for PCP additions but failed to add 5% to our list of contracted specialist. However, our provider network is adequate for specialty care. With increased membership, our recruiting efforts are focused on recruiting and contracting PCP's. One of the challenges in recruitment is that three large community medical groups are entering into exclusive arrangements with the providers in the group. This arrangement locks CCHP out of contracting with those providers unless the large group will allow CCHP into their network.

Goal: CCHP will launch a new Quality Improvement Project (QIP) for FY 2015/2016. The topic will be chosen in collaboration with the State and other Medi-Cal plans.

Outcome: This project has not started but is scheduled to begin in the second half of FY 2015/2016.

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.

Outcome: The mock audit will be held in the second half of FY 2015/2016.

Goal: CCHP's Case Management (CM) Unit will increase by 10% the number of CCHP members assigned a case manager.

Outcome: The Case Management Unit has had significant staff turnover in FY 2015/2016. Although the CM Unit has not been able to meet the overall goal of increasing the total number of members assigned a Case Manager by 10%, the CM Unit has maintained an equal caseload of members despite being down 2 FTEs. Once the CM Unit is able to onboard these positions, they will easily exceed the goal. 2014 average number of clients / FTE-Case Manager was 56.6. With full staffing, the expected 2015 average number of clients / FTE-Case Manager is 68.3. Given full staffing we should see a potential 21% increase in 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.

Outcome: The above goal was fully met and functional by the final deadline of 12/20/15. Operational meetings with CCHP, the Contra Costa Health Services Information Technology Division and CCHP's vendor Docustream are held weekly to improve the system. We are utilizing the vendor Edifecs in order to be certified for CAQH Core

Goal: For FY 2015/2016 the Advice Nurse Unit will continue to work on decreasing their telephone abandonment rate to 5%.

Outcome: 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.

Outcome: We were not able to meet our goals for FY2015/2016 due to an increase in resignations in the Advice Nurse unit. It has been very difficult to recruit new nurses to fill our vacant Advice Nurse positions. Both of our part time LVN's have decreased their number of available work hours. We hope that a newly approved salary and benefit structure will improve our ability to hire.

Goal: Pay less interest fees to providers by improving the timing of claim payments.

Outcome: We are meeting our goals of reducing interest paid from last year to this year. We have reduced our payable interest by approximately \$63,000 compared to last year.

Goal: CCHP Member Services will lower their telephone abandonment rate to less than 10%, achievable with increased staffing.

Outcome: Member Services reduced the telephone abandonment rate to 9% for the first 10 months in 2015. Staff numbers were increased to allow for more timely service to members during that time.

Goal: CCHP Pharmacy staff will turn around pharmacy authorization requests within 24 business hours 80% of the time.

Outcome: CCHP pharmacy prior authorization turnaround time has been steadily improving since June 2015. Approximately 50% of prior authorizations were turned around within 24 hours in June 2015, and with each subsequent month the pharmacy unit improved turnaround time by more than 10%. The goal of 80% (82.6%) was reached in September 2015. With full staffing we expect to maintain this goal long term.

Goal: CCHP will implement home infusion pharmacy billing through the Pharmacy Benefit Manager (PBM).

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Outcome: Home infusion pharmacy billing through the PBM is in the final stages of implementation. Currently one of our major infusion pharmacies is billing a great majority of their infusion orders online through the PBM. Later this year, two additional home infusion pharmacies will start billing through the PBM.

Mental Health:

Goal: Children's Behavioral Health will continue to move to offer all three current best practices in each regional clinic and expand our MST and MDFT Programming.

Outcome: We have expanded the use of three EBP's and have added Family Based Therapy (FBT) as a family therapy intervention for eating disorders. Additionally, through collaboration with Juvenile Probation, we have added Functional Family Therapy to our EBP repertoire.

Goal: Children's Behavioral Health will partner with Employment and Human Services Department to complete the implementation of Katie A. services and hire a Katie A. Program Manager.

Outcome: We have hired a Katie A. Program Manager, and we are in to the third year of implementation. Currently there are about 300 children enrolled in Care's, our Katie A. subclass cohort, that are receiving intensive services including Intensive Care Coordination (ICC) and In Home Behavioral Service's (IHBS) when needed. All children in this group receive ICC service.

Goal: Children's Behavioral Health and Alcohol and Other Drugs (AOD) will integrate Alcohol and Other Drugs Services into each of the Regional Clinics two days per week.

Outcome: West County Children's Clinic is participating in a pilot of this effort which has resulted in onsite recovery efforts and greater coordination with the regional clinic. Once staffing in AOD is available this model will be rolled out to the other regions of Contra Costa County.

Goal: Develop a plan for achieving a structurally balanced MHS budget, where

projected revenues match projected expenditures.

Outcome: The budget narrative for the MHS Plan Update for FY 2015-16 contains an analysis that tracks both the history as well as projections for revenues versus expenditures. Coupling a revised upward estimate of MHS revenues in future years with a revised downward projection of expenditures it is determined that current total budget spending authority will not need to be reduced in order to fully fund current MHS programs and plan elements in future Three Year Plans.

Goal: Implement the mental health treatment portion of Laura's Law, or AB 1421.

Outcome: The Behavioral Health Services (BHS) developed and received Board approval for an Assisted Outpatient Treatment (AOT), or Laura's Law, Program Design in June 2015. Via competitive bid process CCBHS contracted with Mental Health Systems, Inc. (MHS) in October 2015 to implement the treatment portion of Laura's Law. MHS is recruiting, hiring and training the multi-disciplinary staff team necessary to provide outreach, engagement and Assertive Community Treatment (ACT) to individuals deemed by the County to be eligible for the program. The treatment delivery of the AOT program is scheduled for early 2016.

Goal: Fully implement all planned Innovation Projects, to include the Wellness Coaches, Partners in Aging, and Transportation projects.

Outcome: The Wellness Coaches Innovative Project has hired BHS Community Support Workers and staff received training in November 2015. The Partners in Aging Innovative Project received State approval to proceed with implementation in November 2015, and will proceed with hiring staff in early 2016. The Transportation Innovative Project is scheduled for State approval in early 2016, with staff hiring and training to follow. All three projects are on track for implementation by end of FY 2015-16.

Goal: Develop an updated Cultural Competency Plan for 2015-2018.

Outcome: Contra Costa, as well as other California counties, is charged with creating a

cultural competency plan to address the needs of multicultural communities by implementing culturally and linguistically competent mental health services. The Department of Health Care Services will require Counties to submit a revised Cultural Competency Plan for 2016-2019. The Plan is typically submitted in 2015; however, due to delays in the release of Plan guidelines by DHCS the Plan will be submitted in 2016. Contra Costa Behavioral Health plans to revise its document accordingly to include the Alcohol and Other Drugs and Homeless Programs within our integrated system of care.

Goal: Continue to offer computer training courses to Behavioral Health staff, with particular focus on the most frequently used clinical forms.

Outcome: This objective was met. The Mental Health Program (MHP) offered a week of training opportunities at the Contra Costa Behavioral Health Administrative Offices from June 23 through June 30 for all Behavioral Health staff. Offered courses included Microsoft Word, Excel, and PowerPoint. All courses included beginner and intermediate sessions. Eight courses were offered to staff each 2 hours in length. There were 70 attendees who enrolled and completed the courses (please note that some attendees attended multiple courses). MHP plans to implement additional trainings in 2016, 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).

CCMHP met this objective, as 70 staff were provided computer literacy training. All of these trainings were very well received by staff and those who were surveyed gave each of the instructors and the content high markings. In 2016, CCMHP's objective will once again be to train approximately 10% of staff on basic computer literacy concepts.

Goal: The Behavioral Health Tapestry Project will replace the antiquated NetPro Authorization and Claims Processing System for the Case Management Unit 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.
- 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.

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- 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.

Outcome: A Project Charter was finalized in February 2015. Objectives of the Behavioral Health Tapestry Project have been met as we are ramping up for a February 2016 go-live for Behavioral Health. Final training will occur in early 2016.

Alcohol and Other Drugs (AOD):

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.

Outcome:

- Completed the development of a procedure at each treatment facility to ensure enrollment upon admission Medi-Cal beneficiaries would be enrolled, which included revision of currently utilized screening/intake tools.
- Provided two trainings during the year to Substance Use Disorder (SUD) Providers to increase Medi-Cal enrollment.
- Arranged for BH Medi-Cal enrollment counselors to visit all of the treatment facilities to enroll AOD clients in Medi-Cal.

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%.

Outcome: This goal was met and we exceeded the projected 10% from the baseline data captured in our MIS system and MAA reporting efforts. Most recently, data collected from the Behavioral Health Access Line this year indicates an increase in the number of Medi-Cal beneficiaries as compared to the beginning of the year. Our Access Line counselor played a critical role in facilitating access to the Behavioral Health financial counselors to ensure that uninsured callers benefit from health care insurance.

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.

Outcome: Community based providers waited until the county opted into the DMC Waiver to submit their applications. At least 2 providers have submitted applications to the Department of Health Care Services (DHCS) but many have participated in DHCS sponsored webinars to learn about newly adopted emergency requirements and preparing applications. As part of the Drug Medi-Cal (DMC) Waiver planning process, all providers have been encouraged to expand services into different modalities and levels of care and we have provided ongoing technical assistance on as needed basis in the preparation of DMC applications.

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.

Outcome: We conducted a focus group with MAT physicians and clients and have completed a Program Design for MAT clients which we should be able to implement under the Waiver. We partnered with Health Care for the Homeless Ambulatory Care in their HRSA application to serve MAT homeless patients. If approved, the

program will build on the design developed earlier. In collaboration with the Health Plan, we continue to explore opportunities to locate a MAT clinic in Central County.

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 the Substance Use Disorder (SUD) treatment at the Mental Health El Portal Clinic, a behavioral health integrated treatment, and apply for State DMC certification for sustainability reasons. In FY16/17, increase the number of admissions into SUD treatment at El Portal by 10% from current admission level data for FY15/16.
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, Health Care 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%.

Outcome 1. We have increased our admissions at El Portal as proposed, but have not yet applied for DMC certification. We are waiting for the approval of the County Implementation Plan which might take place in the Fall of 2016.

Outcome 2. We have maintained presence at the Concord Shelter and have increased the number of referrals from homeless clients to Discovery House. Our early engagement work at Brookside has been momentarily discontinued, but we plan to reestablish AOD support at the Adult and Youth Shelter in the very near future. The Housing Specialist continues serving clients at Discovery House on a monthly basis, but we have also assigned a Case Manager to attend weekly Homeless Case Conferences.

Outcome 3. This goal was met. Behavioral Health now has an Integrated Cultural Competence Workplan and we maintained presence at every meeting this year.

Outcome 4. We participated in various integrated meetings such as: Miller Wellness Center Workflow Development, Integrated Case Management, and Alternate Mental Health with CCHP.

Outcome 5. Our AOD Counselor has remained co-located at the Behavioral Health Access Line, and participates in weekly integrated staff meetings. Every week data regarding the number of bidirectional calls is recorded and efforts to increase such calls and opportunities for integrated projects is supported. New projects implemented at Access have included Tapestry procedures and phone access point. There were no Value Stream Mapping Kaizen events this year.

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Outcome 6. We have met this goal, and have improved our internal and external protocols to link clients to appropriate services. The accessibility to the Miller Wellness Center for all AOD clients has been an important resource for immediate access to a Psychiatrist, Mental Health Clinician or medication refill/prescribing. As a result the number of SUD clients going into the Psych Emergency room for medication refill has decreased.

Outcome 7. Services at Children's Mental Health were discontinued mid-year, but we plan to resume as soon as possible.

Outcome 8. This goal was met as projected.

Goal: Increase the engagement and retention rate among clients connected to realignment who are served in our treatment services.

Outcome: This goal was met as projected. We conducted several trainings and meetings with our community based providers intended to build skills, procedures and protocols to engage and retain clients. We also implemented a Treatment Improvement Project (TIP) targeting our most hard to engage clients by implementing case management services with this population. This has proven highly effective.

Goal: Continue supporting the goals and objectives of the AOD Prevention Strategic Plan.

Outcome: This goal has been met.

Goal: Expand and Enhance SAMHWorks: Wellness to Independence behavioral health services to individual clients to include new CalWORKS Family Stabilization services for SAMHWorks families.

Outcome: This goal has been met. We have implemented two new parenting-oriented programs targeting Family Stabilization clients and other SAMHWorks families. Both programs are in full operation and successfully providing services.

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 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: Added 32 rental assistance vouchers to the homeless Continuum of Care.

Goal: Continue to plan for the development of permanent housing units with supportive services for homeless individuals and families through the homeless conveyance process the Concord Naval Weapons Station.

Outcome: Meetings will resume with the City of Concord and the Homeless Collaborative in 2016 towards the development of homeless housing on the CNWS.

Goal: Fulfill our commitment as a Community Solutions Zero:2016 participating community to end homelessness for veterans in Contra Costa by end of 2015.

Outcome: From January 1 to November 1, 2015, housed 180 veterans, an 18% increase over the same time period for the previous year. On track to reach goal of housing 237 veterans by February 2016.

Services

Goal: Continue to provide case management and housing services to homeless veterans and re-entry populations.

Outcome: The Homeless program continues to provide services to homeless veterans and re-entry populations through VA Healthcare for Homeless Veterans grant and per diem program and Public Safety (AB109) realignment.

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Health and Human Services

Goal: Increase the availability of case management and other support services to persons residing in Permanent Supportive Housing Rental Assistance Programs.

Outcome: Added three (3) staff to provide support services to supportive housing programs, including Board and Cares.
Outreach/Engagement/Community Awareness

Goal: Continue efforts to hold Project Homeless Connect events throughout the year.

Outcome: The next PHC will be held in Antioch in June 2016, with plans for continued annual events in following years.

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.

Outcome: The next point in time count (PIT) was conducted January 27-29th, 2016.

Goal: Strengthen the multidisciplinary outreach team in Contra Costa that targets individuals who are living outside, particularly those living in homeless encampments

Outcome: Working to achieve this goal through increased collaboration, communication, and funding with broad base of partners as part of Coordinated Entry. An initial investment of more than \$500,000 through HUD funding will be awarded and available FY 16-17.

Data/Evaluation/Policy and Planning

Goal: Increase community-based homeless service provider participation in the Homeless Management Information System (HMIS) to achieve a greater than 95% bed coverage rate.

Outcome: STAND and Mt Diablo Unified School district now use HMIS. Continue to encourage other key agencies not yet using HMIS to join.

Goal: Work with the Council on Homelessness and homeless service providers to set

continuum-wide performance measures for homeless services within the continuum of care.

Outcome: Performance measures have been developed and approved by the community of homeless service providers, and work has begun to determine most appropriate format for reporting.

Goal: Work with the Council on Homelessness to draft and approve a governance charter for the advisory board.

Outcome: A governance charter was drafted and approved in July 2015 by the Council on Homelessness. Additionally, revised bylaws for the Contra Costa Council on Homelessness will go before the BOS for approval on 1/12/16.

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.

Outcome: Created an online survey for assisted living facilities. All of the facilities that responded to the survey implemented the health officer vaccination mandate. Estimated staff compliance ranged from 70%-100%.

Goal: Collect immunization assessment data for compliance with child care and school vaccination mandate, including personal belief exemptions in Contra Costa.

Outcome: For the 2014-2015 school year, the percentage of Contra Costa County children enrolled in child care who are up-to-date with all school-required immunizations was 92.1%. The percentage of children in child care with a personal belief exemption was 2.1%. For children enrolled in kindergarten, 95.1% of them were up-to-date and 2.0% had a personal belief exemption.

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Goal: Continue to assess the program's needs as the number of active cases increases.

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Outcome: CCS met goal and will continue to assess.

Goal: Full implementation of OnBase to be used as an active and closed electronic record system.

Outcome: CCS is using OnBase for the 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.

Outcome: The CCS Medical Consultants continue to assist John Muir Medical Center Walnut Creek with CCS paneling of their providers and foster connection with John Muir directly with State approval authorization team. The CCS Medical Consultants maintain communication with John Muir Walnut Creek as they move through development of opening and initial efforts to meet CCS approval of requirements for PICU certification.

Goal: CCS Nurse Case Managers to continue to participate in roundtable meetings to improve care coordination. 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 reassigned Medical Social Worker II to attend Round Table meetings to meet the needs for both Administrative and Medical Therapy Unit representation at the Round Table meetings.

CCS Program conducts outreach and encourages providers to become CCS Paneled collaboratively with CCHP Provider Relations.

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.

Outcome: Account clerk was hired in CCS.

Environmental Health:

Goal: Protect the waterways and groundwater of the County.

- Conduct public outreach for the draft revised on-site wastewater treatment system (OWTS) ordinance and regulations.
- Obtain approval of the Board of Supervisors of the revised OWTS ordinance and regulations.
- Conduct additional public outreach for the Board of Supervisor approved- OWTS ordinance and regulations.
- Incorporate use of laptops in the field to capture data during OWTS construction/destruction, well construction/destruction, and soil boring destruction and other field inspections. All field work will incorporate collection of global positioning system (gps) data.
- Summarize the efforts to inspect all alternative OWTS previously constructed and the findings of as to whether they meet current, local ordinance and anticipated state regulations.
- Develop and make available well destruction guidelines, provide dewatering guidelines, and develop and make available pump test guidelines.

Outcome:

- With county counsel assistance, drafted OWTS ordinance and regulations.
- In calendar year 2015, oversaw the construction of about 50 water wells, two-thirds of those to be used for agricultural or irrigation purposes.
- In calendar year 2015, approved the plans and oversaw the construction of 22 alternative OWTS and 13 conventional OWTS, 23 septic tanks replacements, and 61 septic tank abandonments.

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.

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- Implement a permitting program for closed and abandoned landfills, and for facilities operating under Enforcement Notification procedures as defined by the state oversight agency.
- Enlist CalRecycle's assistance to clean up the Rodeo Swim Club.
- Develop, test and implement a process to pursue legal action against illegal transfer stations.
- Investigate and ensure clean-up in a timely fashion all illegal dumping complaints.

Outcome:

- Facilitated and presented the Local Enforcement Agency's position on the permit revision to the appeal before the Independent Hearing Panel (IHP). The LEA's position was upheld by the IHP.
- Organized and presented in written form the LEA's position to CalRecycle when the IHP's decision was appealed.
- Investigated over 468 solid waste complaints, primarily illegal dumping, and as of January 26, 2016 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 reflect 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 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:

- The yearly letter to city managers and chambers of commerce; was sent.
- The Division brochure was 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 Pittsburg.

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 2015 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.

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- 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 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 2015.

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 12 California Accidental Release Prevention Program audits.

Outcome: 13 inspections were performed for fiscal year 2015/2016.

Goal: Unannounced Inspections: Perform 10 unannounced inspections during fiscal year 2016-2017.

Outcome: 10 unannounced inspections were performed in fiscal year 2015/2016

Goal: Aboveground Petroleum *Storage Act Program*: Inspect approximately 109 facilities that are covered by this program.

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Outcome: 88 Aboveground Petroleum Storage Act Program inspections were performed in 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.

Outcome: All incidents were responded to within one hour and all were mitigated without incident to date.

Goal: Hazardous Materials Business Plan Program: Complete approximately one-half of all of the facility inspections that are subject to the program, or approximately 1,230 facility inspections. The goal is to ensure that all Hazardous Materials Businesses will have been inspected within the last two years.

Outcome: 610 Hazardous Materials Business Plan Program inspections were performed to date.

Goal: Hazardous Waste Generator Program: Complete one-half of all of the facility inspections that are subject to the program, or approximately 828 facility inspections. The goal is to ensure that all facilities that generate hazardous materials will have been inspected within the last two years.

Outcome: 385 Hazardous Waste Generator inspections were performed to date.

Goal: Underground Storage Tank Program: Complete an inspection of all underground storage tank facilities in fiscal year 2015-2016. Approximately 389 facilities are subject to the underground storage tank regulations.

Outcome: 353 Underground Storage Tank Program inspections were performed to date.

Detention Facilities Programs:

Goal: Implement a Hazardous Communication Plan for Detention Health Services

- a. Provide training to all Detention Health staff on the division's newly implemented Hazardous Communication Plan.

- b. Develop Inventory/Ordering System for all facilities.
- c. Create SDS Manuals for each facility.

Outcome:

- a. Sixty-Three percent of Detention Health Services Staff have received training specific to Detention Health Services new Hazard Communication Plan implemented in 2015. Training is on-going.
- b. Supply inventory system and product standardization is on-going for all detention centers.
- c. All Detention Health Services computer workstations have an electronic short cut to access the Health Services Materials Safety Data Sheet Manuals. Staff can look up any item that is used by Health Care staff.

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:

- a. New Staff Safety Orientation and Staff Safety Update – staff trainings were updated in 2015.
- b. Detention Health Services Crisis Prevention Institute (CPI) Trainer attended the National CPI Convention for re-certification.
- c. Detention Health Services Safety Coordinators worked collaboratively with County Risk Management and Health Services Personnel to address language in Cal/OSHA's new Workplace Violence Prevention Regulation slated for roll out in July 2016.

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. Patient resource guide/card for inmates to be released.

Outcome: Detention Health Services leadership has provided presentations, information and facility tours to a variety of community based organizations and county

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departments over the past fiscal year detailing health/mental health care service provision for the incarcerated.

Detention Health Services meets regularly with the Reducing Health Disparities group to improve and develop better linkage for services pre and post release for incarcerated inmates. Educational materials are posted in clinic waiting areas describing services. A referral process has been developed in ccLink so Detention Health Services staff can make direct referrals to the Transitions Health Clinics at the West County Health Center for inmate/patients being released from custody. Additional information is provided for community support groups specifically tailored to meet the needs of the formerly incarcerated.

The Detention Health Services “Pocket Information Card,” was rolled out in 2016. This card gives the inmate/patient specific information and resources about services available in-custody and post release services.

Administrative and Program Goals

Hospital and Ambulatory Care Centers:

Goal: Development and tracking of quality and safety measures as outlined in PRIME, regulatory measures and accreditation requirements.

Goal: Meet or exceed California Federal Medicaid requirements for PRIME which will improve the health of the population, improve the patient experience and customer satisfaction, and reduce per capita costs.

Goal: Initiation of Specialty care redesign to improve access for patients and meet benchmark and outcomes metrics consistent with PRIME Medicaid waiver.

Goal: Integration of Behavioral Health and Primary Care: To improve physical and behavioral health outcomes, care delivery efficiency and patient experience by establishing or expanding fully integrated care, culturally and linguistically appropriate teams – with expertise

in primary care, substance use disorder conditions and mental health conditions.

Goal: Ambulatory Care Redesign: Primary Care patients will experience timely access to high quality, efficient, and equitable primary care, designed to work collaboratively with patients and other care providers in achieving and maintaining optimal patient health, and avoiding unplanned interventions.

Goal: Care Transitions, Integration of Post-Acute Care: To ensure the coordination and continuity of health care as high-risk patients, with chronic health conditions, behavioral health conditions and/or housing instability, move from the hospital to the ambulatory care setting.

Goal: Complex Care Management for High-Risk Medical Populations: To implement, and/or improve upon, a complex care management model for targeted high-risk patient populations, that facilitates the appropriate coordinated delivery of health care services, is better able to meet the patient’s needs and preferences and results in improvement of the patients’ health outcomes.

Contra Costa Health Plan:

Goal: To be compliant with the California Department of Health Care Services (DHCS) requirements by implementing a pro-active Fraud Detection Program for our claim payment system. Reviewing claims via pre-payment for possible fraud, waste and abuse activities will help CCHP save money on potential fraudulent or wasteful claims.

Goal: To reduce manual pricing, CCHP will setup the Medicare based fee schedules, Ambulatory Payment Classification (APC) and Outpatient Prospective Payment System (OPPS), within our claims processing systems.

Goal: CCHP Claims Unit goal is to reduce interest paid on late paid claims. We intend to reach this goal by filling all approved positions and scheduling overtime as needed based on claim volume. This goal may be affected by unforeseen increase in membership and subsequent increase in claim volume.

Goal: In FY 2016/2017 the Advice Nurse Unit goal is to fill all vacant Advice Nurse and LVN positions. The increase in pay with the new pay scale for Advice Nurses should assist in being able to recruit new nurses.

Goal: Decrease the number of non-clinical calls that are handled by RNs. We have added an additional full time LVN position to assist with non-clinical calls; labs and member follow up calls. We will work with the new phone system team to determine ways to direct non clinical calls to the appropriate department without having the patient wait in the queue.

Goal: CCHP's Case Management Unit will increase by 10% the number of CCHP members assigned a case manager.

Goal: In an effort to reduce avoidable emergency room visits, CCHP Case Management will implement letters to members educating them to contact our Advice Nurse Unit for care alternatives.

Goal: In conjunction with the Information Technology Department, CCHP pharmacy will improve availability of prescription claims/fill data to providers: CCRMC via our internal department Epic system and CPN via a provider web portal.

Goal: CCHP pharmacy unit will track hepatitis C cure rates via SVR12 or SVR24 (sustained viral response for 12 to 24 weeks) in 100% of treated patients.

Goal: CCHP pharmacy unit will collaborate with CCHP quality management unit to identify pharmacy related metrics to inform health homes regarding panel management, with the measurable goal of improving patient outcomes (e.g. A1C monitoring, flu vaccine adherence, antihypertensive vs renal function, asthma management, opiate utilization etc.).

Goal: Apply for NCQA Accreditation renewal and receive three year Accredited status.

Goal: Implement comprehensive, web-based health risk assessment and associated tools to help Medi-Cal members improve their health status.

Goal: Provider Relations will increase the Community Network Primary Care Provider's by 3% to meet the increasing membership needs. This will be done by working collaboratively with three major medical groups, that are now exclusive, to contract with CCHP.

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 and Alcohol and Other Drugs will integrate Alcohol and Other Drugs Services into each of the Regional Clinics two days per week.

Goal: Conduct a Community Program Planning Process and develop the MHSAs Three Year Program and Expenditure Plan for FY 2017-20.

Goal: Implement program and data reporting adjustments brought about by newly promulgated state regulations in the Prevention and Early Intervention (PEI) and Innovation (INN) components of MHSAs.

Goal: Children's Behavioral Health will partner with Homeless Services to implement and plan for a method of assessing and intervening with Family homelessness.

Goal: Children's system of care will implement the CANS (Child and Adolescent Needs Survey) as the standard system wide assessment tool for children's mental health. This will be implemented in stages with the first step being a pilot of the tool within a suitable identified program. A learning management system will need to be researched and identified to support outcomes data collection, reporting and analysis as well as to provide an automated tickler system to clinical staff for outcomes assessment and reassessment.

Goal: Adult's system of care will select and implement one evidence base practice. The adult system will apply lessons learned from the Children's system of care, and will adopt a similar workforce structure to lead implementation. The Adult system will gear up

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to offer at least one evidence based practice implemented across the three regional clinics.

Goal: Access Line is continuing to focus on decreasing the number of abandoned calls (callers who hang up after waiting for the line to be answered) by increasing the response time (decreasing the time it takes for the call to be answered). With the launch of a new phone system, InContact, the Access Line and Care Management Unit hope to have better metrics on the volume and type of calls to and from both departments, and more enhanced call features that improve workflow and the customer service. With the launch of EPIC's Tapestry managed care module scheduled for early 2016, the Access Line and Care Management Unit will have access to more accurate data, better coordination of care across the system of care, and increased focus on timely access to care. The Access Line will be continuing to expand the new Community Support Worker's outreach follow up role to include a satisfaction survey to track timely access to service, satisfaction, and outcome measures.

Goal: Forensic Mental Health Services is a county wide outreach team that engages criminal justice involved clients who are challenged by behavioral health issues. The goal of the team is to connect clients to outpatient services to decrease utilization of crisis services. Clients are assisted with reentry from the custody setting back to the community to avoid repeat incarceration.

Goal: The aim of Rapid Access is to provide a rapid response in providing services to the client from within the clinic. If the client recognizes the clinic as an open door to resources, the client is more likely to reach out to his/her team and decrease his/her usage of high levels of services such as crisis stabilization, psychiatric inpatient, crisis residential, and detention. This will allow the client to sustain stabilization at a lower cost.

Goal: The primary goal of Intensive Care Management is to support aging in place for older adults (60 and over) experiencing severe mental illness as well as to improve consumers' mental and physical health, prevent psychiatric hospitalization and placement in a higher level of care, and provide linkage to specialty appointments, community resources and events,

and public transportation in an effort to maintain independence in the community. The primary goals of the IMPACT Program are to prevent more severe psychiatric symptoms in older adults (55 and over) who are experiencing moderate to severe depression by providing short-term evidence-based therapy designed to treat depression, assisting clients in accessing community resources as needed and reducing stigma related to accessing mental health treatment for this underserved population. Primary goals of the Senior Peer Counseling Program are to prevent more severe psychiatric symptoms and loss of independence in older adults (55 and over) experiencing mild depression and other age-related stressor reduce stigma related to seeking mental health services, and increase access to counseling services to these underserved populations.

Goal: The Transition Team provides short term intensive Case Management services to individuals who need extra support and linkages to multiple services which in addition to mental health care, includes health insurance, a source of income and housing. This level of service allows these consumers to successfully get connected to needed Mental Health treatment and provides the support needed to keep them linked to treatment services. Connections to these services are crucial to their ability to become and remain stable in the community. The Transition Team is committed to providing services in the community, wherever our clients are located, if they are unable or unwilling to receive services in a clinic setting. By being flexible with our service provision, we help remove the barriers that keep consumers from receiving the mental health treatment that they need.

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 2016 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 Readiness for the Implementation of the Terms and Conditions of the Organized Delivery System Drug Medi-Cal Waiver County Implementation Plan.

By addressing the objectives below, Contra Costa County will be prepared to serve the number of projected beneficiaries under the DMC Waiver.

- a) Develop a stronger administrative structure to provide the required county oversight and quality assurance to maximize needed services
- b) Implement procedures and protocols with other health care systems to further integration
- c) Increase Behavioral Health system capacity through Workforce Development and adoption of two Evidence Based Practices
- d) Increase adherence to the Culturally and Linguistically Appropriate Service Standards (CLAS) to ensure Cultural Competence
- e) Promote and support sound implementation and utilization of Medication Assisted Treatment

Goal: Restore residential and detoxification services for West County Residents

- a) Continue provision of services during the interim period by utilizing existing capacity and avoid service disruption.

- b) Identification and selection of a permanent local provider.

Goal: Collect quantifiable SAMHWorks data on the initial behavioral health treatment assessment of incoming SAMHWorks clients and subsequent utilization to determine future allocation of treatment resources. Implementation of programs driven by the needs of the clients

Goal: Increase service delivery to Spanish speaking SAMHWorks clients.

By identifying culturally competent approaches to increase our penetration rate among Spanish speakers SAMHWorks treatment resources will be provided to an underserved population.

Homeless Programs:

Housing and Services

Goal: Add more permanent supportive housing through various resources that provide rental vouchers and other support services.

Data/Evaluation

Goal: Change the Homeless Management Information System software to better meet the needs of the community and comply with HUD's Data and Technical Standards.

Policy/Planning/Systems Development

Goal: Fulfill our commitment as a Community Solutions Zero:2016 participating community to end homelessness for chronically homeless in Contra Costa by end of 2016.

Goal: Develop and implement a Coordinated Entry system that includes prevention, diversion, crisis services, and permanent housing by June 2017.

Goal: Recruit to fill our expanded Council on Homelessness Advisory board seats by 2017.

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Public Health:

Goal: Complete a Strategic Plan for the Public Health Division by December 2016.

Goal: Affirm a decision and time line for making application for National Public Health Accreditation.

Goal: Implement a pilot for Video DOT (Direct Observed Therapy) for Tuberculosis Control Monitoring.

Goal: Redesign the public portal of the Health Data Web site for improved use.

Goal: Develop an on-line certificate training program for clinical providers associated with Sudden Infant Death Syndrome.

Goal: Provide Traffic Safety Training and Bike Helmets to 500 or more children. (PH Division component of a larger community wide effort)

Goal: Provide nutrition education to over 10,000 low income children and adults.

Goal: The Epidemiology, Planning and Evaluation program will:

- Post annual updates on its website for health statistics.
- Complete the Tobacco Evaluation report.
- Complete the annual TPPI evaluation data.
- Complete the California Nutrition Network Impact Evaluation.
- Generate monthly reports on ED frequent fliers for the Health Plan.
- Conduct three Community data presentations.

California Children's Services

Goal: Institute a Process for affirming all CCS clients have an assigned Medical Home.

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 12 California Accidental Release Prevention Program audits for fiscal year 2016/2017.

Goal: Unannounced Inspections: Perform 10 unannounced inspections during fiscal year 2016-2017.

Goal: Aboveground Petroleum Storage Act Program: Inspect approximately 109 facilities that are covered by this program during fiscal year 2016/2017.

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 2016/2017 that are subject to the program, or approximately 1,230 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 2016/2017 that are subject to the program, or approximately 828 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 2016-2017. Approximately 389 facilities are subject to the underground storage tank regulations.

Detention Facilities Programs

Goal: Conduct a full facility audit of adult detention centers to determine readiness for correctional health care accreditation.

Goal: Enhance discharge planning services for inmate/patients transitioning back to the

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community for better continuity of medical and mental health needs.

- a. Collaborate with County Departments and Community Based Organizations.
- b. Develop method to track outside referrals.
- c. Educate inmate/patients on internal and external services.

Goal: Work closely with County Risk Management and Health Services Personnel to develop a Workplace Violence Prevention Plan for Detention Health Services staff.

Conservatorship

Goal: The Public Guardian shall initiate an investigation within two business days of receiving a Probate referral.

Goal: The Public Guardian will try to visit conserved individuals monthly consistent with the Judicial Counsel best practices recommendation.

Goal: Public Guardian staff shall maintain requisite training certification.

EMS:

Goal: Update the county ambulance ordinance.

Goal: Manage the new ambulance contract.

Goal: Pursue prehospital electronic patient care health care exchange.

Goal: Increase medical health partner emergency preparedness capability.

Goal: Implement a new program of paramedic intra-facility transport.

Goal: Expand first medical response skills with law and fire-EMS partners.

Goal: Update the county EMS multi-casualty incident plan.

Goal: Update the county EMS for Children Program.

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	708,601	829,958	960,289	1,031,083	70,794
Services and Supplies	173,670	179,855	247,730	247,730	0
Expenditure Transfers	6,726	6,887	6,887	6,887	0
TOTAL EXPENDITURES	888,997	1,016,700	1,214,906	1,285,700	70,794
REVENUE					
Other Local Revenue	87,500	75,000	79,000	79,000	0
State Assistance	275,266	126,700	211,700	211,700	0
GROSS REVENUE	362,766	201,700	290,700	290,700	0
NET COUNTY COST (NCC)	526,231	815,000	924,206	995,000	70,794
Allocated Positions (FTE)	8	9	9	10	1
FINANCIAL INDICATORS					
Salaries as % of Total Exp	80%	82%	79%	81%	
% Change in Total Exp		14%	19%	6%	
% Change in Total Rev		(44%)	44%	0%	
% Change in NCC		55%	13%	8%	
COMPENSATION INFORMATION					
Permanent Salaries	404,905	482,983	568,860	609,948	41,088
Temporary Salaries	12,656	26,500	26,500	26,500	0
Deferred Comp	12,215	14,100	15,900	17,750	1,850
FICA/Medicare	32,103	36,942	43,541	46,469	2,928
Ret Exp-Pre 97 Retirees	1,597	2,367	2,367	2,367	0
Retirement Expense	159,139	162,819	173,474	183,738	10,264
Employee Group Insurance	44,829	59,789	84,047	97,559	13,512
Retiree Health Insurance	28,763	30,700	30,700	30,700	0
OPEB Pre-Pay	7,718	7,718	7,718	7,718	0
Unemployment Insurance	1,294	1,455	1,538	1,646	108
Workers Comp Insurance	3,382	4,585	5,644	6,688	1,044

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

Veterans Service

Health and Human Services

(CDVA), as well as other State and local programs for Veterans and their families.

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:	\$1,285,700	
Financing:	290,700	
Net County Cost:	995,000	
Funding Sources:		
State	16.5%	\$211,700
Misc Revenue	6.1%	79,000
General Fund	77.4%	995,000
FTE:	9.5	

CAO's Recommendation

The fiscal year 2016-17 baseline net County cost increased by \$109,206 from the current year's adjusted budget. Additionally, the department is requesting \$70,794 in general funds to add one clerical position to support the office with the additional influx of demand for Veteran services, which is mainly a result of AB935 (Driver's Licenses: Veteran Designation) which was implemented in November of 2015.

The \$67,875 baseline increase in services and supplies will support the department's ongoing mission of supporting Veterans, their dependents and survivors in obtaining VA benefits. This increase will support the department's efforts to increase outreach services and finalize workstation plans to accommodate new staff.

The department is expecting an approximate increase of \$89,000 in revenues, mainly from the California Department of Veteran Affairs.

The recommended net County cost of \$995,000 will provide the Veterans Service Office with the funding needed to provide services in fiscal year 2016-17.

Veterans Service Health and Human Services

Performance Measurements

During the 2014-2015 fiscal year, the Veterans Service Office processed \$8,751,241 in retroactive and lump sum monetary benefits for Veterans. New recurrent benefits totaled \$796,649. These figures show an increase in benefits.

College Fee Waivers represented \$2,314,644 in additional benefits to Veteran's dependents.

Staff conducted 5,723 interviews, 130 field visits and participated in 37 outreach events which resulted in 2,615 claims being filed.

The Veterans Service Office received a perfect score from the California Department of Veterans Affairs audit thereby preserving subvention funding.

Completion the department's conversion to electronic files has enabled our office to interact with the VA in a more proficient manner. The benefits of this conversion had and will continue to have a positive impact on our ability to service our Veterans.

Administrative and Program Goals

Increase delivery of our service to an increasing number of Veterans and an increasing level of difficulty regarding physical and mental disabilities, including:

1. Continue to refine our strategic plan which includes the establishment of an additional day of service at our Brentwood outstation and increase the hours of operation at our

new San Pablo outstation. Establishing an outreach coordinator will improve our ability to implement programs for female Veterans.

2. Establish guidelines for field interviews to seniors, housebound Veterans and those Veterans who are participating in VA rehabilitation programs.
3. Support 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.
4. Responding resourcefully as casualties from the wars in Afghanistan, Iraq and troops returning home present new cases of Veterans with multiple amputations, brain trauma, Post Traumatic Stress Disorder (PTSD) and other physical wounds and injuries.
5. 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.
6. Establishing Veteran Service Representative, Executive Secretary and clerk manuals will ensure that our office staff have the most current resources available to them. The manuals will include guidelines for system usage, claims tracking, monitoring outreach and report utilization.

FY 2016-17 Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	1	Veterans Service	Salaries and Benefits	1.0	70,794	Add one Clerk – Experienced Level
			Total	1.0	70,794	

Veterans Service
Health and Human Services

County of Contra Costa
Law & Justice



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

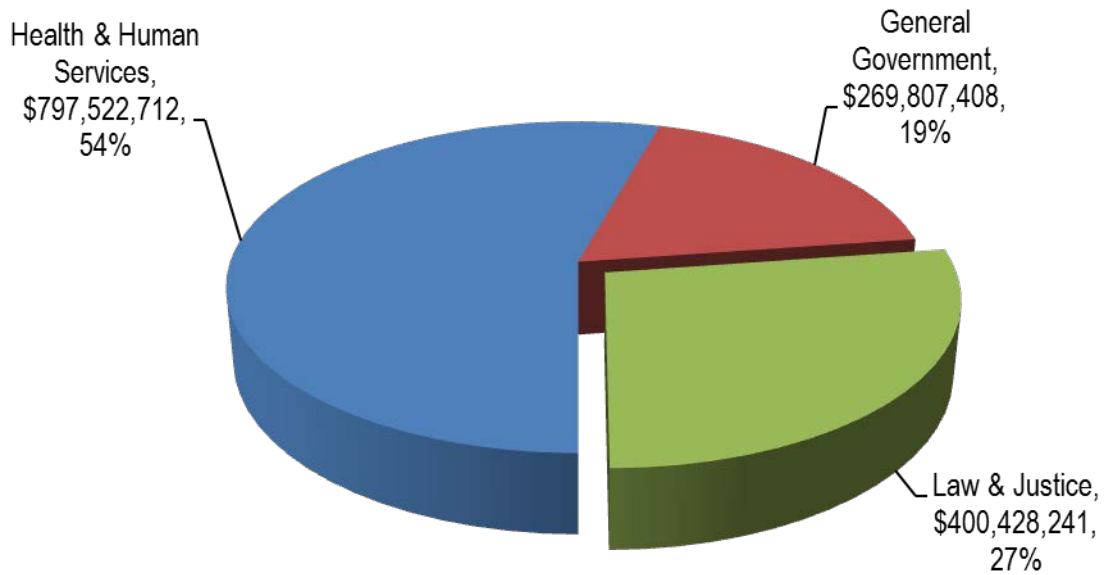
departments: Animal Services, Conflict Defense, District Attorney, Justice Systems Development/ Planning, Probation, Public Defender, Sheriff-Coroner, and Superior Court Related Functions.

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	293,771,037	307,801,497	313,584,722	316,778,159	3,193,437
Services and Supplies	45,444,626	55,803,213	48,833,151	49,674,151	841,000
Other Charges	27,472,399	25,158,914	26,759,477	26,759,477	0
Fixed Assets	5,608,078	7,922,997	6,286,573	8,086,573	1,800,000
Expenditure Transfers	(187,063)	(95,666)	(870,119)	(870,119)	0
TOTAL EXPENDITURES	372,109,077	396,590,955	394,593,804	400,428,241	5,834,437
REVENUE					
Other Local Revenue	107,091,744	111,710,993	110,671,730	113,712,058	3,040,328
Federal Assistance	8,446,686	4,900,671	7,584,776	7,584,776	0
State Assistance	93,092,771	92,229,607	97,034,407	97,034,407	0
GROSS REVENUE	208,631,201	208,841,271	215,290,913	218,331,241	3,040,328
NET COUNTY COST (NCC)	163,477,876	187,749,684	179,302,891	182,097,000	2,794,109
Allocated Positions (FTE)	1,757	1,757	1,761	1,785	24
FINANCIAL INDICATORS					
Salaries as % of Total Exp	79%	78%	79%	79%	
% Change in Total Exp		7%	(1%)	1%	
% Change in Total Rev		0%	3%	1%	
% Change in NCC		15%	(4%)	2%	
COMPENSATION INFORMATION					
Permanent Salaries	128,552,865	143,964,704	149,704,452	151,406,176	1,701,724
Temporary Salaries	6,326,669	4,408,063	4,642,222	4,710,264	68,042
Permanent Overtime	14,959,951	13,210,451	12,666,916	12,666,916	0
Deferred Comp	392,957	712,191	788,180	795,380	7,200
Comp & SDI Recoveries	(559,124)	(516,549)	(515,549)	(515,549)	0
FICA/Medicare	5,593,434	6,178,110	5,964,050	6,033,098	69,048
Ret Exp-Pre 97 Retirees	945,852	1,046,577	1,034,680	1,034,680	0
Retirement Expense	94,290,645	92,425,826	90,755,371	91,785,648	1,030,277
Excess Retirement	133,380	147,028	170,705	170,705	0
Employee Group Insurance	18,813,145	21,400,337	23,529,357	23,796,684	267,327
Retiree Health Insurance	13,157,990	13,382,478	13,015,694	13,017,694	2,000
OPEB Pre-Pay	4,932,656	4,920,566	4,920,566	4,920,566	0
Unemployment Insurance	448,803	438,088	416,315	421,862	5,547
Workers Comp Insurance	5,023,108	6,083,627	6,491,763	6,534,035	42,272
Labor Received/Provided	758,707	0	0	0	0

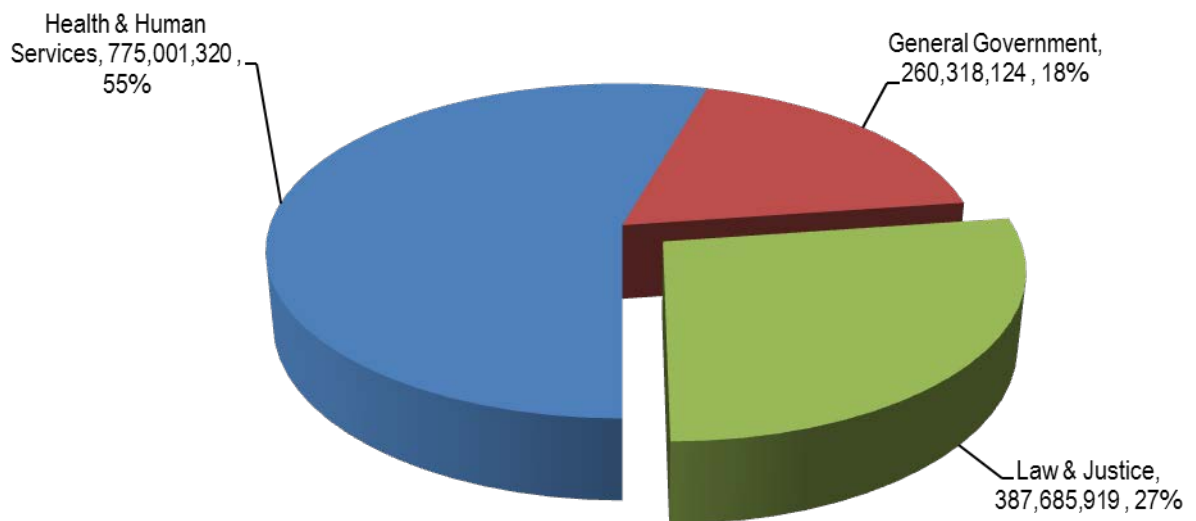
Functional Group Summary

Law & Justice

**FY 2016-17
Recommended General Fund Expenditures**



**FY 2015-16
Recommended General Fund Expenditures**



General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	7,234,652	8,435,990	8,860,078	8,860,078	0
Services and Supplies	2,855,607	2,772,609	2,981,421	2,981,421	0
Other Charges	10,444	0	26,415	26,415	0
Fixed Assets	21,719	0	0	0	0
Expenditure Transfers	354,285	394,727	353,438	353,438	0
TOTAL EXPENDITURES	10,476,708	11,603,326	12,221,352	12,221,352	0
REVENUE					
Other Local Revenue	7,202,161	7,378,326	7,972,352	7,972,352	0
GROSS REVENUE	7,202,161	7,378,326	7,972,352	7,972,352	0
NET COUNTY COST (NCC)	3,274,547	4,225,000	4,249,000	4,249,000	0
Allocated Positions (FTE)	84	84	84	84	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	71%	75%	75%	75%	
% Change in Total Exp		11%	5%	0%	
% Change in Total Rev		2%	8%	0%	
% Change in NCC		29%	1%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	3,451,269	4,519,041	4,656,432	4,656,432	0
Temporary Salaries	587,959	150,000	367,248	367,248	0
Permanent Overtime	68,330	50,000	50,000	50,000	0
Deferred Comp	18,600	58,320	43,680	43,680	0
Comp & SDI Recoveries	(33,750)	(4,549)	(4,549)	(4,549)	0
FICA/Medicare	299,916	337,765	363,239	363,239	0
Ret Exp-Pre 97 Retirees	13,882	17,733	17,733	17,733	0
Retirement Expense	1,380,005	1,509,146	1,459,449	1,459,449	0
Employee Group Insurance	565,718	783,282	807,978	807,978	0
Retiree Health Insurance	409,012	398,465	391,920	391,920	0
OPEB Pre-Pay	203,727	203,727	203,727	203,727	0
Unemployment Insurance	12,365	13,702	20,269	20,269	0
Workers Comp Insurance	257,620	399,358	482,952	482,952	0

Animal Services

Law and Justice

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:

- 3330 – Animal Services Operations
- 3335 – Animal Licensing
- 3340 – Animal Services Centers
- 3345 – Spay/Neuter Clinic

The cost center for Animal Services Operation and 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 the citizens of the County from animal-related diseases, and 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:		\$233,802
Financing:		233,802
Funding Sources:		
License Sales	100.0%	\$233,802
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 175 volunteers provided over 26,184 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

Animal Services

Law and Justice

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 Care and Housing Summary		
Service:	Mandatory	
Level of Service:	Mandatory	
Expenditures:	\$7,766,140	
Financing:	4,891,486	
Net County Cost:	2,874,654	
Funding Sources:		
City Contract	40.0%	\$3,108,668
Humane Services	7.5%	574,766
License Sales	13.0%	1,012,820
Animal Sales	0.3%	22,537
Animal Benefit Fund	2.2%	172,695
General Fund	37.0%	2,874,654
FTE: 50.0		

- 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.
- 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 Services

Law and Justice

Field Enforcement Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$3,476,427
Financing:		2,189,620
Net County Cost:		1,286,807
Funding Sources:		
City Contract	40.0%	\$1,391,561
Humane Services	7.5%	257,288
License Sales	13.0%	453,378
Animal Sales	0.3%	10,088
Animal Benefit Fd	2.2%	77,305
General Fund	37.0%	1,286,807
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 11,861 in 2015.

Spay/Neuter Clinic Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$744,983
Financing:		657,444
Net County Cost:		87,539
Funding Sources:		
Spay Fees	55.7%	\$ 415,000
City Contract	32.5%	242,444
General Fund	11.8%	87,539
FTE: 1.0		

Miscellaneous Programs (Non-General Fund)

1. Animal Benefit Fund (ABF)

Description: The Animal Benefit Fund was established in 1988, to generate monetary contributions and donations for services and supplies for animal welfare.

Funds donated to the Animal Benefit Fund are used to provide medical treatment to sick/injured dog; orthopedic repair for a damaged limb; veterinary diagnostic tests; kennel enrichment in the form of toys and beds; upgraded dog training supplies for volunteers such as training collars/harnesses; nutritional supplies for orphaned puppies and kittens; print or radio advertising to promote adoptions, and spay/neuter efforts.

The Department has conservatively budgeted a transfer of \$180,000 from the Animal Benefit Fund [133200] but anticipate they may need as much as \$250,000 to provide for the animals special needs. The Department will appropriate additional funds from ABF if the need arises.

Animal Benefit Fund Summary [133200]		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$180,000
Financing:		180,000
Funding Sources:		
Non-restricted Funds	100%	\$180,000

CAO's Recommendation

The Animal Services Department FY 2016-17 Baseline Budget increased by 5.1% compared to the FY 2015-16 Recommended Budget a result of anticipated increases in operating expenses and salaries and benefits.

The FY 2016-17 Recommended Budget reflects a 2.9% increase in personnel expenses, a 15.9% increase in services and supplies and a 10.5% decrease in Public Works vehicles charges.

The Department anticipates an additional \$249,728 in City Contract revenue in FY 2016-17. City Contract revenues are determined on a capitated basis. A slight increase in Contra Costa population, as determined by the California State Department of Finance, in concert with a fee increase of \$0.18 per capita will result in the increased City Contract revenue. The Recommended Budget reflects increases in License sales revenues in the amount of \$200,000 along with \$250,000 from the Animal Benefit Fund. Revenues resulting from the above listed sources, along with an increase of \$50,088 in County General fund allocation are projected to be sufficient to accommodate the increased expenses.

The FY 2016-17 Recommended Budget for Animal Services is balanced and resulting in expanded service levels.

Performance Measurement

Goal: Increase animal adoptions with the use of modern technology to better showcase animals on the website and on Facebook pages, and in the shelter; create video presentations to improve the visibility of the animals and the adoption programs; and increase the number and locations of mobile adoption events.

Measurement: The Department will increase its use of modern technology to better showcase adoptable animals through the following efforts:

- volunteers to film hundreds of adoption videos and post them on the Contra Costa Animal Services YouTube page,
- the Department's Facebook page, and
- newly installed monitors in the shelter lobby; and
- special events advertised on the Department website, Facebook page, and canine magazine resulting in calls from out of state on shelter animals up for adoption.

Goal: Continue to 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 held on Saturdays. The Department's website promotes Information about the classes, the cost, and how to register.

The Department is continuing low cost dog obedience classes with its new sign up procedures which provides dog owners the opportunity to join a class as soon as they express interest.

Goal: Continue to implement and establish an 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.

Measurement: The Department provides a multi-tiered training program that enhances staff performance and animal well-being by utilizing up to date training techniques. Presentations include interactive training sessions, and 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 as university level for college credit.

Animal Services

Law and Justice

Goal: Increase licensing compliance rates by enhancing marketing and education efforts on the Administrative Penalties Ordinance.

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 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 measures are available that affords the department to ability to collect fees for failure to license pets.

Goal: Increase Animal Services Officer trainings and knowledge 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.

Administrative and Program Goals

Goal: Establish Animal Services strategic planning process with staff and our community partners, to increase the department's service outcomes.

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.

Conflict Defense Law and Justice

Conflict Defense

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	0	1,500	1,488	1,488	0
Services and Supplies	3,758,951	4,998,500	3,748,512	3,748,512	0
TOTAL EXPENDITURES	3,758,951	5,000,000	3,750,000	3,750,000	0
REVENUE					
Other Local Revenue	44,753	0	0	0	0
GROSS REVENUE	44,753	0	0	0	0
NET COUNTY COST (NCC)	3,714,198	5,000,000	3,750,000	3,750,000	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	0%	0%	0%	0%	
% Change in Total Exp		33%	(25%)	0%	
% Change in Total Rev		(100%)	0%	0%	
% Change in NCC		35%	(25%)	0%	
COMPENSATION INFORMATION					
Temporary Salaries	0	1,500	1,488	1,488	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:		\$3,750,000
Financing:		0
Net County Cost:		3,750,000
Funding Sources:		
General Fund	100.0%	\$3,750,000

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. Additionally, the Public Defender has, from time-to-time been referring misdemeanor cases to the Bar Association during periods of heavy workloads. The Recommended Budget provides for the continuation of services with the Bar Association in FY 2016-17.

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	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	31,603,165	32,614,031	34,238,253	35,105,174	866,921
Services and Supplies	4,435,978	4,095,102	4,949,298	5,059,298	110,000
Other Charges	46,037	33,400	35,070	35,070	0
Fixed Assets	0	5,000	0	0	0
Expenditure Transfers	(705,218)	(829,792)	(652,819)	(652,819)	0
TOTAL EXPENDITURES	35,379,961	35,917,741	38,569,802	39,546,723	976,921
REVENUE					
Other Local Revenue	5,581,530	3,323,754	5,161,659	5,339,718	178,059
Federal Assistance	1,366	105,323	105,000	105,000	0
State Assistance	16,046,877	15,906,064	17,352,005	17,352,005	0
GROSS REVENUE	21,629,773	19,335,141	22,618,664	22,796,723	178,059
NET COUNTY COST (NCC)	13,750,188	16,582,600	15,951,138	16,750,000	798,862
Allocated Positions (FTE)	187	195	195	201	6
FINANCIAL INDICATORS					
Salaries as % of Total Exp	88%	89%	87%	87%	
% Change in Total Exp		2%	7%	3%	
% Change in Total Rev		(11%)	17%	1%	
% Change in NCC		21%	(4%)	5%	
COMPENSATION INFORMATION					
Permanent Salaries	17,062,746	19,112,455	20,305,479	20,853,948	548,469
Temporary Salaries	1,607,646	434,532	488,136	488,136	0
Permanent Overtime	190,535	138,290	273,299	273,299	0
Deferred Comp	114,868	152,115	181,040	188,240	7,200
Comp & SDI Recoveries	(577)	0	0	0	0
FICA/Medicare	1,169,296	1,152,144	1,207,763	1,241,847	34,084
Ret Exp-Pre 97 Retirees	79,707	83,383	83,218	83,218	0
Retirement Expense	8,017,234	7,814,685	7,622,080	7,795,639	173,559
Excess Retirement	641	0	0	0	0
Employee Group Insurance	1,701,914	1,984,026	2,369,212	2,461,594	92,382
Retiree Health Insurance	1,037,313	1,040,622	1,020,048	1,022,048	2,000
OPEB Pre-Pay	391,276	379,186	379,186	379,186	0
Unemployment Insurance	56,465	56,907	54,919	56,802	1,883
Workers Comp Insurance	174,100	265,686	253,873	261,217	7,344

District Attorney

Law and Justice

Office Description

The preceding table represents information in aggregate format summarizing expenditures, revenues, and net County costs for two budget units administered by the District Attorney. Included are data for the following budget units:

0242 – District Attorney
0245 – Public Assistance Fraud

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	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	31,013,424	32,282,256	34,041,094	34,908,015	866,921
Services and Supplies	4,394,074	4,065,669	4,945,341	5,055,341	110,000
Other Charges	46,037	33,400	35,070	35,070	0
Fixed Assets	0	5,000	0	0	0
Expenditure Transfers	(484,238)	(415,792)	(422,819)	(422,819)	0
TOTAL EXPENDITURES	34,969,296	35,970,533	38,598,686	39,575,607	976,921
REVENUE					
Other Local Revenue	5,383,455	3,323,754	5,161,659	5,339,718	178,059
Federal Assistance	1,366	105,323	105,000	105,000	0
State Assistance	16,046,877	15,906,064	17,352,005	17,352,005	0
GROSS REVENUE	21,431,698	19,335,141	22,618,664	22,796,723	178,059
NET COUNTY COST (NCC)	13,537,598	16,635,392	15,980,022	16,778,884	798,862
Allocated Positions (FTE)	184	194	194	200	6
FINANCIAL INDICATORS					
Salaries as % of Total Exp	87%	89%	87%	87%	
% Change in Total Exp		3%	7%	3%	
% Change in Total Rev		(10%)	17%	1%	
% Change in NCC		23%	(4%)	5%	
COMPENSATION INFORMATION					
Permanent Salaries	16,818,859	18,941,763	20,228,304	20,776,773	548,469
Temporary Salaries	1,516,066	434,532	488,136	488,136	0
Permanent Overtime	190,535	138,290	273,299	273,299	0
Deferred Comp	113,358	151,140	180,020	187,220	7,200
Comp & SDI Recoveries	(577)	0	0	0	0
FICA/Medicare	1,144,964	1,142,306	1,201,823	1,235,907	34,084
Ret Exp-Pre 97 Retirees	78,685	80,658	80,658	80,658	0
Retirement Expense	7,915,700	7,753,635	7,596,712	7,770,271	173,559
Excess Retirement	641	0	0	0	0
Employee Group Insurance	1,660,842	1,960,808	2,341,857	2,434,239	92,382
Retiree Health Insurance	986,011	997,460	980,796	982,796	2,000
OPEB Pre-Pay	361,873	361,873	361,873	361,873	0
Unemployment Insurance	55,452	56,395	54,715	56,598	1,883
Workers Comp Insurance	171,014	263,396	252,901	260,245	7,344

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:		\$39,998,426
Financing:		23,219,542
Net County Cost:		16,778,884
Funding Sources:		
Sales Tax	35.1%	\$14,050,601
Intergov Rev	13.1%	5,230,718
Misc State Aid	7.8%	3,121,404
Transfers	1.1%	422,819
State Aid Realignmt	0.5%	180,000
Miscellaneous Rev	0.3%	109,000
Fed Aid Crime Ctrl	0.3%	105,000
General Fund	41.8%	16,778,884
FTE: 200.0		

Public Assistance Fraud Budget

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	290,167	264,186	197,159	197,159	0
Services and Supplies	21,948	3,616	3,957	3,957	0
Expenditure Transfers	(220,980)	(414,000)	(230,000)	(230,000)	0
TOTAL EXPENDITURES	91,135	(146,198)	(28,884)	(28,884)	0
REVENUE					
	0	0	0	0	
GROSS REVENUE	0	0	0	0	0
NET COUNTY COST (NCC)	91,135	(146,198)	(28,884)	(28,884)	0
Allocated Positions (FTE)					
	1	1	1	1	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	93%	99%	98%	98%	
% Change in Total Exp		(260%)	(80%)	0%	
% Change in NCC		(260%)	(80%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	81,538	129,786	77,175	77,175	0
Temporary Salaries	91,580	0	0	0	0
Deferred Comp	490	720	1,020	1,020	0
FICA/Medicare	12,946	9,301	5,940	5,940	0
Ret Exp-Pre 97 Retirees	336	2,560	2,560	2,560	0
Retirement Expense	33,650	46,438	25,368	25,368	0
Employee Group Insurance	10,891	15,774	27,355	27,355	0
Retiree Health Insurance	39,309	40,164	39,252	39,252	0
OPEB Pre-Pay	17,313	17,313	17,313	17,313	0
Unemployment Insurance	521	388	204	204	0
Workers Comp Insurance	1,593	1,742	972	972	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:		\$201,116
Financing:		230,000
Net County Cost:		(28,884)
Funding Sources:		
Transfers	100.0%	\$230,000
FTE:	0.5	

Public Administrator Budget

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	299,574	67,589	0	0	0
Services and Supplies	19,956	25,817	0	0	0
TOTAL EXPENDITURES	319,530	93,406	0	0	0
REVENUE					
Other Local Revenue	198,074	0	0	0	0
GROSS REVENUE	198,074	0	0	0	0
NET COUNTY COST (NCC)	121,456	93,406	0	0	0
Allocated Positions (FTE)	2	0	0	0	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	100%	100%	0%	0%	
% Change in Total Exp		(100%)	(100%)	0%	
% Change in Total Rev		(100%)	0%	0%	
% Change in NCC		0%	(100%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	162,349	40,906	0	0	0
Deferred Comp	1,020	255	0	0	0
FICA/Medicare	11,386	537	0	0	0
Ret Exp-Pre 97 Retirees	686	165	0	0	0
Retirement Expense	67,884	14,612	0	0	0
Employee Group Insurance	30,180	7,444	0	0	0
Retiree Health Insurance	11,993	2,998	0	0	0
OPEB Pre-Pay	12,090	0	0	0	0
Unemployment Insurance	492	124	0	0	0
Workers Comp Insurance	1,494	548	0	0	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.

On September 15, 2015, the Board of Supervisors approved the transfer of the Public

Administrator from the District Attorney's Office to the Health Services Department, effective October 1, 2015. Additional information regarding the FY 2016-17 Baseline and Recommended budgets for the Public Administrator can be located in the Health Services Department section of this document.

District Attorney Law and Justice

Miscellaneous Programs (Non-General Fund)

1. 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:		\$4,674,404
Financing:		200,000
Net Fund Cost:		4,474,404
Funding Sources:		
Fund Balance	95.7%	4,474,404
Fines/Forfeitures	4.3%	\$200,000

3. 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:		\$2,549,712
Financing:		200,000
Net Fund Cost:		2,349,712
Funding Sources:		
Fund Balance	92.2%	\$2,349,712
General Fines	7.8%	200,000

2. Narcotics Forfeiture

Description: State law requires that the District Attorney Office's portion of distributed forfeited narcotics assets be used for enhancement of prosecution.

Narcotics Forfeiture Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$438,433
Financing:		190,000
Net Fund Cost:		248,433
Funding Sources:		
Fund Balance	56.7%	\$248,433
Seizures	43.3%	190,000

4. 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:		\$276,792
Financing:		50,000
Net Fund Cost:		226,792
Funding Sources:		
Fund Balance	83.0%	\$229,792
General Fines	17.0%	50,000

5. 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:	\$700,000	
Financing:	550,000	
Net Fund Cost:	150,000	
Funding Sources:		
Recording Fees	78.6%	\$550,000
Fund Balance	21.4%	150,000

6. 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:	\$407,026	
Financing:	407,026	
Net Fund Cost:	0	
Funding Sources:		
Public Safety Realign	100.0%	\$407,026

7. 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:	\$267,762	
Financing:	267,762	
Net Fund Cost:	0	
Funding Sources:		
Public Safety Realign	100.0%	\$267,762

CAO’s Recommendation

The Recommended budget funds the Baseline budget and augments department operations by an additional \$798,862 by eliminating the department’s FY 2015-16 vacancy factor in the amount of \$432,392 and adding 6.0 FTE new positions; including, 4.0 FTE new Clerk-Experienced Level position to assist with implementation of the new case management system deployed last year, 1.0 Clerk-Specialist Level position to provide general administrative support to the department and 1.0 FTE Clerk-Experienced Level position to assist with administrative support for the District Attorney’s AB109 programs. The net cost of these positions is \$335,000, with the AB109 position being offset by public safety realignment revenue.

The Recommended budget also funds a modest cost increase of \$31,470, which is the difference between adding 1.0 FTE Department Media Relations Coordinator position and canceling 1.0 FTE Crime Scene Investigator position at the request of the District Attorney.

District Attorney

Law and Justice

-In addition to the clerical position identified above, the Community Corrections Partnership (CCP) funded \$110,000 for improved coordination of Ceasefire programs throughout the County through the AB 109 budget process. The new CCP funded activities are offset by public safety realignment revenue and, therefore, have zero net county cost associated with them. A summary version of recommendations can be found on the Program Modification List at the end of this section.

The District Attorney's office continues to work 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. The County Administrator's Office will continue to monitor the District Attorney's budget and will provide an update to the Board during the FY 2016-17 Mid-Year Report to determine whether any budgetary adjustments may be necessary.

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 2015, the Office prosecuted over 3,000 felony cases and 8,000 misdemeanor cases, including 105 felony trials and 204 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 21 in 2015. **This is one of the lowest homicide rates in three decades and is a remarkable improvement for that community. In addition, the total number of reported shootings within the City of Richmond has decreased dramatically.**

(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, 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 several years, the Deputy District Attorney has taught this curriculum to over 1,000 middle school students in East County and is expanding the program to West County.

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.

In Fall 2015, the Office launched the first Parent Truancy Calendar, in partnership with the Superior Court and school districts, to combat chronic absenteeism among elementary and middle school students. The new court proceedings place great emphasis on the parents' legal obligation to ensure that their young children attend school on a daily basis. After reviewing the information from the school attendance review board in cases of elementary and middle school chronically absent students (students who have been absent from school for 10% or more of the school days in one school year) the District Attorney charges parents with an infraction. Parents are placed on a twelve month grant of probation, during which they may be required to attend parenting classes, family counseling and/or other wrap around service programs. This holistic approach educates parents about the importance of school attendance for their children's future and addresses the barriers that have led to their children's chronic absenteeism. The parents' progress is monitored and if, after twelve months, their children are attending school, the charges will be dismissed. This collaboration between the schools and the courts allows families to benefit from resources available through both systems.

(E) Human Trafficking Awareness Campaign

The Office sponsored a Human-Trafficking Awareness campaign in 2014, 2015 and 2016. This included addressing the Board of Supervisors on the issue and conducting training for law enforcement. The Office also placed public notices in busses, bus shelters, BART stations and on billboards throughout the County.

District Attorney

Law and Justice

(F) Realignment (AB 109)

In October 2011, the Legislature drastically changed the sentencing and punishment structure in 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.

(G) 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 motivation to seek treatment for their addictions.

2. Administrative Goals

(A) Case Management System

The Office went "live" with the new case management system in October 2015. As with any case management system, there were and are many challenges associated with implementation. Office staff has needed to learn how to operate under the new system, which has taken a great deal of time and effort. Additionally, there is a great deal more data entry/scanning work to be done under the new system as we try to work more efficiently and electronically.

(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. Since over 90% of the Office budget is allocated to salaries and benefits, reductions to the budget result in reductions to services and programs.

(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 2016-17
Program Modification List**

Order	Reference to Mand/Disc List	Program Name	Service	FTE	Net County Cost Impact	Impact
1	1	Mainline Prosecution	Reduce Vacancy Factor	0.0	\$432,392	Reduce prior year vacancy factor to \$0
2	6	Administration	Administration	5.0	\$335,000	Add four (4) Clerk-Experienced Level and one (1) Clerk-Specialist Level positions to assist with general administration of the department
3	6	Administration	Administration	1.0	\$121,602	Add one (1) Department Media Relations Coordinator position to serve as department Public Information Officer
4	7	AB 109 Programs	Administration	1.0	0	Add one (1) Clerk-Experienced Level position to provide support to AB 109 programs
5	7	AB 109 Programs	Ceasefire Coordination	0.0	0	The Community Corrections Partnership funded coordination of Ceasefire programs throughout the County within the District Attorney's Office
6	3	Investigations	Investigations	(1.0)	(\$90,132)	Cancel one (1) Crime Scene Investigator position
			Total	6.0	\$798,862	

Justice Systems Development/Planning

Law and Justice

Summary Law and Justice Budgets

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	329,492	376,041	517,457	517,457	0
Services and Supplies	1,579,358	9,552,288	3,443,574	3,443,574	0
Other Charges	287,683	0	0	0	0
Fixed Assets	61,938	25,000	0	0	0
Expenditure Transfers	(195,568)	(258,264)	(101,761)	(101,761)	0
TOTAL EXPENDITURES	2,062,902	9,695,065	3,859,270	3,859,270	0
REVENUE					
Other Local Revenue	1,206,105	129,315	389,270	389,270	0
State Assistance	953,219	930,000	930,000	930,000	0
GROSS REVENUE	2,159,324	1,059,315	1,319,270	1,319,270	0
NET COUNTY COST (NCC)	(96,422)	8,635,750	2,540,000	2,540,000	0
Allocated Positions (FTE)	3	3	3	3	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	15%	4%	13%	13%	
% Change in Total Exp		370%	(60%)	0%	
% Change in Total Rev		(51%)	25%	0%	
% Change in NCC		(9056%)	(71%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	185,463	189,354	280,274	280,274	0
Temporary Salaries	0	51,264	51,264	51,264	0
Deferred Comp	2,820	4,620	4,620	4,620	0
FICA/Medicare	13,345	14,485	21,044	21,044	0
Ret Exp-Pre 97 Retirees	778	973	973	973	0
Retirement Expense	76,926	67,513	87,519	87,519	0
Employee Group Insurance	28,226	28,606	51,698	51,698	0
Retiree Health Insurance	13,032	10,034	10,034	10,034	0
OPEB Pre-Pay	7,275	7,275	7,275	7,275	0
Unemployment Insurance	569	575	761	761	0
Workers Comp Insurance	1,057	1,342	1,995	1,995	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	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	329,492	376,041	517,457	517,457	0
Services and Supplies	648,765	7,747,403	2,513,574	2,513,574	0
Other Charges	287,683	0	0	0	0
Fixed Assets	61,938	25,000	0	0	0
Expenditure Transfers	(195,568)	(258,264)	(101,761)	(101,761)	0
TOTAL EXPENDITURES	1,132,309	7,890,180	2,929,270	2,929,270	0
REVENUE					
Other Local Revenue	1,206,105	129,315	389,270	389,270	0
GROSS REVENUE	1,206,105	129,315	389,270	389,270	0
NET COUNTY COST (NCC)	(73,796)	7,760,865	2,540,000	2,540,000	0
Allocated Positions (FTE)	3	3	3	3	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	25%	5%	17%	17%	
% Change in Total Exp		597%	(63%)	0%	
% Change in Total Rev		(89%)	201%	0%	
% Change in NCC		(10617%)	(67%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	185,463	189,354	280,274	280,274	0
Temporary Salaries	0	51,264	51,264	51,264	0
Deferred Comp	2,820	4,620	4,620	4,620	0
FICA/Medicare	13,345	14,485	21,044	21,044	0
Ret Exp-Pre 97 Retirees	778	973	973	973	0
Retirement Expense	76,926	67,513	87,519	87,519	0
Employee Group Insurance	28,226	28,606	51,698	51,698	0
Retiree Health Insurance	13,032	10,034	10,034	10,034	0
OPEB Pre-Pay	7,275	7,275	7,275	7,275	0
Unemployment Insurance	569	575	761	761	0
Workers Comp Insurance	1,057	1,342	1,995	1,995	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

Justice Systems Development/Planning

Law and Justice

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 Automated Warrant System (JAWS), and the Law & Justice Information System (LJIS).

Law & Justice Systems Development Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$ 3,031,031
Financing:		491,031
Net County Cost:		2,540,000
Funding Sources:		
Charges for Serv	8.9%	268,546
Misc Revenue	7.3%	222,485
General Fund	83.8%	2,540,000
FTE: 3.0		

Justice Systems Development/Planning

Law and Justice

Vehicle Theft Program

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Services and Supplies	930,574	1,804,885	930,000	930,000	0
TOTAL EXPENDITURES	930,574	1,804,885	930,000	930,000	0
REVENUE					
State Assistance	953,219	930,000	930,000	930,000	0
GROSS REVENUE	953,219	930,000	930,000	930,000	0
NET COUNTY COST (NCC)	(22,645)	874,885	0	0	0
FINANCIAL INDICATORS					
% Change in Total Exp		94%	(48%)	0%	
% Change in Total Rev		(2%)	0%	0%	
% Change in NCC		(3963%)	(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:		\$3,094,425
Financing:		657,401
Net Fund Cost:		2,437,024
Funding Sources:		
Fines & Forfeits	14.0%	\$ 432,400
Participant Fees	7.3%	225,001
Fund Balance	78.7%	2,437,024
Fund 114000		

2. 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:		\$300,000
Financing:		300,000
Net Fund Cost:		0
Funding Sources:		
Penalty Assessments	100.0%	\$300,000
Fund 115600		

3. 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:		\$25,484,570
Financing:		22,651,678
Net Fund Cost:		2,832,892
Funding Sources:		
Public Safety Realign	88.9%	\$22,651,678
Fund Balance	11.1%	2,832,892
Fund 115300 (2982)		

Justice Systems Development/Planning

Law and Justice

4. SLESF - Front Line Law Enforcement-City

Description: Within the County's Local Revenue Fund pursuant to AB 109 and AB 118, this account provides the pass-through of State Supplemental Law Enforcement funding to Contra Costa cities.

SLESF - Front Line Law Enforcement-City		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$2,936,492	
Financing:	2,936,492	
Net Fund Cost:	0	
Funding Sources:		
Misc Revenue	100.0%	\$ 2,936,492
Fund 114300		

5. 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:	\$7,506,917	
Financing:	8,043,033	
Net Fund Cost:	-536,116	
Funding Sources:		
Public Safety Realign	100.0%	\$8,043,033
Fund 115300 (2981)		

6. Obscene Matter-Minors

Description: As provided by Section 311.12 of the Penal Code, fines collected from persons convicted certain offenses relating to obscene matter involving minors, in which the violation is committed on or via a government-owned computer or via a government-owned computer network, are to be allocated for sexual assault investigator training, high technology crime task forces, public agencies and nonprofit corporations that provide shelter, counseling, or other direct services for victims of human trafficking and for multidisciplinary teams involved in the prosecution of child abuse cases.

Obscene Matter-Minors		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$200	
Financing:	200	
Net Fund Cost:	0	
Funding Sources:		
Fines & Forfeitures	100.0%	\$200
Fund 115400		

Justice Systems Development/Planning

Law and Justice

CAO's Recommendation

The Baseline Budget is reduced from the current year budget by \$5,835,795 due primarily to the removal of prior-year fund balance in the amount of \$5,362,500 from Law & Justice Systems Development and \$874,885 from the Vehicle Theft program. The balance of the reduction results from the combination of an increase to salaries of \$141,416 for cost-of-living and public safety data systems staffing expenses, a net increase in data processing expense of \$128,671 for the new case management systems, a decrease in fixed assets of \$25,000, and a decrease to ACCJIN expenditure transfers of \$156,503. The Recommended Budget is equivalent to the Baseline Budget.

All year-end balances for the ACCJIN and justice case management systems are carried forward to the new budget year to finance the continuing development and maintenance of these systems.

Performance Measurement

District Attorney and Probation Department Case Management Systems

- Completed the conversion of prosecution data from the County mainframe justice system to the new District Attorney case management system
- Implemented the adult prosecution module of the District Attorney case management system and began work on the juvenile prosecution module.
- Completed the District Attorney to Superior Court system interface
- Initiated the conversion of Probation data from the County mainframe justice system to the new Probation case management system

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.
- *All County Criminal Justice Information Network* – Working in tandem with the Department of Information Technology and AT&T, completed the conversion of the countywide justice information 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 the juvenile phase of the new District Attorney case management system.

Implementation of the Probation Department case management system

Design, testing and completion of the system interfaces between the County systems and the Superior Court legacy system.

Needs Assessment of Public Defender's Office Case Management System

- Discover and prioritize requirements
- Develop and publish an RFP (Request For Proposals) seeking bids.

System Modernization

- Modernize JAWS software platform

Probation Department Summary

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	51,210,217	54,785,164	57,215,961	57,215,961	0
Services and Supplies	7,876,619	8,165,725	7,437,295	7,437,295	0
Other Charges	10,527,144	9,148,238	10,649,121	10,649,121	0
Fixed Assets	0	20,000	20,000	20,000	0
Expenditure Transfers	(1,103,345)	(844,469)	(1,252,618)	(1,252,618)	0
TOTAL EXPENDITURES	68,510,635	71,274,658	74,069,759	74,069,759	0
REVENUE					
Other Local Revenue	17,467,365	17,433,119	20,033,941	20,033,941	0
Federal Assistance	2,454,093	2,761,470	2,570,000	2,570,000	0
State Assistance	9,552,120	8,705,370	8,965,818	8,965,818	0
GROSS REVENUE	29,473,578	28,899,959	31,569,759	31,569,759	0
NET COUNTY COST (NCC)	39,037,057	42,374,699	42,500,000	42,500,000	0
Allocated Positions (FTE)	347	347	351	351	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	74%	76%	76%	76%	
% Change in Total Exp		4%	4%	0%	
% Change in Total Rev		(2%)	9%	0%	
% Change in NCC		9%	0%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	20,810,379	23,921,098	24,682,246	24,682,246	0
Temporary Salaries	1,289,187	1,315,000	1,315,000	1,315,000	0
Permanent Overtime	1,990,692	811,000	811,000	811,000	0
Deferred Comp	89,568	155,808	190,140	190,140	0
Comp & SDI Recoveries	(196,039)	(47,000)	(47,000)	(47,000)	0
FICA/Medicare	600,442	593,221	618,361	618,361	0
Ret Exp-Pre 97 Retirees	182,426	182,397	182,397	182,397	0
Retirement Expense	18,162,802	18,719,373	19,632,291	19,632,291	0
Excess Retirement	92,068	147,028	147,028	147,028	0
Employee Group Insurance	3,088,653	3,627,431	4,423,847	4,423,847	0
Retiree Health Insurance	2,641,057	2,614,191	2,427,156	2,427,156	0
OPEB Pre-Pay	1,294,036	1,294,036	1,294,036	1,294,036	0
Unemployment Insurance	71,767	73,689	69,439	69,439	0
Workers Comp Insurance	971,273	1,377,892	1,470,020	1,470,020	0
Labor Received/Provided	121,905	0	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	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	27,723,758	29,593,993	31,124,358	31,124,358	0
Services and Supplies	3,193,007	3,456,976	2,882,655	2,882,655	0
Other Charges	27,735	28,038	53,921	53,921	0
Fixed Assets	0	20,000	20,000	20,000	0
Expenditure Transfers	(1,161,617)	(1,041,619)	(1,291,059)	(1,291,059)	0
TOTAL EXPENDITURES	29,782,883	32,057,388	32,789,875	32,789,875	0
REVENUE					
Other Local Revenue	11,031,268	11,041,693	12,302,510	12,302,510	0
Federal Assistance	756,763	855,470	664,000	664,000	0
State Assistance	1,092,637	666,056	748,818	748,818	0
GROSS REVENUE	12,880,668	12,563,219	13,715,328	13,715,328	0
NET COUNTY COST (NCC)	16,902,215	19,494,169	19,074,547	19,074,547	0
Allocated Positions (FTE)	185	185	188	188	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	90%	89%	91%	91%	
% Change in Total Exp		8%	2%	0%	
% Change in Total Rev		(2%)	9%	0%	
% Change in NCC		15%	(2%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	11,266,369	12,758,927	12,939,901	12,939,901	0
Temporary Salaries	203,816	0	0	0	0
Permanent Overtime	124,548	75,000	75,000	75,000	0
Deferred Comp	46,280	69,348	105,840	105,840	0
Comp & SDI Recoveries	(39,981)	0	0	0	0
FICA/Medicare	295,719	309,525	381,107	381,107	0
Ret Exp-Pre 97 Retirees	97,420	94,397	94,397	94,397	0
Retirement Expense	9,681,852	9,752,256	10,580,866	10,580,866	0
Excess Retirement	14,156	0	0	0	0
Employee Group Insurance	1,596,192	1,833,114	2,383,858	2,383,858	0
Retiree Health Insurance	2,641,057	2,614,191	2,427,156	2,427,156	0
OPEB Pre-Pay	1,294,036	1,294,036	1,294,036	1,294,036	0
Unemployment Insurance	34,742	40,282	38,069	38,069	0
Workers Comp Insurance	467,555	752,917	804,128	804,128	0
Labor Received/Provided	0	0	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: 19

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: 24

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. 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

f. 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

g. 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 Deputy Probation Officers (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

h. DUI Enhanced Supervision Program – Collaboration with the California Office of Traffic Safety that provides for intensified supervision of felony drunk drivers.

FTE: 2

i. 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: 10
- 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: 4
- 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: 12

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: 10

- 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: 10
- 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: 5
- 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: 5 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: 24

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: 17

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:		\$34,080,934
Financing:		15,006,387
Net County Cost:		19,074,547
Funding Sources:		
State	23.9%	\$8,139,101
AB 109 Realignment	11.1%	3,778,962
Expenditure Transfers	3.8%	1,291,059
Charges for Services	3.3%	1,133,265
Title IV-E	1.7%	600,000
Federal	0.2%	64,000
General Fund	56.0%	19,074,547
FTE: 188.0		

Juvenile Facilities Budget

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	23,486,459	25,191,171	26,091,603	26,091,603	0
Services and Supplies	2,679,820	2,555,214	2,101,105	2,101,105	0
Other Charges	11,421	10,200	10,200	10,200	0
Expenditure Transfers	58,272	197,150	38,441	38,441	0
TOTAL EXPENDITURES	26,235,972	27,953,735	28,241,349	28,241,349	0
REVENUE					
Other Local Revenue	3,148,386	3,591,426	4,331,431	4,331,431	0
Federal Assistance	33,345	0	0	0	0
State Assistance	8,115,781	7,628,826	7,882,000	7,882,000	0
GROSS REVENUE	11,297,512	11,220,252	12,213,431	12,213,431	0
NET COUNTY COST (NCC)	14,938,460	16,733,483	16,027,918	16,027,918	0
Allocated Positions (FTE)	162	162	163	163	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	90%	91%	93%	93%	
% Change in Total Exp		7%	1%	0%	
% Change in Total Rev		(1%)	9%	0%	
% Change in NCC		12%	(4%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	9,544,010	11,162,171	11,742,345	11,742,345	0
Temporary Salaries	1,085,371	1,315,000	1,315,000	1,315,000	0
Permanent Overtime	1,866,145	736,000	736,000	736,000	0
Deferred Comp	43,289	86,460	84,300	84,300	0
Comp & SDI Recoveries	(156,058)	(47,000)	(47,000)	(47,000)	0
FICA/Medicare	304,723	283,696	237,254	237,254	0
Ret Exp-Pre 97 Retirees	85,006	88,000	88,000	88,000	0
Retirement Expense	8,480,950	8,967,117	9,051,425	9,051,425	0
Excess Retirement	77,912	147,028	147,028	147,028	0
Employee Group Insurance	1,492,462	1,794,317	2,039,989	2,039,989	0
Unemployment Insurance	37,026	33,407	31,370	31,370	0
Workers Comp Insurance	503,718	624,975	665,892	665,892	0
Labor Received/Provided	121,905	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 1300 juveniles are booked annually.

FTE: 114.5

- 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

- f. **School Lunch Program** – The National School Lunch Program (NSLP) is a federally

assisted meal program. It provides nutritionally balanced, low-cost or free lunches to children each school day. The program was established under the National School Lunch Act, signed by President Harry Truman in 1946.

FTE: 4

Juvenile Facilities Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$28,241,349
Financing:		12,213,431
Net County Cost:		16,027,918
Funding Sources:		
State	41.64%	\$11,759,931
Federal	1.59%	450,000
Misc Revenue	0.01%	3,500
General Fund	56.76%	16,027,918
FTE: 162.5		

Care of Court Wards Budget

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Services and Supplies	2,003,792	2,153,535	2,453,535	2,453,535	0
Other Charges	10,487,988	9,110,000	10,585,000	10,585,000	0
TOTAL EXPENDITURES	12,491,780	11,263,535	13,038,535	13,038,535	0
REVENUE					
Other Local Revenue	3,287,712	2,800,000	3,400,000	3,400,000	0
Federal Assistance	1,663,985	1,906,000	1,906,000	1,906,000	0
State Assistance	343,701	410,488	335,000	335,000	0
GROSS REVENUE	5,295,398	5,116,488	5,641,000	5,641,000	0
NET COUNTY COST (NCC)	7,196,382	6,147,047	7,397,535	7,397,535	0
FINANCIAL INDICATORS					
% Change in Total Exp		(10%)	16%	0%	
% Change in Total Rev		(3%)	10%	0%	
% Change in NCC		(15%)	20%	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:		\$13,038,535
Financing:		5,641,000
Net County Cost:		7,397,535
Funding Sources:		
Gov/Gov	26.1%	\$3,400,000
Federal	14.6%	1,906,000
State	2.6%	335,000
General Fund	56.7%	7,397,535

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:	\$3,415,592	
Financing:	3,415,592	
Funding Sources:		
State	100.0%	\$3,415,592

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:	\$229,808	
Financing:	30,500	
Net Fund Cost:	199,308	
Funding Sources:		
Misc Revenue	13.3%	\$30,500
Fund Balance	86.7%	199,308

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:	\$3,748,949	
Financing:	3,868,228	
Net Fund Cost:	(119,279)	
Funding Sources:		
State	100.0%	\$3,868,228

CAO's Recommendation

The FY 2016-17 Recommended Budget increases expenditure appropriations by \$2.8 million or 3.9% to \$74.1 million. This includes anticipated increases in salary and benefit costs. Additionally, the Department is anticipating continued increases to operating costs attributable to detention medical expenses as well as court-ordered custodial care placement trends. The recommended budget increases estimated revenue by \$2.7 million or 9.2% to \$31.6 million. The resulting net County cost of \$42.5 million funds the baseline services with minimal impact to the Department. There is no impact to the department's continued vacancy factor of \$1.37 million.

While staffing ratios in the Juvenile Hall and the Orin Allen Youth Rehabilitation Facility (Byron Boy's Ranch) meet minimum standards required by law, they are not at levels that are considered best practice. Furthermore, staffing levels remain at a historically low rate. As a result of the Federal Prison Rape Elimination Act, staffing ratios will need to be maintained at 1 staff per 8 youth as of October 1, 2017. At the present time the ratio is 1:10 at the Juvenile Hall and 1:15 at the Byron Boy's Ranch.

Increased staffing will also be needed to continue to support the required implementation of the new Behavioral Management System and Core Correctional Practices at Juvenile Hall. Working closely with the University of Cincinnati Corrections Institute, progress has been made to provide enhanced service to young men and women committed to both the Youthful Offender Treatment Program and the Girls in Motion Treatment Program. Both the BMS and the CCP programs will be implemented on the remaining detention units in the near future. Challenges do remain with maintaining fidelity to the programs with the current staffing levels while, at the same time, providing for the Title 15 operational requirements of the facility.

Performance Measurement

Complete the implementation of a case management system (CMS).

Probation has selected Capita Technologies as their case management system vendor. The department expects to go live with the Juvenile side of the CMS by the end of calendar year 2016. The hope is role out the whole system by early 2018.

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 (Tamalpais) 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.

Probation

Law and Justice

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.

Provide improved services to Commercially Sexually Exploited Children (CSEC).

The Department continues to work 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.

Administrative and Program Goals

- Continue to provide improved services to Commercially Sexually Exploited Children (CSEC).
- 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	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	18,248,671	19,384,054	20,458,755	20,790,024	331,269
Services and Supplies	2,569,056	2,316,046	2,264,787	2,264,787	0
Other Charges	13	0	0	0	0
Fixed Assets	76,140	29,388	4,000	4,000	0
Expenditure Transfers	(10,248)	(342,021)	(367,390)	(367,390)	0
TOTAL EXPENDITURES	20,883,632	21,387,467	22,360,152	22,691,421	331,269
REVENUE					
Other Local Revenue	1,427,391	1,537,392	1,507,401	1,838,670	331,269
Federal Assistance	0	105,324	0	0	0
State Assistance	47,367	44,751	44,751	44,751	0
GROSS REVENUE	1,474,758	1,687,467	1,552,152	1,883,421	331,269
NET COUNTY COST (NCC)	19,408,874	19,700,000	20,808,000	20,808,000	0
Allocated Positions (FTE)	100	106	106	109	3
FINANCIAL INDICATORS					
Salaries as % of Total Exp	87%	89%	90%	90%	
% Change in Total Exp		2%	5%	1%	
% Change in Total Rev		14%	(8%)	21%	
% Change in NCC		1%	6%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	10,139,031	11,513,648	12,575,142	12,765,653	190,511
Temporary Salaries	1,240,387	996,706	874,025	942,067	68,042
Permanent Overtime	8,426	24,200	24,975	24,975	0
Deferred Comp	84,215	92,868	112,860	112,860	0
Comp & SDI Recoveries	(8,339)	0	0	0	0
FICA/Medicare	788,834	792,052	841,948	859,779	17,831
Ret Exp-Pre 97 Retirees	41,111	52,543	52,543	52,543	0
Retirement Expense	4,078,935	3,986,757	3,863,587	3,910,716	47,129
Excess Retirement	19,470	0	23,677	23,677	0
Employee Group Insurance	914,667	964,549	1,131,388	1,139,144	7,756
Retiree Health Insurance	624,510	622,130	598,608	598,608	0
OPEB Pre-Pay	217,825	217,825	217,825	217,825	0
Unemployment Insurance	34,510	35,435	33,293	33,293	0
Workers Comp Insurance	65,090	85,341	108,884	108,884	0

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. The main office operates one branch in Richmond and one branch in Martinez.

FTE: 84.8

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: 11

- 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 legal assistants 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
- f. **Proposition 47 Assistance**—Prepares and files petitions for persons eligible for relief under Proposition 47
- g. **Failure to Appear (FTA) Reduction Program**—A pilot program, in partnership with the Antioch Police Department, to reduce the numbers of arraignment court failures-to-appear for cases originating in Antioch.

Public Defender Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$ 23,058,811
Financing:		2,250,811
Net County Cost:		20,808,000
Funding Sources:		
Public Safety Realignmt	8.0%	\$1,838,670
Exp Transfers	1.6%	367,390
Intergov Revenue	0.2%	44,751
General Fund	90.2%	20,808,000
FTE:		108.8

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).

At a total cost of \$331,269, these activities are entirely offset by public safety realignment revenue and therefore have zero net county cost associated with them.

The budget is balanced with no vacancy factor.

Public Safety Realignment Local Revenue Fund (AB 109) Public Defender Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$267,762
Financing:		267,762
Net Fund Cost:		0
Funding Sources:		
Intergov Revenue	100.0%	\$267,762

Performance Measurements

Services under Proposition 47

On November 4, 2014, California passed Proposition 47, which reclassifies certain non-serious and nonviolent property and drug crimes from felonies to misdemeanors. Prop 47's provisions allowing for eligible prior felony convictions to be reclassified as misdemeanors will terminate on November 5, 2017, which provides a narrow window to identify, locate, and provide legal services to eligible individuals. In Contra Costa, approximately 10,000 cases are potentially eligible for Prop 47 reclassification.

The Contra Costa Public Defender's Office has become a statewide leader in Proposition 47 work by swiftly obtaining the release of eligible persons from county jail and state prison. We have also achieved reductions for all known Prop 47-eligible felony probationers and filed resentencing and reclassification petitions in approximately 2,100 cases. We have prioritized an aggressive community outreach strategy in an attempt to reach eligible individuals in the community and have partnered with community-based organizations and other government departments in order to further these efforts.

CAO's Recommendation

The Public Defender's FY 2016-17 Recommended Budget increases expenditure appropriations by \$1,303,774 or 6.1%, and estimated revenue by \$195,954 or 11.6%, resulting in an increase in net County cost of \$1,108,000 or 5.6%.

The Community Corrections Partnership (CCP) funded the addition of one full-time legal assistant, which enables the expansion of the Clean Slate Program to encompass Proposition 47 services. The CCP also funded a pilot Failure to Appear (FTA) Reduction Project for another full-time Legal Assistant and a temporary Special Assignment Deputy Public Defender. Additionally, the recommended budget funds one half-time Deputy Public Defender IV to provide legal representation at parole revocation hearings for State parolees transferring to County jurisdiction under Public Safety Realignment (AB 109).

Prop 47 Statistics

Adult

Petitions filed: 2,100
Petitions granted: 1,435

Juvenile

Petitions filed: 95
Petitions granted: 92

The Public Defender's office has also pursued funding from private philanthropic foundations in order to support its Prop 47 outreach and legal representation. Through these efforts the Department secured funding from The California

Public Defender

Law and Justice

Endowment and The San Francisco Foundation to further our Prop. 47 work. The Department also recently applied for a Juvenile Reentry Assistance Program (JRAP) grant through the Department of Housing and Urban Development to fund direct legal services for 18-24 year olds who are public housing residents or were denied public housing due to a prior criminal record.

Youth Justice Initiative

The Public Defender's Office has played an integral role in building the Reentry Pilot Project for the Youth Justice Initiative. The Reentry Pilot Project involves the Public Defender's Office, Probation and applicable school districts. Its mandate is to work collaboratively to improve the life outcomes of youth on probation. The YJI attorney is a member of the Design Team for the project. The Design Team has met on a near-monthly basis since July. The YJI attorney has been responsible for creating protocols for the project including: a post-disposition service protocol for public defenders and public defender youth advocate; a protocol for the "Bridge" meeting process which will facilitate coordination between the Public Defender's Office, Probation, school, family and community organizations, in order to ensure a youth's smooth reentry back to the community; and a communication protocol between the Public Defender's Office and the community service organizations who will be tasked with providing mentoring and further support for the youth. The YJI attorney has also participated in the Steering Committee meetings for the Youth Justice Initiative and continues to provide technical assistance and training to the juvenile attorneys in our office.

The Public Defender's Office hired a youth advocate in December, 2015. The youth advocate has created a database of all youth who are potentially eligible for participation in the Reentry Project. She has met with clients in juvenile hall to assess their needs prior to and subsequent to their release back to the community. In addition, the youth advocate has created an extensive data prototype to track the outcomes of the project.

The YJI attorney and the office's two youth advocates have continued to work to fill the need for education advocacy for our clients. Two attorneys and two youth advocates also participated in YJI's Sanctuary Training, to

develop trauma-informed strategies to interact with our clients and promote systems change.

Assistant Outpatient Treatment under Laura's Law

The Public Defender's Office has actively participated in the planning and implementation of the County's Assisted Outpatient Treatment (AOT) program. The program officially launched in February of this year, and we expect to start representing the first clients in the coming months.

Case Management System

This continues to be an elusive goal for this Department. We eagerly await the completion of the DA and Probation systems so that our office can design and implement our much-needed case management system.

Administrative and Program Goals

Expansion and Coordination of County-wide Clean Slate Services

With the expansion of our clean slate and Proposition 47 work, through AB109 and grant funding, our Department will continue to work with community partners to provide clean slate services to as many clients as possible. We will do this through extensive county-wide outreach and training, as well as through partnerships with other county agencies such as EHSD and the West County Reentry Success Center and East County Network of Services.

Improve Conditions of Confinement for clients with Mental Health Needs

In the coming year we will be focusing on working to improve the conditions of confinement and outcomes for our mentally ill clients in local custody. We will do this through advocacy with the courts and in collaboration with other county agencies to develop alternatives to incarceration for this population.

Improve Outreach and Training for the Pretrial Services Program

Now that our Pretrial Service Program is reaching the second year of operations, we will be focusing on way to enhance the program's success. We will do this by participating in ongoing training for the bench and other county agencies with an interest in the pretrial program.

We will also work with the pretrial program's research partner to conduct a thorough analysis of the data collected to date and report back on the successes of the first two years of operation.

Expand Juvenile Reentry Representation to Improve Outcomes

The office has recently received a grant through the National Juvenile Defender Center to hire a Post-Disposition Reentry Fellow. This Fellow will work with our juvenile clients to mitigate the collateral consequences of court involvement,

such as assistance with employment, education, housing, and public benefits.

Launch the FTA Reduction Pilot Program

Thanks to funding through AB109, our office, in partnership with the Antioch Police Department, will be launching a pilot program designed to reduce the failure to appear rate for persons cited by the Antioch Police Department. If successful, this program will provide a blueprint for such programs throughout the County.

FY 2016-17
Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	4	AB 109 Public Safety Realignment	Salaries and Benefits	2.5	\$0	Addition of one half-time Deputy Public Defender IV, two Legal Assistants and one temporary Deputy Public Defender-Special Assignment.
			Total	2.5	\$0	

Public Defender
Law and Justice

Sheriff-Coroner Summary

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	184,421,990	192,171,317	192,181,130	194,176,377	1,995,247
Services and Supplies	21,225,425	22,233,490	22,092,831	22,823,831	731,000
Other Charges	400,164	378,333	687,928	687,928	0
Fixed Assets	5,448,281	7,843,609	6,262,573	8,062,573	1,800,000
Expenditure Transfers	1,472,463	1,764,153	1,131,031	1,131,031	0
TOTAL EXPENDITURES	212,968,322	224,390,902	222,355,493	226,881,740	4,526,247
REVENUE					
Other Local Revenue	66,268,427	75,178,926	68,734,131	71,265,131	2,531,000
Federal Assistance	5,991,228	1,928,554	4,909,776	4,909,776	0
State Assistance	66,426,384	66,583,422	69,706,833	69,706,833	0
GROSS REVENUE	138,686,039	143,690,902	143,350,740	145,881,740	2,531,000
NET COUNTY COST (NCC)	74,282,283	80,700,000	79,004,753	81,000,000	1,995,247
Allocated Positions (FTE)	1,036	1,022	1,022	1,037	15
FINANCIAL INDICATORS					
Salaries as % of Total Exp	87%	86%	87%	86%	
% Change in Total Exp		5%	(1%)	2%	
% Change in Total Rev		4%	0%	2%	
% Change in NCC		9%	(2%)	3%	
COMPENSATION INFORMATION					
Permanent Salaries	76,903,977	84,709,108	87,204,879	88,167,623	962,744
Temporary Salaries	1,522,198	1,429,061	1,445,061	1,445,061	0
Permanent Overtime	12,701,968	12,186,961	11,507,642	11,507,642	0
Deferred Comp	82,886	248,460	255,840	255,840	0
Comp & SDI Recoveries	(320,420)	(465,000)	(464,000)	(464,000)	0
FICA/Medicare	2,715,323	3,285,443	2,901,695	2,918,828	17,133
Ret Exp-Pre 97 Retirees	627,948	709,548	697,816	697,816	0
Retirement Expense	62,574,743	60,328,352	58,090,445	58,900,034	809,589
Excess Retirement	21,201	0	0	0	0
Employee Group Insurance	12,513,968	14,012,443	14,745,234	14,912,423	167,189
Retiree Health Insurance	8,433,065	8,697,036	8,567,928	8,567,928	0
OPEB Pre-Pay	2,818,517	2,818,517	2,818,517	2,818,517	0
Unemployment Insurance	272,962	257,680	237,034	240,698	3,664
Workers Comp Insurance	3,553,653	3,953,708	4,173,039	4,207,967	34,928

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	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	101,481,437	104,519,017	100,698,306	102,693,553	1,995,247
Services and Supplies	11,397,411	12,272,349	12,399,359	12,399,359	0
Other Charges	383,676	363,833	454,977	454,977	0
Fixed Assets	3,686,132	2,907,945	2,607,945	2,607,945	0
Expenditure Transfers	1,707,452	1,532,105	935,268	935,268	0
TOTAL EXPENDITURES	118,656,107	121,595,249	117,095,855	119,091,102	1,995,247
REVENUE					
Other Local Revenue	38,866,683	43,414,089	37,127,001	37,127,001	0
Federal Assistance	1,436,039	1,715,204	1,842,496	1,842,496	0
State Assistance	36,480,081	36,166,655	38,810,758	38,810,758	0
GROSS REVENUE	76,782,803	81,295,948	77,780,255	77,780,255	0
NET COUNTY COST (NCC)	41,873,304	40,299,301	39,315,600	41,310,847	1,995,247
Allocated Positions (FTE)	527	514	514	529	15
FINANCIAL INDICATORS					
Salaries as % of Total Exp	87%	87%	87%	87%	
% Change in Total Exp		2%	(4%)	2%	
% Change in Total Rev		6%	(4%)	0%	
% Change in NCC		(4%)	(2%)	5%	
COMPENSATION INFORMATION					
Permanent Salaries	40,971,045	44,625,895	44,149,909	45,112,653	962,744
Temporary Salaries	994,007	907,187	923,187	923,187	0
Permanent Overtime	5,773,996	5,456,659	5,007,618	5,007,618	0
Deferred Comp	60,584	159,360	168,540	168,540	0
Comp & SDI Recoveries	(174,890)	(458,000)	(457,000)	(457,000)	0
FICA/Medicare	1,565,788	1,716,422	1,648,582	1,665,715	17,133
Ret Exp-Pre 97 Retirees	329,761	412,822	376,090	376,090	0
Retirement Expense	32,376,615	30,753,800	28,203,480	29,013,069	809,589
Excess Retirement	21,201	0	0	0	0
Employee Group Insurance	6,366,486	7,281,662	7,134,067	7,301,256	167,189
Retiree Health Insurance	8,433,065	8,697,036	8,567,928	8,567,928	0
OPEB Pre-Pay	2,818,517	2,818,517	2,818,517	2,818,517	0
Unemployment Insurance	142,715	136,887	118,491	122,155	3,664
Workers Comp Insurance	1,802,547	2,010,770	2,038,897	2,073,825	34,928

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: 55.0

Administrative Services Bureau Summary	
Service:	Discretionary
Level of Service:	Discretionary
Expenditures:	\$23,723,721
Financing:	1,603,480
Net County Cost:	22,120,241
FTE:	55.0

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: 167.0

(2) Contract Police services provides 24-hour per day law enforcement services to the contract agencies including the cities of Danville, Lafayette, 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: 71.0

(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:	\$52,000,124
Financing:	63,607,697
Net County Cost:	(11,607,573)
FTE:	250.0

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: 43.0

(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

(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 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.

Investigation Division	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$10,045,748
Financing:	444,805
Net County Cost:	9,600,943
FTE: 48.0	

Forensic Services Division	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$12,625,371
Financing:	7,047,042
Net County Cost:	5,578,329
FTE: 58.0	

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: 58.0

(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.

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: 117.5

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

Sheriff-Coroner

Law and Justice

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.

(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:		\$119,091,102
Financing:		77,780,255
Net County Cost:		41,310,847
Funding Sources:		
Sales Tax	31.4%	\$37,387,519
Charges for Serv	21.0%	25,061,618
Reimbursements	8.8%	10,504,883
Federal Aid	1.5%	1,842,496
State Aid	1.2%	1,423,239
Misc. Revenue	1.2%	1,379,000
Fines/Forfeitures	0.1%	150,000
Licenses & Permits	0.0%	31,500
General Fund	34.7%	41,310,847
FTE: 528.5		

Technical Services Division	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$20,696,138
Financing:	5,077,231
Net County Cost:	15,618,907
FTE: 117.5	

Sheriff Contract Services Budget

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	17,460,556	19,045,368	18,839,623	18,839,623	0
Services and Supplies	223,053	174,416	171,595	171,595	0
Other Charges	733	0	0	0	0
Fixed Assets	39,499	34,000	34,000	34,000	0
Expenditure Transfers	(806,351)	(600,261)	(457,164)	(457,164)	0
TOTAL EXPENDITURES	16,917,490	18,653,523	18,588,054	18,588,054	0
REVENUE					
Other Local Revenue	18,055,457	18,653,523	18,588,054	18,588,054	0
GROSS REVENUE	18,055,457	18,653,523	18,588,054	18,588,054	0
NET COUNTY COST (NCC)	(1,137,967)	0	0	0	0
Allocated Positions (FTE)	114	111	111	111	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	99%	99%	99%	99%	
% Change in Total Exp		10%	0%	0%	
% Change in Total Rev		3%	0%	0%	
% Change in NCC		(100%)	0%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	7,629,745	8,824,226	8,914,120	8,914,120	0
Temporary Salaries	293,588	230,000	230,000	230,000	0
Permanent Overtime	949,118	828,527	828,527	828,527	0
Deferred Comp	640	13,560	10,020	10,020	0
Comp & SDI Recoveries	(42,407)	(7,000)	(7,000)	(7,000)	0
FICA/Medicare	218,692	301,660	222,003	222,003	0
Ret Exp-Pre 97 Retirees	66,537	56,500	56,500	56,500	0
Retirement Expense	6,585,570	6,766,869	6,461,893	6,461,893	0
Employee Group Insurance	1,366,091	1,563,917	1,643,711	1,643,711	0
Unemployment Insurance	26,782	26,742	24,323	24,323	0
Workers Comp Insurance	366,200	440,367	455,526	455,526	0

Sheriff-Coroner

Law and Justice

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 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: 81.0

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: 24.0

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: 6.0

Sheriff Contract Services Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$19,045,218
Financing:		19,045,218
Net County Cost:		0
Funding Sources:		
Reimbursements	76.3%	\$14,527,788
Charges for Serv	21.3%	4,060,266
Transfers	2.4%	457,164
FTE:	111.0	

Custody Services Bureau Budget

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	60,066,934	62,762,332	67,134,648	67,134,648	0
Services and Supplies	7,022,508	6,630,378	6,648,531	7,379,531	731,000
Other Charges	14,554	12,000	194,788	194,788	0
Fixed Assets	522,174	2,963,864	2,780,463	4,580,463	1,800,000
Expenditure Transfers	358,506	625,350	438,081	438,081	0
TOTAL EXPENDITURES	67,984,676	72,993,924	77,196,511	79,727,511	2,531,000
REVENUE					
Other Local Revenue	7,922,850	11,365,141	11,255,351	13,786,351	2,531,000
Federal Assistance	4,433,223	213,350	3,017,280	3,017,280	0
State Assistance	27,345,811	27,299,309	29,596,075	29,596,075	0
GROSS REVENUE	39,701,884	38,877,800	43,868,706	46,399,706	2,531,000
NET COUNTY COST (NCC)	28,282,792	34,116,124	33,327,805	33,327,805	0
Allocated Positions (FTE)	368	370	370	370	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	89%	87%	87%	85%	
% Change in Total Exp		7%	6%	3%	
% Change in Total Rev		(2%)	13%	6%	
% Change in NCC		21%	(2%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	25,918,406	28,672,255	31,564,122	31,564,122	0
Temporary Salaries	202,299	236,500	236,500	236,500	0
Permanent Overtime	5,613,201	5,193,373	5,193,373	5,193,373	0
Deferred Comp	14,767	66,420	62,460	62,460	0
Comp & SDI Recoveries	(104,339)	0	0	0	0
FICA/Medicare	850,754	1,182,854	945,777	945,777	0
Ret Exp-Pre 97 Retirees	211,437	213,150	238,150	238,150	0
Retirement Expense	21,565,655	20,936,609	21,669,147	21,669,147	0
Employee Group Insurance	4,418,727	4,786,833	5,576,595	5,576,595	0
Unemployment Insurance	95,337	86,215	87,241	87,241	0
Workers Comp Insurance	1,280,690	1,388,123	1,561,283	1,561,283	0

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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 09 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: 139.0

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: 124.0

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; however, unsentenced inmates may also be held at this facility.
FTE: 19.0

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: 22.0

5. Custody Services Administration

Description: Provides inmate classification and other detention management services.
FTE: 16.0

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:		\$79,727,511
Financing:		46,399,706
Net County Cost:		33,327,805
Funding Sources:		
Sales Tax	36.8%	\$29,312,460
AB109 Funding	14.7%	11,716,325
Federal Revenue	3.8%	3,017,280
Charges for Serv	2.0%	1,657,000
Reimbursements	0.5%	407,026
State Aid	0.4%	283,615
Misc. Revenue	0.0%	6,000
General Fund	41.8%	33,327,805
FTE:		370.0

Coroner Budget

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	2,085,396	2,039,593	2,035,879	2,035,879	0
Services and Supplies	709,011	796,574	796,350	796,350	0
Other Charges	252	0	0	0	0
Expenditure Transfers	33,504	30,392	34,656	34,656	0
TOTAL EXPENDITURES	2,828,164	2,866,559	2,866,885	2,866,885	0
REVENUE					
Other Local Revenue	133,423	185,000	185,000	185,000	0
GROSS REVENUE	133,423	185,000	185,000	185,000	0
NET COUNTY COST (NCC)	2,694,741	2,681,559	2,681,885	2,681,885	0
Allocated Positions (FTE)	10	10	10	10	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	75%	72%	72%	72%	
% Change in Total Exp		1%	0%	0%	
% Change in Total Rev		39%	0%	0%	
% Change in NCC		0%	0%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	884,714	918,196	932,953	932,953	0
Temporary Salaries	28,582	27,374	27,374	27,374	0
Permanent Overtime	134,439	94,500	94,500	94,500	0
Deferred Comp	0	0	3,600	3,600	0
Comp & SDI Recoveries	(307)	0	0	0	0
FICA/Medicare	20,024	18,816	19,317	19,317	0
Ret Exp-Pre 97 Retirees	8,515	6,200	6,200	6,200	0
Retirement Expense	810,321	764,528	734,098	734,098	0
Employee Group Insurance	153,705	162,534	168,137	168,137	0
Unemployment Insurance	2,875	2,792	2,529	2,529	0
Workers Comp Insurance	42,528	44,653	47,171	47,171	0

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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

Coroner Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$2,866,885
Financing:		185,000
Net County Cost:		2,681,885
Funding Sources:		
Removal Fee/Reports	5.4%	\$155,000
Misc. Revenue	1.0%	30,000
General Fund	93.6%	2,681,885
FTE: 10.0		

Office of Emergency Services Budget

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	3,327,667	3,805,007	3,472,674	3,472,674	0
Services and Supplies	1,873,442	2,359,773	2,076,996	2,076,996	0
Other Charges	949	2,500	38,163	38,163	0
Fixed Assets	1,200,476	1,937,800	840,165	840,165	0
Expenditure Transfers	179,352	176,567	180,190	180,190	0
TOTAL EXPENDITURES	6,581,885	8,281,647	6,608,188	6,608,188	0
REVENUE					
Other Local Revenue	1,290,013	1,561,173	1,578,725	1,578,725	0
Federal Assistance	121,966	0	50,000	50,000	0
State Assistance	2,600,493	3,117,458	1,300,000	1,300,000	0
GROSS REVENUE	4,012,472	4,678,631	2,928,725	2,928,725	0
NET COUNTY COST (NCC)	2,569,413	3,603,016	3,679,463	3,679,463	0
Allocated Positions (FTE)	17	17	17	17	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	52%	47%	54%	54%	
% Change in Total Exp		26%	(20%)	0%	
% Change in Total Rev		17%	(37%)	0%	
% Change in NCC		40%	2%	0%	
COMPENSATION INFORMATION					
Permanent Salaries	1,500,068	1,668,536	1,643,775	1,643,775	0
Temporary Salaries	3,722	28,000	28,000	28,000	0
Permanent Overtime	231,214	613,902	383,624	383,624	0
Deferred Comp	6,895	9,120	11,220	11,220	0
Comp & SDI Recoveries	1,524	0	0	0	0
FICA/Medicare	60,064	65,691	66,016	66,016	0
Ret Exp-Pre 97 Retirees	11,698	20,876	20,876	20,876	0
Retirement Expense	1,236,582	1,106,546	1,021,827	1,021,827	0
Employee Group Insurance	208,959	217,497	222,724	222,724	0
Unemployment Insurance	5,254	5,044	4,450	4,450	0
Workers Comp Insurance	61,688	69,795	70,162	70,162	0

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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:		\$6,608,188
Financing:		2,928,725
Net County Cost:		3,679,463
Funding Sources:		
Intergovernmental	23.7%	\$1,566,000
Charges for Serv	20.1%	1,331,225
Misc. Revenue	0.5%	31,500
General Fund	55.7%	3,679,463
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:		\$5,018,436
Financing:		2,222,000
Net Fund Cost:		2,796,436
Funding Sources:		
Intergovernmental	39.9%	\$2,000,000
Misc. Revenue	4.0%	200,000
Use of Money	0.4%	22,000
Fund Balance	55.7%	2,796,436

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:		\$1,317,271
Financing:		71,000
Net Fund Cost:		1,246,271
Funding Sources:		
Intergovernmental	5.3%	\$70,000
Investment Earnings	0.1%	1,000
Fund Balance	94.6%	\$1,246,271

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:		\$123,741
Financing:		7,000
Net Fund Cost:		116,741
Funding Sources:		
General Fines	5.3%	\$6,500
Use of Money	0.4%	500
Fund Balance	94.3%	116,741

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.

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County Law Enforcement Computer/ Communication Capital Projects Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$1,456,356
Financing:		136,000
Net Fund Cost:		1,320,356
Funding Sources:		
Transfers	8.9%	\$130,000
Charges for Serv	0.2%	4,000
Use of Money	0.1%	2,000
Fund Balance	90.8%	1,320,356

maximizes forfeited assets and augments traditional law enforcement programs. The budget is divided into federal, state and local, and Department of the Treasury forfeited assets.

Narcotic Forfeiture Summary		
Service:		Discretionary
Level of Service:		Mandated
Expenditures:		\$929,763
Financing:		94,563
Net Fund Cost:		835,200
Funding Sources:		
Seizures	10.0%	\$92,738
Use of Money	0.2%	1,825
Fund Balance	89.8%	835,200

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: 4.0

Law Enforcement Training Center Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$1,828,159
Financing:		1,772,555
Net Fund Cost:		55,604
Funding Sources:		
Charges for Serv	56.1%	\$1,026,101
Misc. Revenue	31.0%	566,454
Intergovernmental	9.8%	180,000
Fund Balance	3.1%	55,604

FTE: 4.0

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:		\$1,103,865
Financing:		846,660
Net Fund Cost:		257,205
Funding Sources:		
Miscellaneous	73.3%	\$809,160
Charges for Svc	3.3%	36,500
Use of Money	0.1%	1,000
Fund Balance	23.3%	257,205

FTE: 6.0

6. Narcotic Forfeiture

Description: Provides support for tracking the assets of persons involved in narcotics crimes and for ongoing narcotics enforcement efforts;

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:	\$747,807		
Financing:	747,807		
Net Fund Cost:	0		
Funding Sources:			
Public Safety Realignment	100.0%	\$747,807	

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:	\$397,891	
Financing:	27,600	
Net Fund Cost:	370,291	
Funding Sources:		
Fines	4.4%	\$17,800
Charges for Svc	2.1%	8,200
Use of Money	0.4%	1,600
Fund Balance	93.1%	370,291

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:	\$15,324,876	
Financing:	15,324,876	
Net Fund Cost:	0	
Funding Sources:		
Public Safety Realignment	100.0%	\$15,324,876

CAO’s Recommendation

The Recommended Budget includes a net county cost of \$81,000,000, which funds the entire Baseline Budget. The remainder is allocated towards reducing the FY 2015-16 vacancy factor by \$1,995,247, from \$4,242,168 to \$2,246,921. The Recommended Budget also adds (15) new Deputy Sheriff-Recruit positions to help facilitate position management during Academy classes. The new positions are not

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funded, but are authorized and available to the Sheriff's Office for recruiting purposes.

New funding authorized during the AB 109 public safety realignment budget process is reflected in the Recommended Budget. Specifically, \$2,531,000 has been allocated to fund 1) \$731,000 in ongoing costs related to anticipated reductions in inmate telephone commission revenue following new rules released by the Federal Communications Commission (FCC) governing interstate, inmate telephone calls and 2) \$1.8 million in one-time revenue to partially fund deferred maintenance at the West County Detention Facility (WCDF). The new AB 109 funding results in no net county cost increase to the department since it is funded by State sales tax and vehicle license fee revenue allocated to the County.

The Recommended Budget also includes an estimated increase to Proposition 172 sales tax revenue of \$5.2 million, from \$61.5 million to \$66.7 million. Proposition 172 revenue funds core patrol and custody services within the Sheriff's Office budget. The estimated revenue increases are due to 1) an increase in overall statewide sales tax revenue, and 2) an increase in the County's pro-rata share of Proposition 172 statewide sales tax receipts.

In addition, the Recommended Budget reflects the mutual termination of the police services contract with the City of Oakley. The termination is scheduled to take effect on May 7, 2016 and the County will abolish 27 FTE positions to reflect the discontinuance of this contract.

A summary version of recommendations can be found on the Program Modification List at the end of this section

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 2015-16 given the improving economy. However, the Office continues to struggle with staff retention issues, as sworn officers resign for higher wages and better benefits at other local law enforcement agencies. The Office continues with the mission of recruiting, hiring and training 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 the Office works through the attrition and retention issues, we remain committed to ensuring a highly visible patrol presence throughout the unincorporated communities of the County.

The Office of the Sheriff Communication Center completed installation and activation of the Airbus Vesta Next Generation 9-1-1 Telephone System. The previous 9-1-1 telephone system had surpassed its useful life and was not capable of keeping up with the current technological advancements. The new 9-1-1 telephone system utilizes advanced technologies that maximize reliability and call processing productivity for response to emergencies throughout unincorporated areas of the County.

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 Partnership in an ongoing effort to assist inmates with the successful transition back into the community upon their release.

Administrative and Programs Goals

The Office of the Sheriff is committed to the following goals for FY 2016-17:

- Remain committed to hiring highly qualified Deputy Sheriff candidates, to offset a steady 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 workforce to bridge the gap created by the rapid loss of experienced employees.
- Continue the expansion of the Automated Regional Information Exchange System (ARIES) to include contiguous counties (Alameda, San Joaquin, 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 2016-17
Program Modification List**

Order	Reference to Mand/Disc List	Program Name	Service	FTE	Net County Cost Impact	Impact
1	17	Unincorporated Patrol	Reduce Vacancy Factor	0.0	\$1,995,247	The FY 2015-16 vacancy factor of \$4,242,168 is recommended to be reduced to \$2,246,921 for FY 2016-17. This will allow the department additional flexibility to fill positions throughout the year.
2	17	Unincorporated Patrol	County Patrol Operations	15.0	\$0	Add (15) Deputy Sheriff-Recruit positions to help facilitate position management while Academy classes are underway. This is an increase to authorized position count only, no additional funding is being recommended.
			Total	15.0	\$1,995,247	

Superior Court Related Functions

Law and Justice

Summary Superior Court Related Functions

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	722,850	33,400	777,994	777,994	0
Services and Supplies	1,143,633	1,669,453	1,249,039	1,249,039	0
Other Charges	16,200,915	15,598,943	15,360,943	15,360,943	0
Expenditure Transfers	568	20,000	20,000	20,000	0
TOTAL EXPENDITURES	18,067,966	17,321,796	17,407,976	17,407,976	0
REVENUE					
Other Local Revenue	7,894,010	6,730,161	6,872,976	6,872,976	0
State Assistance	66,805	60,000	35,000	35,000	0
GROSS REVENUE	7,960,815	6,790,161	6,907,976	6,907,976	0
NET COUNTY COST (NCC)	10,107,151	10,531,635	10,500,000	10,500,000	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	4%	0%	4%	4%	
% Change in Total Exp		(4%)	0%	0%	
% Change in Total Rev		(15%)	2%	0%	
% Change in NCC		4%	0%	0%	
COMPENSATION INFORMATION					
Temporary Salaries	79,293	30,000	100,000	100,000	0
FICA/Medicare	6,277	3,000	10,000	10,000	0
Unemployment Insurance	165	100	600	600	0
Workers Comp Insurance	314	300	1,000	1,000	0
Labor Received/Provided	636,802	0	666,394	666,394	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 dispute resolution as an alternative to formal

Superior Court Related Functions

Law and Justice

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	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	722,850	33,400	777,994	777,994	0
Services and Supplies	894,078	1,425,953	1,005,539	1,005,539	0
Other Charges	16,200,915	15,598,943	15,360,943	15,360,943	0
Expenditure Transfers	568	20,000	20,000	20,000	0
TOTAL EXPENDITURES	17,818,411	17,078,296	17,164,476	17,164,476	0
REVENUE					
Other Local Revenue	7,894,010	6,730,161	6,872,976	6,872,976	0
State Assistance	66,805	60,000	35,000	35,000	0
GROSS REVENUE	7,960,815	6,790,161	6,907,976	6,907,976	0
NET COUNTY COST (NCC)	9,857,596	10,288,135	10,256,500	10,256,500	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	4%	0%	5%	5%	
% Change in Total Exp		(4%)	1%	0%	
% Change in Total Rev		(15%)	2%	0%	
% Change in NCC		4%	0%	0%	
COMPENSATION INFORMATION					
Temporary Salaries	79,293	30,000	100,000	100,000	0
FICA/Medicare	6,277	3,000	10,000	10,000	0
Unemployment Insurance	165	100	600	600	0
Workers Comp Insurance	314	300	1,000	1,000	0
Labor Received/Provided	636,802	0	666,394	666,394	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:		\$17,144,476
Financing:		6,887,976
Net County Cost:		10,256,500
Funding Sources:		
Charges for Serv	25.5%	\$ 4,389,444
Fine/Forfs/Penalties	14.3%	2,456,532
Intergov Revenue	0.3%	60,000
Lics/Perm/Franchises	0.2%	27,000
General Fund	59.7%	10,256,500

Superior Court Related Functions *Law and Justice*

Civil Grand Jury

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Services and Supplies	188,395	155,500	155,500	155,500	0
TOTAL EXPENDITURES	188,395	155,500	155,500	155,500	0
REVENUE					
	0	0	0	0	0
NET COUNTY COST (NCC)	188,395	155,500	155,500	155,500	0
FINANCIAL INDICATORS					
% Change in Total Exp		(17%)	0%	0%	
% Change in NCC		(17%)	0%	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	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Services and Supplies	61,160	88,000	88,000	88,000	0
TOTAL EXPENDITURES	61,160	88,000	88,000	88,000	0
REVENUE					
	0	0	0	0	0
NET COUNTY COST (NCC)	61,160	88,000	88,000	88,000	0
FINANCIAL INDICATORS					
% Change in Total Exp		44%	0%	0%	
% Change in NCC		44%	0%	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:	\$ 601,300	
Financing:	1,215,400	
Net Fund Balance:	(614,100)	
Funding Sources:		
Fines & Forfeit	99.7%	\$1,215,000
Investment Earnings	0.3%	400
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 that contain 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:	\$ 260,500	
Financing:	1,014,300	
Net Fund Balance:	(753,800)	
Funding Sources:		
Fines & Forfeit	100.0%	\$1,014,300
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:	\$0	
Financing:	0	
Net Fund Cost:	0	
Funding Sources:		
Fund Balance	0.0%	\$0
Fund 135400		

CAO's Recommendation

The Baseline expenditures were increased from the current year budget by a net of \$86,180:

- Elimination of the one-time 2015-16 start-up provision in the amount of \$128,000 approved by the Board of Supervisors on February 3, 2015 to subsidize the Superior Court's start-up costs to implement Laura's

Law, a court-ordered assisted outpatient mental health treatment program.

- Decrease of \$110,000 in costs to collect court-ordered debt.
- Increase of \$248,387 in the provision for criminal defense of indigent offenders in capital (death penalty) cases. While the provision for capital case defense has been increased by 50%, it may prove to be insufficient depending on the progress of current cases.
- Increase of \$50,000 in the provision for court-appointed counsel in non-capital cases.
- Miscellaneous other adjustments composing a net increase of \$25,793.

Court revenues are increased conservatively by just under 2% or \$117,815 based on current year projections.

The Recommended Budget is equivalent to the Baseline budget, and includes appropriations in the amount of \$15.1 million for transfer to the State to subsidize the cost of the local Superior Court, and \$2.3 million for other court functions for which the County is financially responsible under the Trial Court Funding and Public Safety Realignment (AB 109)* Acts. The General Fund subsidy to the courts for non-California Rule of Courts 810 court operations includes the civil and criminal grand juries, judicial benefits for current judges who were serving as judicial officers in 1997, collection services for court-ordered debt, court probation officer services, legal defense representation in capital cases, and costs for other court-appointed counsel.

The Recommended Budget for miscellaneous non-General Fund programs provides for debt service payments on the A. F. Bray Courthouse and the Peter L. Spinetta Family Law Center in Martinez. During FY 2015-16, the bonds for the A. F. Bray Courthouse and a portion of the bonds for the Peter L. Spinetta Family Law Center will be retired, reducing the annual obligations on the Courthouse Construction Fund by \$1.7 million. In past years, the County has subsidized the Courthouse Construction

Superior Court Related Functions

Law and Justice

Fund, whose annual revenues have historically been insufficient to meet the annual debt obligation. The reduced debt obligation in FY 2016-17 will result in a surplus in the Courthouse Construction and Criminal Justice Facility Construction Funds. Also, as a result of the reduced debt obligation, all balances in the Family Law Center Debt Service Fund will escheat to the County General Fund; consequently, that budget is reduced to zero.

Note 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.

**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 continue to work diligently to minimize the County General Fund impact for capital cases through the adoption of new policies including presumptive rates and fees.

The County also negotiated and executed a comprehensive Memorandum of Understanding governing the services provided by the Court and the County, one agency unto the other, and related service fees.

The State Controller's Office completed an audit of the County's court revenues for the period July 1, 2008 through June 30, 2014. The audit found errors in the court's distribution of certain fines and forfeitures to State and various county jurisdictions. As a result, the County in FY 2015-16 reimbursed the State \$639,168, of which \$207,056 was from the General Fund.

Administrative and Program Goals

In fiscal year 2016-17, the County Administrator will continue to work with the Superior Court to:

- Implement, in a coordinated fashion, the County's new criminal justice case management systems to maintain a seamless interface between County and Court systems;
- Maximize revenue recovery and minimize the cost of revenue collection;
- Update Memoranda of Understanding (MOU) covering enhanced court collections and bank account interest;
- 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.

Superior Court Related Functions
Law and Justice

County of Contra Costa
Fire Districts



Contra Costa County FPD
Special District

Jeff Carman, Fire Chief

Contra Costa County FPD Operating Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	77,850,799	87,988,989	88,521,254	91,659,392	3,138,138
Services and Supplies	7,649,999	9,821,278	10,339,203	10,339,203	0
Other Charges	3,653,973	4,600,600	4,268,647	4,268,647	0
Fixed Assets	989,186	1,596,100	847,000	847,000	0
Expenditure Transfers	15,331,109	15,983,599	16,673,103	16,673,103	0
TOTAL EXPENDITURES	105,475,065	119,990,566	120,649,207	123,787,345	3,138,138
REVENUE					
Other Local Revenue	103,397,287	109,540,328	120,455,136	120,455,136	0
Federal Assistance	3,119,271	5,349,131	55,000	55,000	0
State Assistance	888,912	880,700	881,452	881,452	0
GROSS REVENUE	107,405,471	115,770,159	121,391,588	121,391,588	0
NET FUND COST (NFC)	(1,930,405)	4,220,407	(742,381)	2,395,757	3,138,138
Allocated Positions (FTE)	332	339	339	353	14
FINANCIAL INDICATORS					
Salaries as % of Total Exp	86%	85%	85%	86%	
% Change in Total Exp		14%	1%	3%	
% Change in Total Rev		8%	5%	0%	
% Change in NFC		(319%)	(118%)	(423%)	
COMPENSATION INFORMATION					
Permanent Salaries	30,154,364	35,449,800	36,076,298	37,497,693	1,421,395
Temporary Salaries	326,833	275,000	275,000	275,000	0
Permanent Overtime	9,435,759	11,162,633	9,336,160	9,646,160	310,000
Deferred Comp	16,380	28,560	28,560	29,580	1,020
Comp & SDI Recoveries	(420,258)	(500,000)	0	0	0
FICA/Medicare	579,776	725,898	690,100	710,710	20,610
Retirement Expense	21,961,730	24,019,469	23,866,147	24,863,020	996,873
Excess Retirement	30,316	30,000	53,000	53,000	0
Employee Group Insurance	4,965,806	5,595,776	5,737,400	5,983,500	246,100
Retiree Health Insurance	5,433,396	5,638,480	5,637,000	5,637,000	0
OPEB Pre-Pay	1,959,289	1,959,289	1,959,289	1,959,289	0
Workers Comp Insurance	3,407,409	3,604,084	4,862,300	5,004,440	142,140

Contra Costa County FPD

Special District

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.

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:		\$123,787,345
Financing:		121,391,588
Fund Balance:		2,395,757
Funding Sources:		
Property Taxes	86.0%	\$106,475,840
Charges for Svcs	7.8%	9,577,222
Intergovernmental	4.2%	5,238,526
Fund Balance	1.9%	2,395,757
Misc. Revenue	0.1%	100,000
FTE: 352.6		

Non-Operating Funds

Non-operating fund budget units include developer fee accounts that are restricted to

capital needs necessitated by growth, 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, and the EMS Transport Fund created in 2015 to track expenditures and reimbursement revenue associated with the provision of ambulance service.

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:		\$3,058,519
Financing:		3,058,519
Funding Sources:		
Fund Balance	98.0%	\$2,998,279
Developer Fees	2.0%	60,000
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.

Contra Costa County FPD *Special District*

CCCFPD Developer Fee Fund		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$990
Financing:		990
Funding Sources:		
Fund Balance	100.0%	\$990

Pittsburg Special Fund		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$865,547
Financing:		865,547
Funding Sources:		
Fund Balance	99.9%	\$865,227
Use of Money	0.1%	320

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 service demands on District capital needs, and are primarily used for construction projects.

CCCFPD New Development Fee Fund

The CCCFPD New Development Fee Fund, established in August 2006, replaces both the CCCFPD 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.

Riverview Fire Developer Fee Fund		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$56,115
Financing:		56,115
Funding Sources:		
Fund Balance	100.0%	\$56,115

CCCFPD New Development Fee Fund		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$148,641
Financing:		148,641
Funding Sources:		
Fund Balance	59.5%	\$88,401
Developer Fees	40.4%	60,000
Use of Money	0.1%	240

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.

CCCFPD 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

Contra Costa County FPD

Special District

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.

CCCFPD POB Debt Service Fund		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$13,158,905
Financing:		13,158,905
Funding Sources:		
Reimbursements	100.0%	\$13,158,905

commercial and private payers for EMS services rendered along with expenditures associated with the provision of those services.

CCCFPD EMS Transport Fund		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$40,745,128
Financing:		40,745,128
Funding Sources:		
Cost Recovery	100.0%	\$40,745,128

CCCFPD 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-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:		\$2,603,395
Financing:		2,603,395
Funding Sources:		
Transfers	100.0%	\$2,603,395

CAO's Recommendation

The FY 2016-17 Recommended budget provides for the funding of 25 fire stations, 26 fully functional engine/truck companies, one limited functionality squad, and 352.6 FTEs. This includes cost of living adjustments, benefit cost increases, building and grounds maintenance and repair projects, and capital and non-capital equipment replacement. In contrast, the FY 2015-16 Recommended Budget funded 24 fire stations, 24 fully functional engine/truck companies, three limited functionality squads, and 335.6 FTEs.

The District is primarily funded by property tax revenues. In FY 2015-16, the District experienced a 7.6% growth in secured property assessed valuation and 6.9% growth in total assessed valuation. This represents the third 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.

CCCFPD EMS Transport Fund

The EMS Transport Fund was created in 2015 following the award of a contract to the District by the County EMS Agency to provide emergency medical services throughout the County. The Fund allows the District to track reimbursement revenue from governmental,

The FY 2016-17 Recommended budget anticipates a 6% growth in secured property assessed valuation and the resumption of RDA Successor Agency pass through payments from the City of Pittsburg. The budget also anticipates the continuation of some new sources of revenue, such as emergency medical services

(EMS) first responder fees and sales tax for enhanced EMS in the City of San Pablo.

These increases in revenue are allowing the District to re-staff some of the operational resources that were taken out of service during recessionary years.

As noted in last year's report, FY 2015-16 employer retirement contribution rates decreased for most employers and rate groups. In FY 2016-17 contribution rates will decrease again due largely to prior year (2014) market returns that exceeded the 7.25% investment rate assumption. However, the rate decrease for the Tier A Safety retirement benefit is being offset by the gradual elimination of the 9% employee subvention of the employer cost towards retirement. The agreement to eliminate the employee subvention of the employer rate resulted from the last contract negotiations with the District's largest labor group, IAFF Local 1230.

The FY 2016-17 Recommended budget balances by using approximately \$2.4 million in fund balance. The District has a policy to maintain a minimum reserve of 10% of general operating fund budgeted expenditures. Despite the planned use of reserves to balance the budget, the District continues to meet its reserve requirements. It should 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 bond (POB) stabilization fund. The POB stabilization fund can be used for very limited purposes – such as extinguishing new retirement UAALs and replenishing general operating fund reserves. Therefore, after consideration of the \$2.6 million transfer, the FY 2016-17 Recommended Budget estimates a \$200,000 increase to total available end of year fund balance.

On January 1, 2016, the District became the County's exclusive operator of emergency ambulance service (not including the areas covered by the Moraga-Orinda Fire Protection District and the San Ramon Valley Fire Protection District). It is anticipated that the new program will be cash negative for several months, but expenditures are being secured by

anticipated receivables from the provision of ambulance service.

Performance Measurement

During FY 2015-16 the District:

- Responded to approximately 50,000 incidents in calendar year (CY) 2015. This represents an 7% increase in call volume compared to CY 2014.
- Conducted approximately 15,910 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 2015. This represents a 25% increase in productivity compared to CY 2014.
- Following a thorough vetting process and the subsequent award of a five-year contract, effective January 1, 2016, began providing emergency ambulance services within Exclusive Operating Areas I, II, and V in Contra Costa County.
- Executed a contract with American Medical Response (AMR) to provide emergency ambulance services on behalf of the District, as the ambulance service sub-contractor, pursuant to the establishment of the Alliance.
- Hired and trained staff to begin dispatching ambulance resources from the Contra Costa Regional Fire Communications Center (CCR FCC).
- Began the hiring and transition of non-safety Fire Inspector I positions into the Fire Prevention Bureau.
- Transitioned the Fire Investigation Unit to 24/7 operations to adequately cover the increasing workload for fire investigation and fire-related law enforcement.

Contra Costa County FPD

Special District

- Invested in new Computer Aided Dispatch (CAD) infrastructure and upgrades to increase reliability, reduce call processing errors, and reduce call processing times.
- Contracted with a billing service provider to invoice and collect fees for fire first responder emergency medical services pursuant to the adoption of an ordinance establishing the fee.
- Executed a second low interest nine-year lease-purchase agreement for the replacement of aging heavy fire apparatus.
- Placed new fire apparatus into service including two (2) Type III Wildland Fire Engines, nine (9) Type I Fire Engines, three (3) 100' aerial ladder trucks, and one (1) heavy duty rescue.
- Updated the Capital Improvement Plan and continued to address infrastructure needs and the replacement of critical capital and non-capital equipment.
- Began the renovation/rehabilitation of Fire Station 16 in western Lafayette as an alternative to demolishing it and building a new station in partnership with a neighboring fire district.
- Conducted and completed Firefighter Recruit Academy 49.
- Analyzed current dispatch and deployment model and added dispatch staff to improve performance and compliance with performance standards. Modified dispatcher work schedules to accommodate current and future service delivery requirements.
- Established a standardized method for capturing and reporting incident response data.
- Continued to explore the possibility of a comprehensive energy efficiency and renewable energy program for certain District facilities.
- Was awarded a regional grant for a mobile command unit to support large incidents throughout the County, a grant to support the expansion of our rescue apparatus upgrades, grants for security upgrades of the CCRFCC, and a grant to establish an EBRCS-compliant 15 portable radio cache.

Administrative and Program Goals

During FY 2016-17, the District will:

- Reposition internal resources to effectively manage, both operationally and financially, the emergency ambulance program and Alliance with AMR.
- Fully transition the dispatching of ambulance resources to the District to increase efficiency with single point call processing, dispatching, and resource tracking.
- Re-staff Engine 6 at Fire Station 6 in the City of Concord.
- Complete renovation/rehabilitation work at Fire Station 16 in the City of Lafayette and put station back into service.
- Develop five-year plans that address current and projected maintenance needs for existing facilities, maintenance and replacement needs for the District's fleet, and maintenance and replacement of critical equipment such as protective clothing, SCBA, radios, hose, thermal cameras, cardiac monitors, etc.
- Place new apparatus into service including thirteen (13) Type I Fire Engines, four (4) 105' aerial ladder

Contra Costa County FPD *Special District*

- trucks, one (1) command vehicle and two (2) heavy duty rescue trucks.
- Develop a plan to address fire station replacement/relocation. The plan will consider current and future development, cell data, and projected facility needs.
 - Using the updated Capital Improvement Plan, review existing and potentially new funding mechanisms such as development impact fees and creation of Community Facilities Districts in areas of new development.
 - Enter into an agreement with the City of San Pablo to share the costs of rebuilding Fire Station 70.
 - Hire and conduct Firefighter Recruit Academy 50.
 - Continue to develop our relationship with AMR in an effort to maximize our operational efficiency and deliver exemplary services to the citizens of Contra Costa County.
 - Pursue federal supplemental reimbursement for ambulance services provided to individuals with government payer plans.
 - Continue to pursue grant funding opportunities as they become available.

FY 2016-17 Program Modification List

Order	Reference to Mand/Disc List	Program Name	Service	FTE	Net Fund Cost Impact	Impact
1	N/A	Fire Prevention/ Administration	EMS Operations	1.0	\$334,357	Add (1) one Assistant Fire Chief position to oversee EMS operations
2	N/A	Fire Prevention/ Administration	Administration	1.0	\$67,423	Add (1) one Account Clerk position to assist with payroll
3	N/A	Fire Prevention/ Administration	Fire Suppression	12.0	\$2,736,358	Add (6) six Fire Captains, (3) three Fire Engineers, and (3) three Firefighter-Paramedic positions for enhanced fire suppressions throughout the County
			Total	14.0	\$3,138,138	

Contra Costa County FPD
Special District

Crockett-Carquinez FPD
Special District

Jerry Littleton, Jr., Fire Chief

Crockett-Carquinez Fire Protection Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	164,621	224,009	264,013	264,013	0
Services and Supplies	149,901	508,591	206,750	206,750	0
Other Charges	121,169	131,541	129,741	129,741	0
Fixed Assets	478,494	0	0	0	0
TOTAL EXPENDITURES	914,184	864,141	600,504	600,504	0
REVENUE					
Other Local Revenue	533,284	530,900	578,401	578,401	0
Federal Assistance	62,940	0	0	0	0
State Assistance	7,298	3,600	3,500	3,500	0
GROSS REVENUE	603,522	534,500	581,901	581,901	0
NET FUND COST (NFC)	310,662	329,641	18,603	18,603	0
FINANCIAL INDICATORS					
Salaries as % of Total Exp	18%	26%	44%	44%	
% Change in Total Exp		(5%)	(31%)	0%	
% Change in Total Rev		(11%)	9%	0%	
% Change in NFC		6%	(94%)	0%	
COMPENSATION INFORMATION					
Permanent Salaries	37,724	37,000	37,000	37,000	0
Temporary Salaries	106,515	165,354	202,440	202,440	0
FICA/Medicare	14,786	16,000	18,324	18,324	0
Retirement Expense	310	300	300	300	0
Employee Group Insurance	3,355	3,355	3,300	3,300	0
Unemployment Insurance	580	600	720	720	0
Workers Comp Insurance	1,350	1,400	1,929	1,929	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:		\$600,504
Financing:		581,901
Net Fund Cost:		18,603
Funding Sources:		
Property Taxes	82.6%	\$495,841
Other Revenues	13.7%	82,560
Fund Balance	3.1%	18,603
State Aid	0.6%	3,500

CAO's Recommendation

The FY 2016-17 Recommended Budget reflects a decrease of \$263,637 in expenditures, which is primarily composed of fund balance budgeted in FY 2015-16. Recommended revenue reflects a \$47,401 increase from the FY 2015-16 Budget based on prior year experience and anticipated property tax increases of 6%. The District is planning to use \$18,603 of fund balance to balance the FY 2016-17 Recommended Budget.

Performance Measurement

- Crockett-Carquinez FPD was able to recruit and hire ten (10) new, Paid-on-Call firefighters during FY 2015-16.
- The District took receipt of a new pumper truck in FY 2015-16
- The District provided mutual aid services to fight wildfires throughout Northern California in FY 2015-16.

Administrative and Program Goals

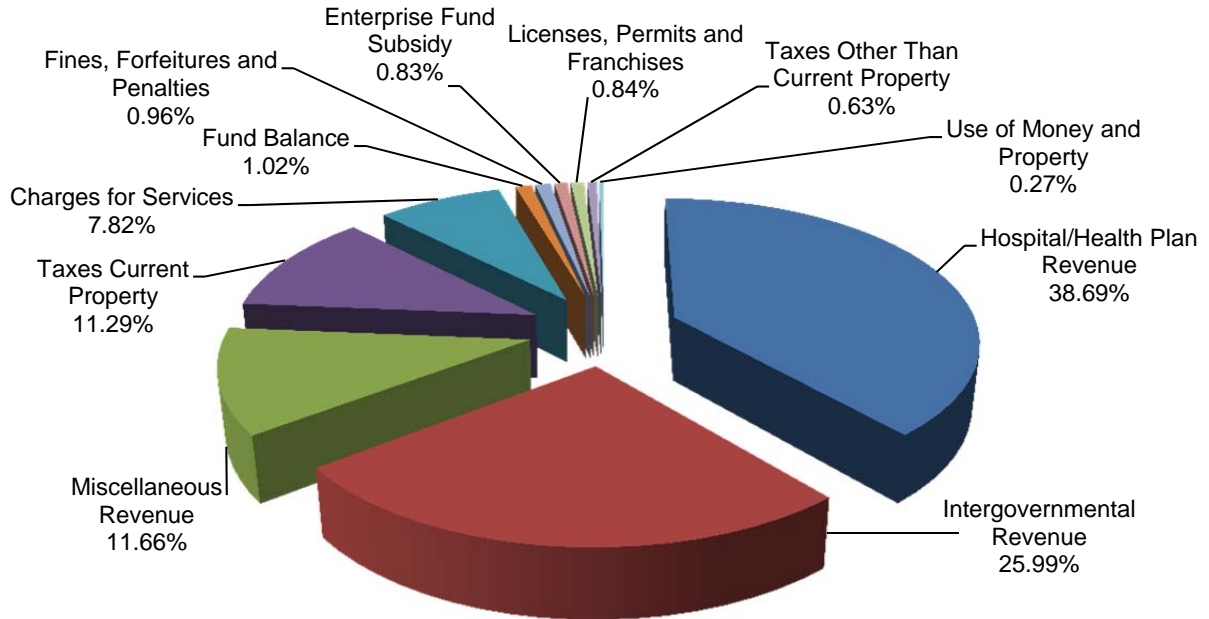
- Continue recruiting Paid-on-Call personnel.
- Continue pursuing donations and grants to help supplement funding for apparatus and equipment needs.
- Upgrade technical rescue capabilities and place rescue truck in service.

County of Contra Costa
Summary Information



ALL COUNTY FUNDS

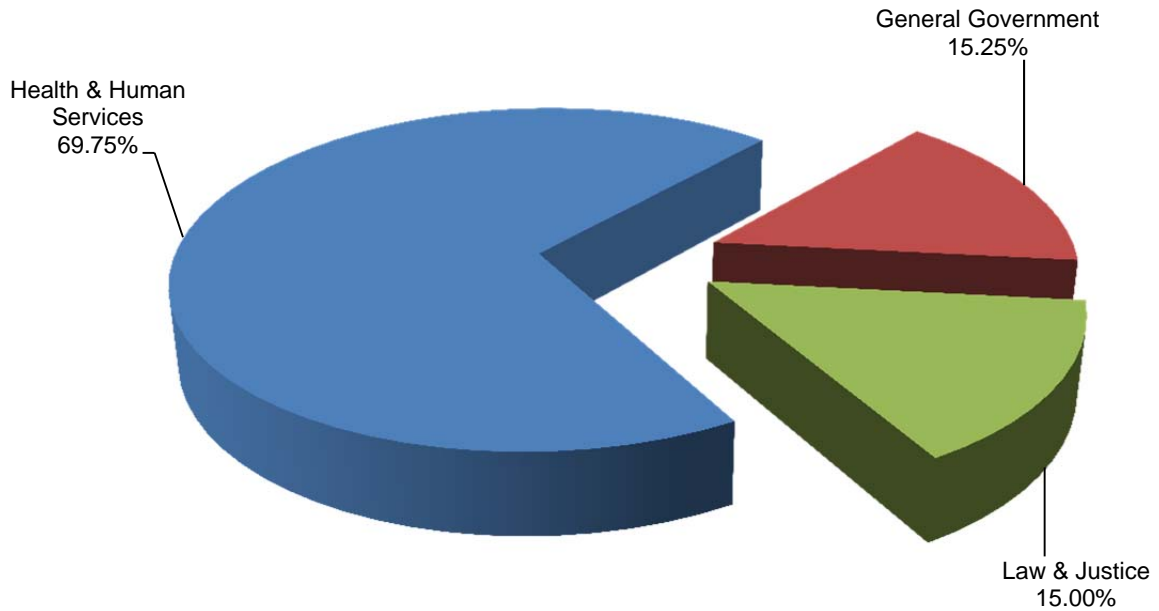
**FY 2016-2017
Recommended Sources**



Source of Funds	Recommended FY 2016-17	Percent of Total
Hospital/Health Plan Revenue	1,265,841,321	38.69%
Intergovernmental Revenue	850,223,753	25.99%
Miscellaneous Revenue	381,528,602	11.66%
Taxes Current Property	369,431,168	11.29%
Charges for Services	255,850,345	7.82%
Fund Balance	33,314,752	1.02%
Fines, Forfeitures and Penalties	31,485,742	0.96%
Enterprise Fund Subsidy	27,163,075	0.83%
Licenses, Permits and Franchises	27,434,311	0.84%
Taxes Other Than Current Property	20,564,405	0.63%
Use of Money and Property	8,930,427	0.27%
TOTAL RECOMMENDED SOURCES	3,271,767,901	100.00%

ALL COUNTY FUNDS

FY 2016-2017
Recommended Requirements



Use of Funds	Recommended FY 2016-17	Percent of Total
Health & Human Services	2,282,144,254	69.75%
General Government	499,090,732	15.25%
Law & Justice	490,532,915	15.00%
Total Requirements	3,271,767,901	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.

County Summary Information

ALL COUNTY FUNDS

Total Requirements Summary

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2016-17 Change
General Government	208,686,849	215,551,802	288,901,693	269,807,408	(19,094,285)
Health & Human Services	692,695,233	719,049,012	776,910,185	797,522,712	20,612,527
Law & Justice	346,519,468	372,109,078	396,590,955	400,428,241	3,837,286
SubTotal General Fund	1,247,901,550	1,306,709,889	1,462,402,833	1,467,758,361	5,355,528
County Law Enfrcmt-Cap Proj	80,386	109,211	2,541,147	1,456,356	(1,084,791)
Ellinwood Cap-Proj	0	250	0	0	0
Recorder Modernization	2,492,914	1,930,566	10,468,021	9,021,516	(1,446,505)
Fish And Game	23,431	59,550	311,939	175,000	(136,939)
Land Development Fund	2,528,872	2,613,515	2,555,805	2,627,500	71,695
Criminalistics Laboratory	4	4	123,741	123,741	0
Survey Monument Preservtn	83,191	119,945	697,625	634,485	(63,140)
Crim Justice Facility Constr	1,241,404	1,250,644	1,670,647	601,300	(1,069,347)
Courthouse Construction	1,376,810	1,361,981	2,009,173	260,500	(1,748,673)
Road	34,577,415	45,724,273	53,948,842	46,148,872	(7,799,970)
Transportation Improvement	1,174,535	6,659,250	2,270,000	2,000,000	(270,000)
Sans Crainte Drainage	12,230	433	258,626	1,500	(257,126)
Private Activity Bond	1,351,715	1,400,207	1,521,051	1,495,000	(26,051)
Affordable Housing Spec Rev	4	564,242	130,000	650,000	520,000
Navy Trans Mitigation	285,517	128,783	5,742,834	5,599,819	(143,015)
Tosco/Solano Trns Mitigation	2,523	18,061	16,000	24,000	8,000
Child Development Fund	19,923,922	22,577,362	23,417,609	25,764,256	2,346,647
HUD NSP	727,158	230,325	1,658,762	1,652,747	(6,015)
Used Oil Recycling Grant	26,667	41,349	160,000	160,000	0
Conservation & Development	22,909,096	23,165,686	30,330,034	31,611,877	1,281,843
Cdd/Pwd Joint Review Fee	385,232	309,094	1,296,285	1,296,285	0
Drainage Deficiency	54	106	2,240,054	0	(2,240,054)
Public Works	497,936	6,541	6,591,686	6,591,686	0
D A Consumer Protection	171,207	458,867	4,624,404	4,674,404	50,000
Domestic Violence Victim Asst	138,447	139,000	149,779	139,000	(10,779)
Dispute Resolution Program	240,410	237,578	498,840	243,000	(255,840)
Zero Tolrnce-Dom Violence	310,555	456,395	701,250	440,095	(261,155)
D A Revenue Narcotics	87,373	190,119	539,110	438,433	(100,677)
D A Environment/Osha	1,547	500,568	2,456,622	2,549,712	93,090
DA Forfeitre-Fed-Doj	92,898	124,274	276,792	276,792	0
Walden Green Maintenance	79,294	39,769	788,372	400,000	(388,372)
R/Estate Fraud Prosecute	28,130	1,582,350	1,294,162	700,000	(594,162)
CCC Dept Child Spprt Svcs	18,757,578	18,835,155	18,637,635	18,769,093	131,458
Emergency Med Svcs Fund	2,395,766	1,776,137	2,249,231	1,692,403	(556,828)
AB75 Tobacco Tax Fund	115	0	50	0	(50)

ALL COUNTY FUNDS

Total Requirements Summary (continued)

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2016-17 Change
Traffic Safety Fund	951	13,781	397,891	397,891	0
Pub Protect-Spec Rev Fund	629,788	708,721	3,119,240	3,094,425	(24,815)
Sheriff Narc Forfeit-St/Local	284	124,310	214,095	214,102	7
Sheriff Forfeit-Fed-DOJ	4	4	490,336	490,336	0
Sup Law Enforcement Svcs	6,388,680	6,790,849	7,098,939	7,506,917	407,978
Sheriff Forfeit-Fed Treasury	4	4	194,587	225,325	30,738
Prop 63 MH Svcs Acct	34,040,260	35,549,561	47,117,366	43,114,746	(4,002,620)
Prisoners Welfare Fund	1,445,959	1,345,624	3,120,452	1,103,865	(2,016,587)
Comm Coll Child Dev-Fund	1,978,181	264,289	(20,375)	0	20,375
Probation Officers Special Fund	64,083	88,776	229,808	229,808	0
Automated Sys Dvlpmnt	170,000	200,000	200,000	200,000	0
Property Tax Admin	0	136,224	2,926,780	2,926,780	0
Cnty Local Rev Fund 2011	132,784,505	133,619,681	147,036,375	152,850,410	5,814,035
Obscene Matter-Minors	0	0	0	200	200
IHSS Public Authority	1,863,030	2,013,705	2,544,751	2,291,901	(252,850)
DNA Identification Fund	310,433	359,232	514,322	300,000	(214,322)
Comm Corr Prfmc Incntv Fund	3,889,807	3,508,816	3,677,015	3,748,949	71,934
No Rich Wst&Rcvy Mtgn Fee	282,747	496,620	1,319,167	550,000	(769,167)
L/M Hsg Asset Fd-Lmihaf	34,540	231,832	7,585,000	8,200,000	615,000
Bailey Rd Mntc Surcharge	1,076,015	95,933	2,093,892	1,791,964	(301,928)
Home Invstmnt Prtnrshp Act	466,749	82,156	300,115	300,000	(115)
County Library	23,743,834	25,054,898	31,832,391	29,811,322	(2,021,069)
Casey Library Gift	42	4,230	252,020	150	(251,870)
Hercul/Rodeo Crock A of B	0	4,615	5,100	25,100	20,000
West County Area Of Benef	314	40,632	5,100	30,100	25,000
North Richmond A of B	7,870	22,156	5,500	40,500	35,000
Martinez Area Of Benefit	278,018	306,712	220,000	850,500	630,500
Briones Area Of Benefit	4	4	2,400	20,100	17,700
Central Co Area/Benefit	244,397	890,949	151,000	121,000	(30,000)
So Wal Crk Area Of Benef	1,377	2,585	55,100	10,100	(45,000)
Alamo Area Of Benefit	75,173	2,350,247	199,062	10,200	(188,862)
South Co Area Of Benefit	289,480	(67,981)	500,500	510,500	10,000
Pitts/Antioch Area/Benef	1,480	0	0	0	0
Marsh Crk Area Of Benefit	28,819	2,653	0	0	0
East County Area Of Benef	677,903	765,029	521,000	251,000	(270,000)
Bethel Isl Area Of Benef	25,624	109,050	30,500	10,500	(20,000)
County Childrens	89,379	134,249	358,043	185,000	(173,043)
Animal Benefit	66,022	163,440	715,555	180,000	(535,555)
Co-Wide Gang And Drug	60,535	113,155	1,377,271	1,317,271	(60,000)

County Summary Information

ALL COUNTY FUNDS

Total Requirements Summary *(continued)*

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2016-17 Change
Livable Communities Fund	250,000	0	1,941,374	811,000	(1,130,374)
Arra HUD Bldg Insp Npp	880,295	655,229	1,080,508	1,085,508	5,000
Retirement UAAL Bond Fund	68,404,567	35,411,394	47,042,873	38,485,860	(8,557,013)
Ret Litgtn Sllmnt Dbt Svc	2,759,911	2,759,911	2,759,911	2,759,911	0
Family Law Ctr-Debt Svc	124,657	326,181	2,306,196	0	(2,306,196)
Central Identify Bureau	1,704,108	1,737,763	5,018,436	5,018,436	0
Sprw Fund	477,084	404,977	4,750,051	4,901,378	151,327
Rd Dvlpmnt Discovery Bay	4	121,417	250,500	50,300	(200,200)
Road Imprvmnt Fee	1,000,340	1,145,396	5,342,000	3,701,000	(1,641,000)
Rd Devlpmt Rich/EI Sobrt	4,629	30,936	15,500	100,500	85,000
Road Development Bay Point	126,556	39,066	34,000	125,400	91,400
Rd Devlpmt Pacheco Area	34,106	72,453	85,400	20,400	(65,000)
Airport Enterprise	4,548,690	4,437,398	4,941,669	6,800,725	1,859,056
Sheriff Law Enf Trng Cntr	1,476,703	1,431,191	1,759,207	1,828,159	68,952
Childcare Enterprise	0	0	74,089	74,089	0
Hospital Enterprise	503,178,550	518,527,338	544,853,190	548,463,622	3,610,432
HMO Enterprise	344,785,269	579,312,119	536,489,235	666,062,024	129,572,789
HMO Enterprise-Comm Plan	102,222,754	86,207,304	72,543,234	77,678,750	5,135,516
Major Risk Med Insur Ent	742,986	420,649	800,000	800,000	0
Fleet ISF	10,323,516	10,825,015	13,457,916	14,112,145	654,229
SubTotal Non-General Fund	1,366,065,352	1,592,004,068	1,694,111,715	1,804,009,541	109,897,826
Total Requirements – All County Funds	2,613,966,902	2,898,713,959	3,156,514,548	3,271,767,901	115,253,353

ALL COUNTY FUNDS

Summary

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2016-17 Change
SOURCES					
Taxes-Current Property	311,985,139	334,326,701	344,549,005	369,431,168	24,882,163
Taxes-Other than Current Property	23,258,992	25,098,376	20,434,587	20,564,405	129,818
License/Permit/Franchises	24,433,200	28,497,758	26,095,062	27,434,311	1,339,249
Fines/Forfeits/Penalties	37,250,759	34,349,167	31,444,498	31,485,742	41,244
Use of Money & Property	9,109,795	8,930,582	17,610,797	8,930,427	(8,680,370)
Intergovernmental Revenue	747,329,486	784,318,127	828,086,623	850,223,753	22,137,130
Charges for Services	226,811,007	245,354,154	244,430,584	255,850,345	11,419,761
Miscellaneous Revenue	369,776,713	330,250,651	360,347,477	381,528,602	21,181,125
Hospital/Health Plan Enterprise Funds	934,023,897	1,210,286,902	1,122,217,997	1,265,841,321	143,623,324
Enterprise Fund Subsidy	30,408,776	23,513,433	30,908,776	27,163,075	(3,745,701)
Total Revenue	2,714,387,764	3,024,925,851	3,026,125,406	3,238,453,149	212,327,743
Fund Balance	(100,420,861)	(126,211,892)	130,389,220	33,314,752	(97,074,468)
TOTAL SOURCES	2,613,966,903	2,898,713,959	3,156,514,626	3,271,767,901	115,253,275
REQUIREMENTS					
Salaries and Benefits	1,076,378,154	1,137,970,044	1,228,777,346	1,276,028,058	47,250,712
Services and Supplies	1,018,950,095	1,264,196,747	1,346,771,125	1,390,129,362	43,358,237
Other Charges	382,300,918	350,921,851	346,668,462	388,977,773	42,309,311
Fixed Assets	7,784,190	17,987,613	50,182,729	44,542,162	(5,640,567)
Provisions for Contingencies	0	0	6,828,230	10,750,000	3,921,770
Gross Expenditures	2,485,413,356	2,771,076,255	2,979,227,891	3,110,427,355	131,199,464
Expenditure Transfers	128,553,547	127,637,704	177,286,735	161,340,547	(15,946,188)
TOTAL REQUIREMENTS	2,613,966,903	2,898,713,959	3,156,514,626	3,271,767,901	115,253,276
Allocated Positions (FTE)	8,530	8,923	9,396	9,360	(36)

County Summary Information

ALL COUNTY AND DISTRICTS MAJOR FUNDS

Major Fund: CONTRA COSTA FIRE

Summary

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2016-17 Change
SOURCES					
Taxes Current Property	86,310,666	96,634,199	99,289,200	106,475,840	7,186,640
Taxes Other Than Cur Prop	(1,037,602)	(486,007)	0	0	0
Use Of Money & Property	1,509	14,265	10,720	800	(9,920)
Intergovernmental Revenue	3,341,967	5,010,370	7,221,711	5,238,526	(1,983,185)
Charges for Services	6,119,322	6,070,052	9,191,748	9,697,222	505,474
Miscellaneous Revenue	2,744,539	2,937,477	2,777,896	2,703,495	(74,401)
Total Revenue	97,480,402	110,180,356	118,491,275	124,115,883	5,624,608
Fund Balance	-4,844,700	-3,947,187	14,672,545	6,404,769	-8,267,776
TOTAL SOURCES	92,635,702	106,233,169	133,163,820	130,520,652	-2,643,168
REQUIREMENTS					
Salaries and Benefits	68,161,803	77,850,799	94,540,188	91,659,392	(2,880,796)
Services and Supplies	7,106,077	7,946,790	10,806,297	11,179,373	373,076
Other Charges	2,348,556	3,716,248	4,610,658	4,328,763	(281,895)
Fixed Assets	311,489	1,388,222	4,602,732	4,076,626	(526,106)
Gross Expenditures	77,927,925	90,902,060	114,559,875	111,244,154	(3,315,721)
Expenditure Transfers	14,707,777	15,331,109	18,603,945	19,276,498	672,553
TOTAL REQUIREMENTS	92,635,702	106,233,169	133,163,820	130,520,652	(2,643,168)
Allocated Positions (FTE)	302	332	339	353	14

ALL COUNTY AND DISTRICTS MAJOR FUNDS

Major Fund: HMO ENTERPRISE FUND

Summary

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2016-17 Change
SOURCES					
External Health Plan Revenue	336,352,593	593,498,593	536,489,235	666,062,024	129,572,789
Total Revenue	336,352,593	593,498,593	536,489,235	666,062,024	129,572,789
Fund Balance	(1,012,705)	(25,333,254)	0	0	0
TOTAL SOURCES	335,339,888	568,165,339	536,489,235	666,062,024	129,572,789
REQUIREMENTS					
Salaries and Benefits	17,576,484	18,780,179	22,730,393	27,100,487	4,370,094
Services and Supplies	273,587,303	498,330,034	492,634,578	563,818,577	71,183,999
Other Charges	44,176,101	51,055,127	21,124,264	75,142,960	54,018,696
TOTAL REQUIREMENTS	335,339,888	568,165,339	536,489,235	666,062,024	129,572,789
Allocated Positions (FTE)	155	156	181	181	0

County Summary Information

ALL COUNTY AND DISTRICT MAJOR FUNDS

Major Fund: HOSPITAL ENTERPRISE FUND

Summary

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2016-17 Change
SOURCES					
Medicare Patient Services	37,360,154	37,562,742	36,350,430	41,032,646	4,682,216
Medi-Cal Patient Services	226,504,306	266,510,738	223,781,758	223,026,240	(755,518)
Hlth Plan Patient Svcs	114,896,260	117,727,590	116,635,056	142,935,270	26,300,214
Private Pay Patient Svcs	8,237,865	9,427,108	10,048,232	10,029,089	(19,143)
Interdept Patient Svcs	4,810,809	4,732,226	4,263,443	5,547,471	1,284,028
Other Hospital Revenues	56,693,892	53,942,185	90,122,778	67,179,942	(22,942,836)
Charges To Gen Fund Units	27,306,961	24,643,856	23,275,487	25,446,652	2,171,165
External Health Plan Revenue	(145,373)	6,453,097	12,045,577	5,887,519	(6,158,058)
Enterprise Fund Subsidy	26,672,488	19,777,145	26,672,488	23,426,787	(3,245,701)
Schools Funds Revenue	7,090,092	2,532,440	1,657,941	3,952,006	2,294,065
Gross Revenue	509,427,453	543,309,127	544,853,190	548,463,622	3,610,432
Fund Balance	(6,248,903)	(24,781,789)	0	0	0
TOTAL SOURCES	503,178,550	518,527,338	544,853,190	548,463,622	3,610,432
REQUIREMENTS					
Salaries And Benefits	313,250,707	333,503,125	342,842,105	351,236,887	8,394,782
Services And Supplies	188,079,290	184,802,775	174,422,713	177,248,145	2,825,432
Other Charges	1,848,553	221,438	10,874,867	11,029,590	154,723
Fixed Assets	4,821,185	671,476	16,713,505	8,949,000	(7,764,505)
Gross Expenditures	507,999,736	519,198,814	544,853,190	548,463,622	3,610,432
Expenditure Transfers	(4,821,185)	(671,476)	0	0	0
TOTAL REQUIREMENTS	503,178,550	518,527,338	544,853,190	548,463,622	3,610,432
Allocated Positions (FTE)	1,926	2,184	2,438	2,438	0

ALL COUNTY AND DISTRICT MAJOR FUNDS

ALL NON-MAJOR FUNDS

Summary

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2016-17 Change
SOURCES					
External Health Plan Revenue	14,302,480	9,543,294	0	0	0
Major Risk Med Ins Revenue	1,002,274	421,287	800,000	800,000	0
Taxes Current Property	21,199,888	23,125,352	23,969,005	25,640,168	1,671,163
Taxes Other Than Cur Prop	(240,038)	(111,883)	(225,413)	(118,595)	106,818
License/Permit/Franchises	12,755,108	14,875,118	14,619,012	16,605,813	1,986,801
Fines/Forfeits/Penalties	7,893,743	6,405,089	5,021,538	5,272,988	251,450
Use Of Money & Property	5,911,529	5,161,438	6,310,027	5,670,983	(639,044)
Intergovernmental Revenue	258,260,934	267,430,590	276,550,737	296,092,967	19,542,230
Charges For Services	19,291,161	24,999,631	26,939,004	26,290,249	(648,755)
Miscellaneous Revenue	127,306,559	83,362,847	94,792,391	99,735,819	4,943,428
Total Revenue	467,683,638	435,212,764	448,776,300	475,990,392	23,421,229
Fund Balance	(42,359,477)	(16,108,677)	91,449,834	35,814,754	(55,635,080)
TOTAL SOURCES	425,324,161	419,104,087	540,226,134	511,805,146	(28,420,988)
REQUIREMENTS					
Salaries and Benefits	65,644,849	66,645,220	74,782,491	77,971,816	3,189,325
Services and Supplies	39,549,374	48,136,189	115,292,970	95,716,267	(19,576,703)
Other Charges	94,627,840	68,128,802	78,348,382	67,453,464	(10,894,918)
Fixed Assets	(4,933,700)	(9,213,863)	6,112,655	8,160,457	2,047,802
Gross Expenditures	194,888,363	173,696,347	274,536,497	249,302,004	(25,234,493)
Expenditure Transfers	230,435,798	245,407,739	265,689,637	262,503,142	(3,186,495)
TOTAL REQUIREMENTS	425,324,161	419,104,087	540,226,134	511,805,146	(28,420,988)
Allocated Positions (FTE)	657	674	694	695	1

County Summary Information

ALL COUNTY AND DISTRICTS MAJOR FUNDS

Major Fund: GENERAL FUND - All Functional Groups

Summary

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2016-17 Change
SOURCES					
Taxes Current Property	290,785,251	311,201,349	320,580,000	343,791,000	23,211,000
Taxes Other Than Cur Prop	23,499,030	25,210,259	20,660,000	20,683,000	23,000
License/Permit/Franchises	11,678,091	13,622,641	11,476,050	10,828,498	(647,552)
Fines/Forfeits/Penalties	29,357,016	27,944,076	26,422,960	26,212,754	(210,206)
Use Of Money & Property	3,198,267	3,769,144	11,300,770	3,259,444	(8,041,326)
Intergovernmental Revenue	489,068,552	516,887,538	551,535,886	554,130,786	2,594,900
Charges For Services	207,519,847	220,354,518	217,491,581	229,560,097	12,068,516
Miscellaneous Revenue	242,470,156	246,887,804	265,555,086	281,792,783	16,237,697
Gross Revenue	1,297,576,207	1,365,877,334	1,425,022,333	1,470,258,361	45,236,028
Fund Balance	(49,674,657)	(59,167,442)	37,380,501	(2,500,000)	(39,880,501)
TOTAL SOURCES	1,247,901,550	1,306,709,892	1,462,402,834	1,467,758,361	5,355,527
REQUIREMENTS					
Salaries and Benefits	679,906,115	719,041,457	788,422,356	819,718,867	31,296,511
Services and Supplies	402,263,407	432,375,671	492,289,600	476,870,803	(15,418,797)
Other Charges	241,170,739	230,731,745	235,908,980	234,148,580	(1,760,400)
Fixed Assets	6,411,682	17,347,622	27,356,569	27,432,705	76,136
Provisions for Contingency	0	0	6,828,230	10,750,000	3,921,770
Gross Expenditures	1,329,751,940	1,399,496,490	1,550,805,735	1,568,920,956	18,115,221
Expenditure Transfers	(81,850,388)	(92,786,604)	(88,402,902)	(101,162,595)	(12,759,693)
TOTAL REQUIREMENTS	1,247,901,550	1,306,709,892	1,462,402,834	1,467,758,361	5,355,527
Allocated Positions (FTE)	5,792	5,909	6,083	6,046	(37)

ALL COUNTY AND DISTRICTS MAJOR FUNDS

Major Fund: GENERAL FUND - *General Government Functional Group*

Summary

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2016-17 Change
SOURCES					
Taxes Current Property	290,785,251	311,201,349	320,580,000	343,791,000	23,211,000
Taxes Other Than Cur Prop	23,499,030	25,210,259	20,660,000	20,683,000	23,000
License/Permit/Franchises	9,702,665	11,642,700	9,502,550	8,898,998	(603,552)
Fines/Forfeits/Penalties	23,975,345	23,828,476	23,023,297	23,037,667	14,370
Use Of Money & Property	2,696,944	3,293,796	1,907,491	2,736,351	828,860
Intergovernmental Revenue	22,799,684	29,075,023	32,954,479	24,058,860	(8,895,619)
Charges For Services	81,291,575	86,760,923	80,548,949	89,743,032	9,194,083
Miscellaneous Revenue	52,422,625	54,482,474	56,689,730	59,080,254	2,390,524
Gross Revenue	507,173,119	545,494,997	545,866,495	572,029,161	26,162,666
Fund Balance	(298,486,270)	(329,943,195)	(256,964,802)	(302,221,753)	(45,256,951)
TOTAL SOURCES	208,686,849	215,551,802	288,901,693	269,807,408	(19,094,285)
REQUIREMENTS					
Salaries and Benefits	114,653,575	118,486,206	137,945,781	143,816,120	5,870,339
Services and Supplies	116,385,112	126,650,940	171,828,002	148,012,043	(23,815,959)
Other Charges	52,526,747	46,132,385	40,058,700	42,612,301	2,553,601
Fixed Assets	2,248,607	10,336,621	18,207,285	18,069,103	(138,182)
Provisions for Contingency	0	0	6,828,230	10,750,000	3,921,770
Gross Expenditures	285,814,041	301,606,153	374,867,998	363,259,566	(11,608,432)
Expenditure Transfers	(77,127,192)	(86,054,351)	(85,966,305)	(93,452,159)	(7,485,854)
TOTAL REQUIREMENTS	208,686,849	215,551,802	288,901,693	269,807,408	(19,094,285)
Allocated Positions (FTE)	1,046	1,061	1,074	1,080	6

ALL COUNTY AND DISTRICTS MAJOR FUNDS

Major Fund: GENERAL FUND - Health & Human Services Functional Group
Summary

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2016-17 Change
SOURCES					
License/Permit/Franchises	419,392	421,939	415,000	171,000	(244,000)
Fines/Forfeits/Penalties	900,940	732,768	625,946	473,555	(152,391)
Use Of Money & Property	501,322	475,349	9,393,279	523,093	(8,870,186)
Intergovernmental Revenue	365,848,695	385,439,725	420,662,153	424,754,143	4,091,990
Charges For Services	80,752,920	85,828,283	87,151,216	95,869,235	8,718,019
Miscellaneous Revenue	141,160,761	138,853,072	152,066,972	158,106,933	6,039,961
Gross Revenue	589,584,030	611,751,136	670,314,566	679,897,959	9,583,393
Fund Balance	103,111,203	107,297,876	106,595,619	117,624,753	11,029,134
TOTAL SOURCES	692,695,233	719,049,012	776,910,185	797,522,712	20,612,527
REQUIREMENTS					
Salaries and Benefits	289,295,321	306,784,214	342,675,079	359,124,589	16,449,510
Services and Supplies	243,154,562	260,280,102	264,658,384	279,184,609	14,526,225
Other Charges	162,926,726	157,126,960	170,691,366	164,776,802	(5,914,564)
Fixed Assets	1,247,233	1,402,924	1,226,287	1,277,029	50,742
Gross Expenditures	696,623,842	725,594,200	779,251,116	804,363,029	25,111,913
Expenditure Transfers	(3,928,609)	(6,545,188)	(2,340,931)	(6,840,317)	(4,499,386)
TOTAL REQUIREMENTS	692,695,233	719,049,012	776,910,185	797,522,712	20,612,527
Allocated Positions (FTE)	3,011	3,091	3,252	3,181	(71)

ALL COUNTY AND DISTRICTS MAJOR FUNDS

Major Fund: GENERAL FUND - *Law & Justice Functional Group*

Summary

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2016-17 Change
SOURCES					
License/Permit/Franchises	1,556,036	1,558,002	1,558,500	1,758,500	200,000
Fines/Forfeits/Penalties	4,480,730	3,382,834	2,773,717	2,701,532	(72,185)
Intergovernmental Revenue	100,420,172	102,372,790	97,919,254	105,317,783	7,398,529
Charges For Services	45,475,351	47,765,317	49,791,416	43,947,830	(5,843,586)
Miscellaneous Revenue	48,886,769	53,552,259	56,798,384	64,605,596	7,807,212
Gross Revenue	200,819,057	208,631,201	208,841,271	218,331,241	9,489,970
Fund Balance	145,700,411	163,477,877	187,749,684	182,097,000	(5,652,684)
TOTAL SOURCES	346,519,468	372,109,078	396,590,955	400,428,241	3,837,286
REQUIREMENTS					
Salaries and Benefits	275,957,218	293,771,037	307,801,497	316,778,159	8,976,662
Services and Supplies	42,723,736	45,444,626	55,803,213	49,674,151	(6,129,062)
Other Charges	25,717,266	27,472,399	25,158,914	26,759,477	1,600,563
Fixed Assets	2,915,839	5,608,078	7,922,997	8,086,573	163,576
Gross Expenditures	347,314,059	372,296,140	396,686,621	401,298,360	4,611,739
Expenditure Transfers	(794,590)	(187,063)	(95,666)	(870,119)	(774,453)
TOTAL REQUIREMENTS	346,519,468	372,109,078	396,590,955	400,428,241	3,837,286
Allocated Positions (FTE)	1,757	1,757	1,761	1,785	24

County Summary Information

GENERAL FUND

Summary of Expenditures and Revenues With Compensation Information

General Fund	2014-15 Actual	2015-16 Budget	2016-17 Baseline	2016-17 Recommended	Change
EXPENDITURES					
Salaries and Benefits	719,041,457	788,422,357	815,357,595	819,718,868	4,361,273
Services and Supplies	432,375,669	492,289,599	475,193,502	476,870,803	1,677,300
Other Charges	230,731,745	235,908,980	234,148,580	234,148,580	0
Fixed Assets	17,347,623	27,356,569	25,632,705	27,432,705	1,800,000
Expenditure Transfers	(92,786,602)	(88,402,902)	(100,442,392)	(101,162,595)	(720,203)
TOTAL EXPENDITURES	1,306,709,891	1,462,402,833	1,460,639,990	1,467,758,361	7,118,370
REVENUE					
Other Local Revenue	796,055,306	834,447,729	854,189,305	857,414,405	3,225,100
Federal Assistance	258,367,567	271,578,727	280,873,763	280,873,763	0
State Assistance	311,454,461	319,248,380	331,975,218	331,970,193	(5,025)
GROSS REVENUE	1,365,877,334	1,425,274,836	1,467,038,286	1,470,258,361	3,220,075
NET COUNTY COST (NCC)	(59,167,443)	37,127,997	(6,398,296)	(2,500,000)	3,898,295
Allocated Positions (FTE)	5,909	6,083	6,010	6,046	36
FINANCIAL INDICATORS					
Salaries as % of Total Exp	51%	51%	52%	52%	
% Change in Total Exp		12%	0%	0%	
% Change in Total Rev		4%	3%	0%	
% Change in NCC		(163%)	(117%)	(61%)	
COMPENSATION INFORMATION					
Permanent Salaries	352,315,580	410,717,325	437,740,949	440,129,152	2,388,203
Temporary Salaries	22,896,279	13,813,049	12,282,188	12,350,230	68,042
Permanent Overtime	18,624,560	15,234,310	15,168,808	15,168,808	0
Deferred Comp	2,066,708	3,628,161	3,918,745	3,931,333	12,588
Hrly Physician Salaries	105,967	81,924	90,556	90,556	0
Perm Physicians Salaries	2,949,525	3,030,561	2,924,799	2,924,799	0
Perm Phys Addnl Duty Pay	21,383	32,906	300,354	300,354	0
Comp & SDI Recoveries	(2,112,847)	(1,282,408)	(1,284,576)	(1,284,576)	0
FICA/Medicare	23,319,448	27,451,089	27,880,689	28,016,028	135,339
Ret Exp-Pre 97 Retirees	1,878,527	2,154,719	2,056,350	2,056,350	0
Retirement Expense	186,048,226	186,675,676	181,902,756	183,161,370	1,258,614
Excess Retirement	151,656	147,028	170,705	170,705	0
Employee Group Insurance	51,992,074	63,324,971	71,376,655	71,809,274	432,619
Retiree Health Insurance	31,012,856	32,296,674	30,434,039	30,436,039	2,000
OPEB Pre-Pay	13,842,468	13,842,469	13,224,175	13,224,175	0
Unemployment Insurance	1,182,995	1,273,271	1,211,972	1,220,968	8,996
Workers Comp Insurance	12,112,641	16,000,631	15,958,432	16,013,304	54,872
Labor Received/Provided	633,411	1	0	0	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 2016-17 is \$409,229,000 or 28% 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 Share of General Purpose Revenue

	FY 2015-16 Adopted Budget	Share of Total	FY 2016-17 Recommended	Share of Total
Agriculture	2,250,000	0.6%	2,206,000	0.5%
Animal Services	3,925,000	1.0%	4,249,000	1.0%
Assessor	15,750,000	4.1%	16,000,000	3.9%
Auditor-Controller	3,500,000	0.9%	3,761,000	0.9%
Board of Supervisors	5,943,000	1.5%	7,000,000	1.7%
Capital Improvements	16,500,000	4.3%	16,500,000	4.0%
Central Support Services	6,387,253	1.7%	6,843,000	1.7%
Clerk-Recorder/Elections	5,000,000	1.3%	5,250,000	1.3%
Conflict Defense	200,000	0.1%	3,750,000	0.9%
Conservation & Development	7,671,955	2.0%	285,000	0.1%
Contingency Reserve	5,125,000	1.3%	10,750,000	2.6%
County Administration	5,000,000	1.3%	5,755,000	1.4%
County Counsel	2,650,000	0.7%	3,000,000	0.7%
Crockett/Rodeo Revenues	560,000	0.1%	560,000	0.1%
Debt Service	95,000	0.0%	95,000	0.0%
Depart of Information Technology	16,400,000	4.3%	16,750,000	4.1%
District Attorney	5,515,396	1.4%	5,500,000	1.3%
Employee/Retiree Benefits	20,000,000	5.2%	23,658,000	5.8%
Employment & Human Services	85,400,000	22.2%	95,000,000	23.2%
Health Services	2,800,000	0.7%	3,204,000	0.8%
Human Resources	2,398,365	0.6%	2,540,000	0.6%
Justice System Develop/Planning	41,500,000	10.8%	42,500,000	10.4%
Probation	19,700,000	5.1%	20,808,000	5.1%
Public Defender	16,892,396	4.4%	18,367,000	4.5%
Public Works	80,370,000	20.9%	81,000,000	19.8%
Sheriff-Coroner	10,531,635	2.7%	10,500,000	2.6%
Superior Court Related Functions	2,000,000	0.5%	2,403,000	0.6%
Treasurer-Tax Collector	815,000	0.2%	995,000	0.2%
Veterans Service	2,250,000	0.6%	2,206,000	0.5%
	384,880,000	100.0%	409,229,000	100.0%

GENERAL PURPOSE REVENUE

The following table compares the Recommended Budget’s share of General Purpose Revenue between Agencies to the Baseline Budget. 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. The FY 2016-17 Recommended Budget funds the total Baseline Budget and an additional \$3.9 million in expanded requests, which are identified within each departmental write-up and summarized in the Countywide Program Modification List found in the Appendix on page 487.

Comparison of Share between Recommended Budget and Baseline Request

	FY 2015-16 Baseline Budget	Share of Total	FY 2015-16 Recommended	Share of Total
Agriculture	2,288,991	0.6%	2,206,000	0.5%
Animal Services	4,249,000	1.0%	4,249,000	1.0%
Assessor	16,168,524	4.0%	16,000,000	3.9%
Auditor-Controller	3,761,000	0.9%	3,761,000	0.9%
Board of Supervisors	7,000,000	1.7%	7,000,000	1.7%
Capital Improvements	16,500,000	4.1%	16,500,000	4.0%
Central Support Services	6,618,000	1.6%	6,843,000	1.7%
Clerk-Recorder/Elections	5,321,514	1.3%	5,250,000	1.3%
Conflict Defense	3,750,000	0.9%	3,750,000	0.9%
Conservation & Development	285,000	0.1%	285,000	0.1%
Contingency Reserve	10,750,000	2.7%	10,750,000	2.6%
County Administration	5,755,000	1.4%	5,755,000	1.4%
County Counsel	3,000,000	0.7%	3,000,000	0.7%
Crockett/Rodeo Revenues	560,000	0.1%	560,000	0.1%
Department of Information Technology	95,000	0.0%	95,000	0.0%
District Attorney	15,951,138	3.9%	16,750,000	4.1%
Employee/Retiree Benefits	5,500,000	1.4%	5,500,000	1.3%
Employment & Human Services	23,658,000	5.8%	23,658,000	5.8%
Health Services	95,000,000	23.4%	95,000,000	23.2%
Human Resources	3,114,000	0.8%	3,204,000	0.8%
Justice System Development/Planning	2,540,000	0.6%	2,540,000	0.6%
Probation	42,500,000	10.5%	42,500,000	10.4%
Public Defender	20,808,000	5.1%	20,808,000	5.1%
Public Works	17,585,578	4.3%	18,367,000	4.5%
Sheriff-Coroner	79,004,753	19.5%	81,000,000	19.8%
Superior Court Related Functions	10,500,000	2.6%	10,500,000	2.6%
Treasurer-Tax Collector	2,143,000	0.5%	2,403,000	0.6%
Veterans Service	924,206	0.2%	995,000	0.2%
	405,330,704	100.0%	409,229,000	100.0%

¹ The difference between the total Baseline Request and total General Purpose Revenue is the funding augmentation described in the individual Department narratives beginning on page 43.

GENERAL PURPOSE REVENUE

As shown below, the majority of General Purpose Revenue is allocated to a handful of County Departments/Program areas; in fact 80.8% of our General Purpose Revenue is spent in just nine departments. The table below also shows the ranking of Department /Program share (including Appropriations for Contingencies) of General Purpose Revenue.

Ranking of Department Share of General Purpose Revenue

	FY 2016-17 Baseline Budget	Share of Total	FY 2016-17 Recommended	Share of Total	
Health Services	95,000,000	23.4%	95,000,000	23.2%	} 80.8%
Sheriff-Coroner	79,004,753	19.5%	81,000,000	19.8%	
Probation	42,500,000	10.5%	42,500,000	10.4%	
Employment & Human Services	23,658,000	5.8%	23,658,000	5.8%	
Public Defender	20,808,000	5.1%	20,808,000	5.1%	
Public Works	17,585,578	4.3%	18,367,000	4.5%	
District Attorney	15,951,138	3.9%	16,750,000	4.1%	
Capital Improvements	16,500,000	4.1%	16,500,000	4.0%	
Assessor	16,168,524	4.0%	16,000,000	3.9%	
Contingency Reserve	10,750,000	2.7%	10,750,000	2.6%	} 19.2%
Superior Court Related Functions	10,500,000	2.6%	10,500,000	2.6%	
Board of Supervisors	7,000,000	1.7%	7,000,000	1.7%	
Central Support Services	6,618,000	1.6%	6,843,000	1.7%	
County Administration	5,755,000	1.4%	5,755,000	1.4%	
Employee/Retiree Benefits	5,500,000	1.4%	5,500,000	1.3%	
Clerk-Recorder/Elections	5,321,514	1.3%	5,250,000	1.3%	
Animal Services	4,249,000	1.0%	4,249,000	1.0%	
Auditor-Controller	3,761,000	0.9%	3,761,000	0.9%	
Conflict Defense	3,750,000	0.9%	3,750,000	0.9%	
Human Resources	3,114,000	0.8%	3,204,000	0.8%	
County Counsel	3,000,000	0.7%	3,000,000	0.7%	
Justice System Dev/Planning	2,540,000	0.6%	2,540,000	0.6%	
Treasurer-Tax Collector	2,143,000	0.5%	2,403,000	0.6%	
Agriculture	2,288,991	0.6%	2,206,000	0.5%	
Veterans Service	924,206	0.2%	995,000	0.2%	
Crockett/Rodeo Revenues	560,000	0.1%	560,000	0.1%	
Conservation & Development	285,000	0.1%	285,000	0.1%	
Dept of Information Technology	95,000	0.0%	95,000	0.5%	
	405,330,704 ¹	100.0%	409,229,000	100.0%	

¹ The difference between the total Baseline Request and total General Purpose Revenue is the funding augmentation described in the individual Department narratives beginning on page 43.

County Summary Information

ALL FUNDS

Appropriations By Department

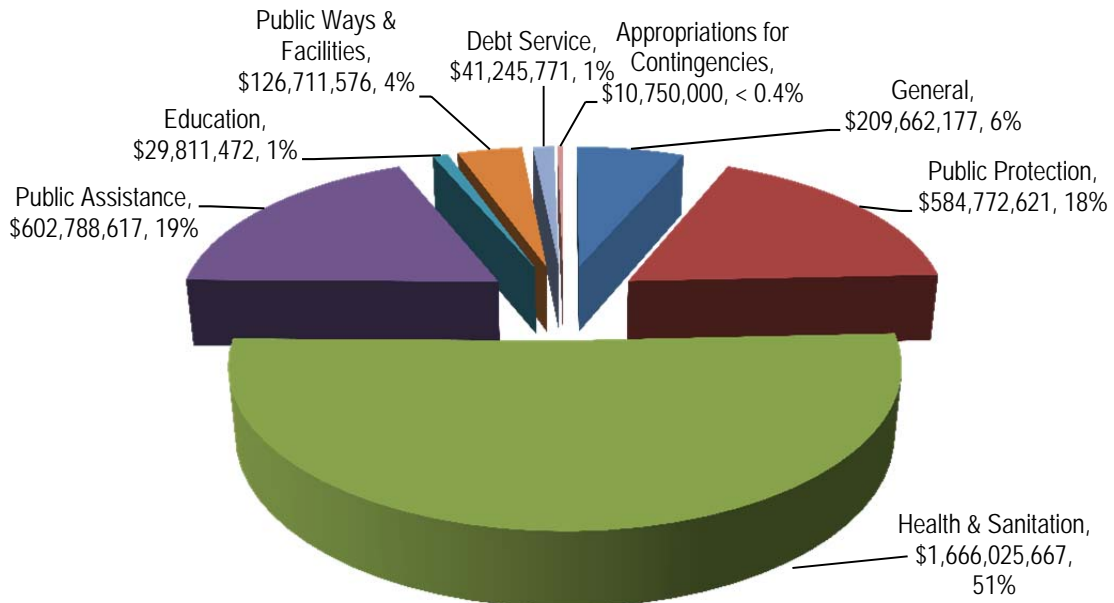
The following table shows total appropriations by Department regardless of the funding source. Please note that several Departments – such as the Library and Child Support Services – do not appear in the preceding charts because they do not receive any General Purpose Revenue.

	<u>FY 2016-17 Baseline</u>	<u>FY 2016-17 Recommended</u>	<u>Difference</u>
County Departments			
Agriculture	6,042,685	5,954,668	(88,017)
Animal Services	12,401,352	12,401,352	0
Assessor	20,627,488	20,458,964	(168,524)
Auditor-Controller	9,384,242	9,384,242	0
Board of Supervisors	7,986,579	7,986,579	0
Capital Improvements	16,589,176	16,589,176	0
Central Support Services	12,326,054	12,551,054	225,000
Child Support Services	18,769,093	18,769,093	0
Clerk-Recorder/Elections	23,447,703	23,376,189	(71,514)
Conflict Defense	3,750,000	3,750,000	0
Conservation & Development	61,350,736	61,350,736	0
Contingency Reserve	10,750,000	10,750,000	0
County Administration	13,494,226	13,494,226	0
County Counsel	6,776,217	6,776,217	0
Crockett/Rodeo Revenues	560,000	560,000	0
Debt Service	41,245,771	41,245,771	0
Department of Information Technology	8,907,172	8,907,172	0
District Attorney	47,883,931	48,860,852	976,921
Employee/Retiree Benefits	5,538,862	5,538,862	0
Employment & Human Services	476,874,401	476,874,401	0
Health Services	1,689,212,434	1,689,212,434	0
Human Resources	10,223,915	10,390,915	167,000
Justice System Development/Planning	43,181,874	43,181,874	0
Library	29,811,472	29,811,472	0
Probation	81,464,108	81,464,108	0
Public Defender	22,627,914	22,959,183	331,269
Public Safety Realignment	103,998,521	103,998,522	1
Public Works	204,024,454	204,935,838	911,384
Public Works	250,603,659	255,129,905	4,526,246
Sheriff-Coroner	18,512,776	18,512,776	0
Superior Court Related Functions	5,045,620	5,305,620	260,000
Treasurer-Tax Collector	1,214,906	1,285,700	70,794
Veterans Service	6,042,685	5,954,668	(88,017)
Total County	3,264,627,341	3,271,767,901	7,140,560
Special Districts			
CCC Fire Protection District	181,286,547	184,424,685	3,138,138
Crockett/Carquinez Fire	600,504	600,504	0
Special District (other than Fire)	88,121,314	88,121,314	0
Appropriations Grand Total	3,534,635,706	3,544,914,404	10,278,698

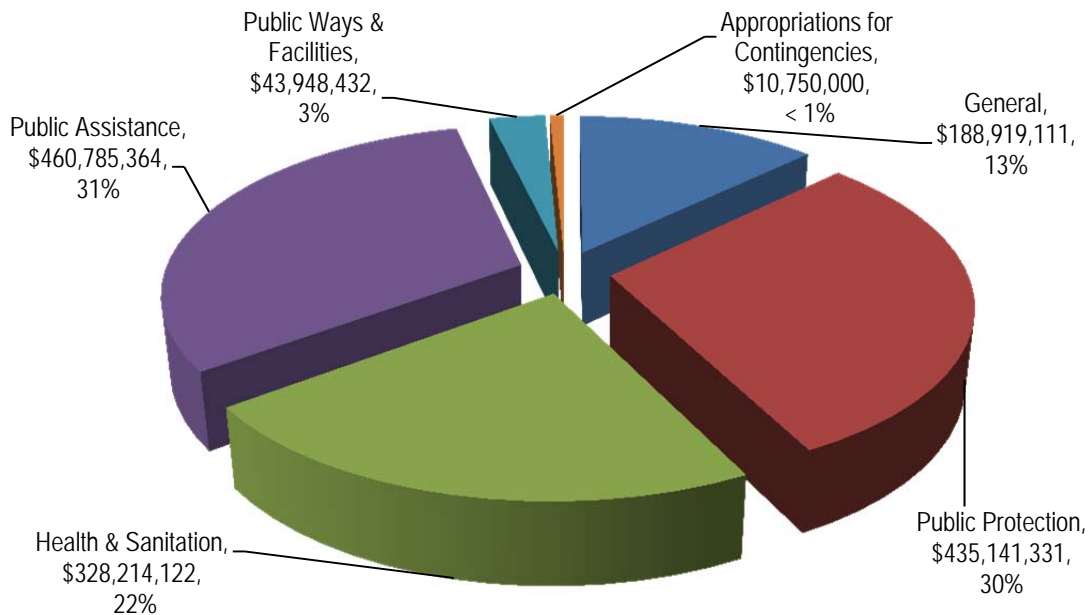
APPROPRIATIONS BY STATE FUNCTION CODE

Many Departments provide more than one area of service. The charts below categorize total County Appropriations by State Function Code.

ALL FUNDS: \$3.27 Billion



GENERAL FUND: \$1.47 Billion



County Summary Information

ALL COUNTY FUNDS

Position Summary

The table below provides FTE positions for all funds for the prior year (2014-15 Actual), current year (2015-16 Budget), Projected Year (2016-17 Baseline), and for the 2016-17 Recommended Budget. Current year figures reflect total estimated net position counts for all Departments, as of the beginning of budget production. Please note that these numbers represent rounded/funded FTEs. Central Support Services (Risk Management) has an increase of 1 FTE, District Attorney 6 FTEs, Human Resources 1 FTE, Public Defender 3 FTEs, Public Works 8 FTEs, Sheriff-Coroner 15 FTEs, Treasurer-Tax Collector 2 FTEs, and Veterans Services 1 FTE. The County Clerk-Recorder/Elections (Recorder) added 2 FTE and is cancelling 3 vacant FTE for a net decrease of 1 FTE.

	<u>2014-15 Actual</u>	<u>2015-16 Budget</u>	<u>2016-17 Baseline</u>	<u>2016-17 Recommended</u>	<u>Change</u>
<u>County Departments</u>					
Agriculture	46	46	41	41	0
Animal Services	84	84	84	84	0
Assessor	122	122	122	122	0
Auditor-Controller	56	57	57	57	0
Board of Supervisors	31	31	31	31	0
Central Support Services	42	43	43	44	1
Child Support Services	171	171	171	171	0
Conservation and Development	161	167	167	167	0
County Administration	32	33	33	33	0
County Clerk-Recorder/Elections	83	84	84	83	-1
County Counsel	49	50	50	50	0
Dept of Information Technology	76	78	78	78	0
District Attorney	187	195	195	201	6
Employment & Human Services	2,192	2,274	2,224	2,224	0
Health Services	3,341	3,709	3,688	3,688	0
Human Resources	46	47	47	48	1
Justice Sys Development/Planning	3	3	3	3	0
Library	178	180	180	180	0
Probation	347	347	351	351	0
Public Defender	100	106	106	109	3
Public Works	494	500	500	508	8
Sheriff-Coroner	1,046	1,032	1,032	1,047	15
Treasurer-Tax Collector	28	28	28	30	2
Veterans Service	8	9	9	10	1
Total County FTE	<u>8,923</u>	<u>9,396</u>	<u>9,324</u>	<u>9,360</u>	<u>36</u>
<u>Special Districts</u>					
CCC Fire Protection District	332	339	339	353	14
Special District (other than Fire)	17	17	17	17	0
All Funds FTE	<u>9,272</u>	<u>9,752</u>	<u>9,680</u>	<u>9,730</u>	<u>50</u>

GENERAL FUND

Position Summary

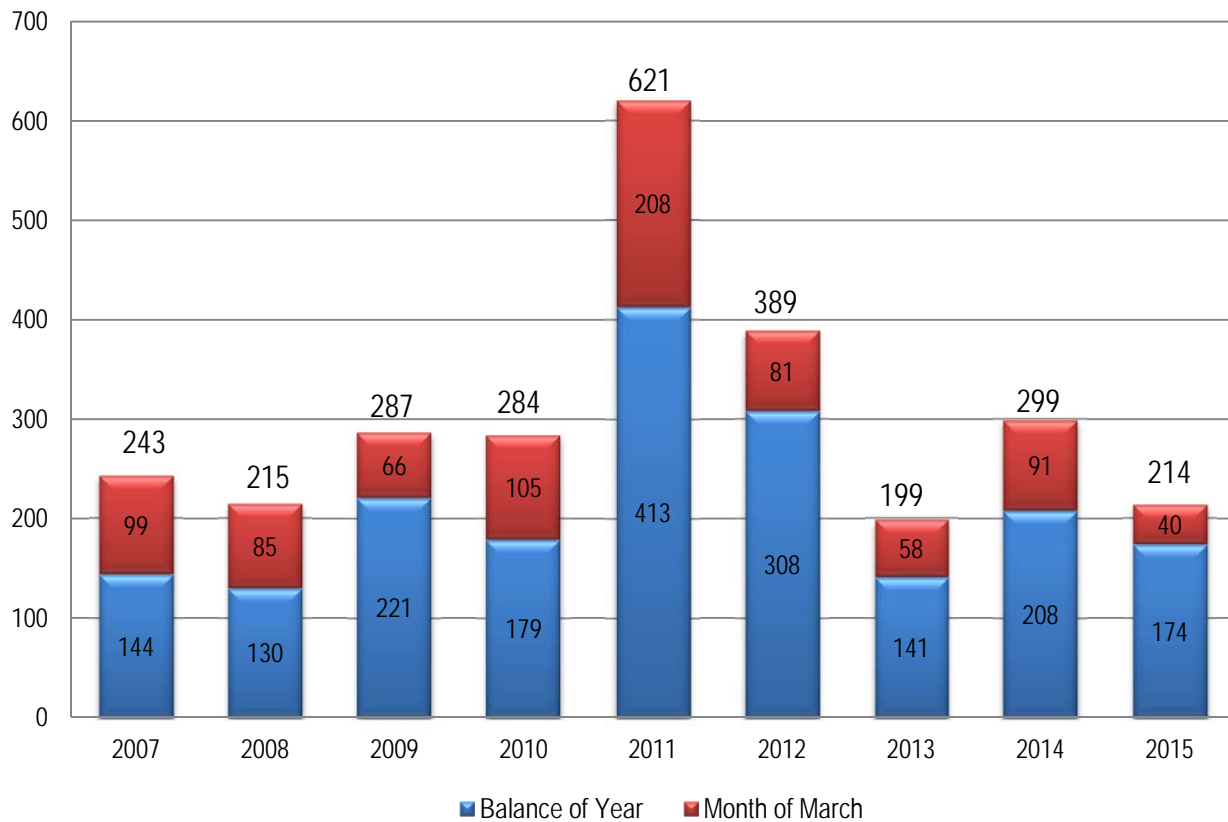
The table below provides FTE positions for the General Fund for the prior year (2014-15 Actual), current year (2015-16 Budget), Projected Year (2016-17 Baseline), and for the 2016-17 Recommended Budget. These figures are independently rounded by Department.

	<u>2014-15 Actual</u>	<u>2015-16 Budget</u>	<u>2016-17 Baseline</u>	<u>2016-17 Recommended</u>	<u>Change</u>
<u>General Fund Departments</u>					
Agriculture	46	46	41	41	0
Animal Services	84	84	84	84	0
Assessor	122	122	122	122	0
Auditor-Controller	56	57	57	57	0
Board of Supervisors	31	31	31	31	0
Central Support Services	42	43	43	44	1
Conservation and Development	2	1	1	1	0
County Administration	32	33	33	33	0
County Clerk-Recorder/Elections	71	73	73	72	-1
County Counsel	49	50	50	50	0
Dept of Information Technology	76	78	78	78	0
District Attorney	187	195	195	201	6
Employment & Human Services	2,082	2,153	2,102	2,102	0
Health Services	1,001	1,090	1,069	1,069	0
Human Resources	46	47	47	48	1
Justice Sys Development/Planning	3	3	3	3	0
Probation	347	347	351	351	0
Public Defender	100	106	106	109	3
Public Works	460	465	465	473	8
Sheriff-Coroner	1,036	1,022	1,022	1,037	15
Treasurer-Tax Collector	28	28	28	30	2
Veterans Service	8	9	9	10	1
Total County FTE	<u>5,909</u>	<u>6,083</u>	<u>6,010</u>	<u>6,046</u>	<u>36</u>

EMPLOYEE RETIREMENT RATE INFORMATION

The County continues to carry a high number of vacant positions due, in part, to unprecedented numbers of retirements during calendar year 2011 and 2012, which was exacerbated by the Great Recession. The chart below provides the last nine 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 2007-2015

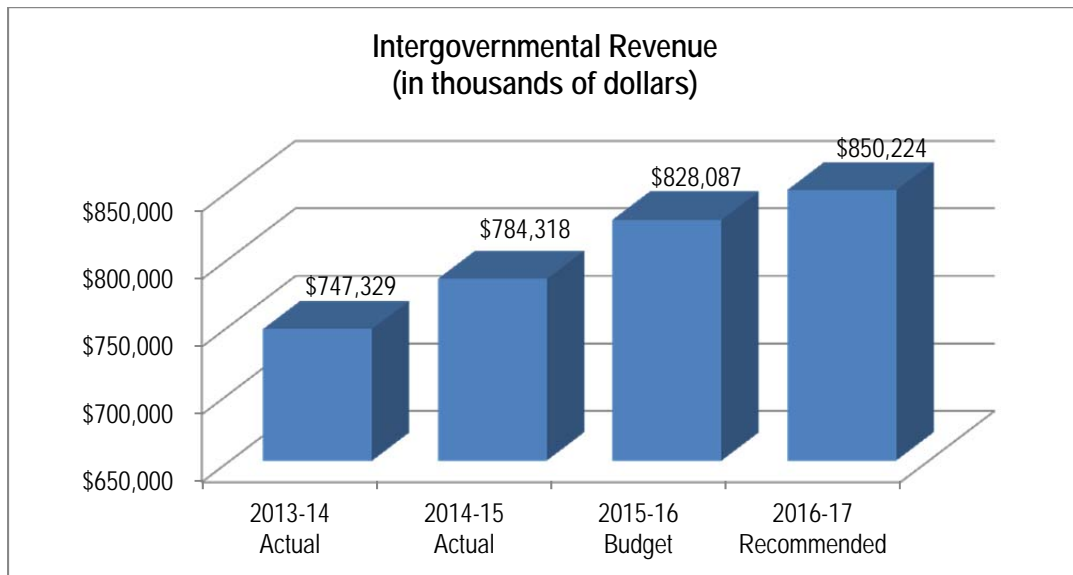


ALL COUNTY FUNDS

Discussion of Major Revenue Sources:

Intergovernmental Revenue: \$850.2 Million/26.3% 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 (\$203.4 million): Contra Costa’s total Realignment-Sales Tax revenue is budgeted at \$203.4 million, 79% of which is comprised of 2011 Realignment Fund revenues. 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 \$7.1 billion to local governments to fund various criminal justice, mental health and social services programs in the current year and \$7.5 billion is estimated in the FY 2016-17. In FY 2016-17, Contra Costa County’s share of community corrections base allocation will be increased; however while our “Base” is increasing in FY 2016-17 over FY 2015-16, the percentage share we receive is fixed. Realignment revenue is dependent on a statewide pool of funds, which is derived from Vehicle License Fees and a portion of the State sales tax. It is projected to increase in FY 2016-17, but relative to our overall revenue in FY 2015-16 (which includes some one-time transition payments), our revenue in FY 2016-17 will decline over FY 2015-16.

ALL COUNTY FUNDS

Discussion of Major Revenue Sources

Intergovernmental Revenue *(continued)*

After adoption of the State budget by the Legislature, additional appropriations will be added to Contra Costa's total Realignment - Sales Tax estimate for FY 2016-17 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.

Federal Aid (\$243.8 million): The County is projecting to receive federal aid for a variety of programs in FY 2016-17. Some of these programs are: adoptions (\$6.8 million), child boarding homes (\$10.9 million), community services administration (\$27.6 million), employment and training (\$10.8 million), family maintenance (\$14.9 million), highway construction monies (\$12.6 million), and HUD Block Grants (\$12.6 million).

State Aid Public Safety Services (\$80.7 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 in FY 2016-17 due to an increase in overall statewide sales tax revenue, and an increase in the County's pro-rata share of Proposition 172 statewide sales tax receipts. The increase over the current year budgeted figures is \$6.3 million.

State Aid Realignment-Mental Health (\$27.7 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 \$7.1 billion to local governments to fund various criminal justice, mental health and social services programs in the current year and \$7.5 billion is estimated in the FY 2016-17. Contra Costa's total Realignment – Mental Health is budgeted at \$27.7 million for FY 2016-17. 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 on prior year receipts and anticipated sales tax growth.

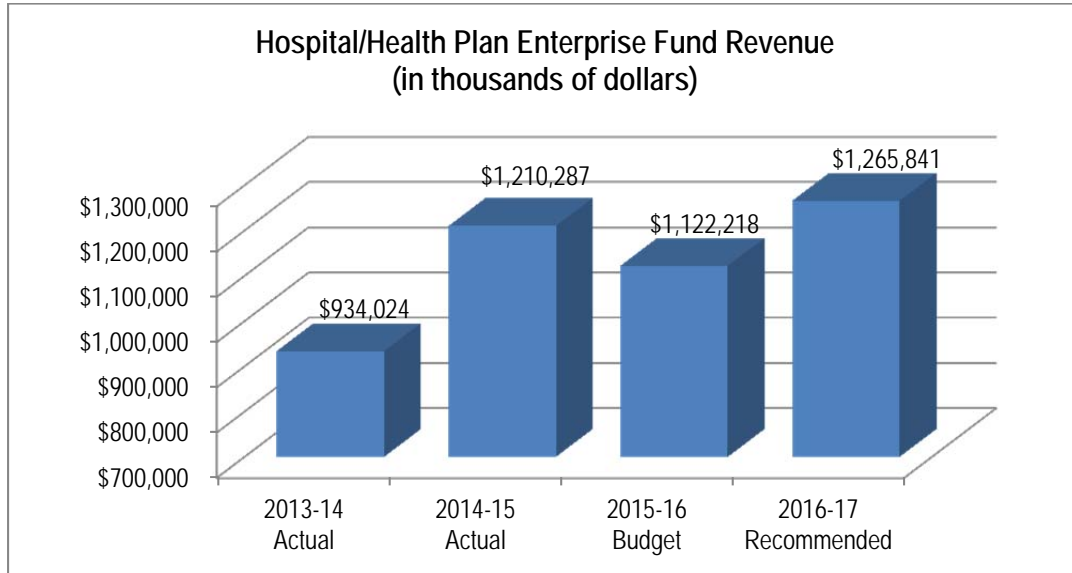
Title IV-D Revenues (\$18.8 million): Child Support Services is projecting to receive just under \$19 million in federal funds in FY 2016-17. This is a federal funding source and is projected by the Child Support Services Department based upon performance and current year expenses, due mainly to flat expenditures; projected revenue growth is flat as well.

ALL COUNTY FUNDS

Discussion of Major Revenue Sources

Hospital/Health Plan Revenue: \$1.3 Billion/39.09% 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 (\$666.1 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 (\$223.0 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 (\$142.9 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 (\$68.2 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 (\$41.0 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.

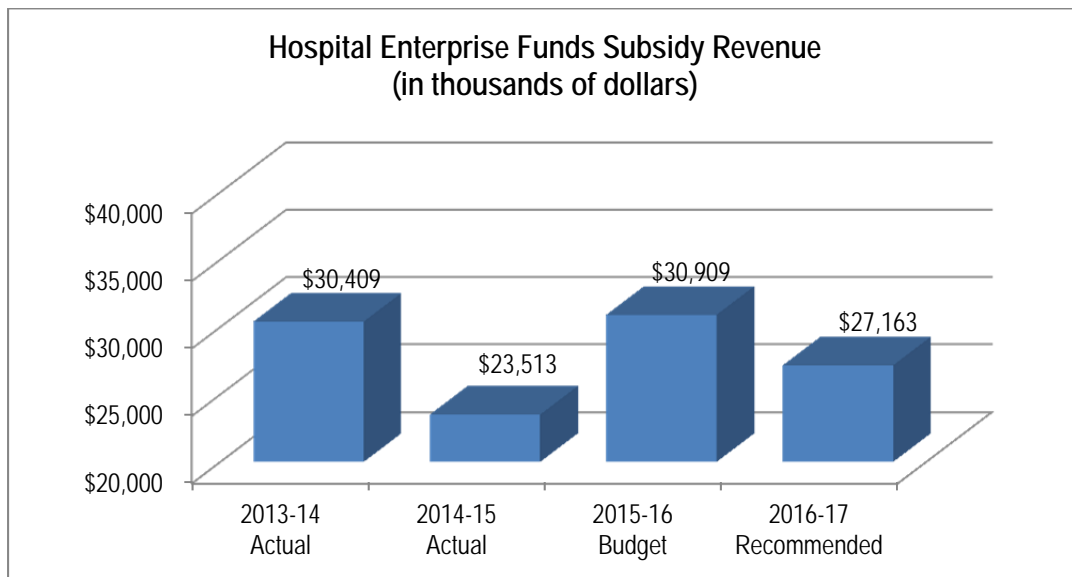
Medicare Outpatient services are paid by APC (Ambulatory Payment Classification) codes. Each code is assigned a value by CMS (Centers for Medicare and Medicaid Services) and these codes are adjusted by locality. The APC codes are determined by the CPT (Current Procedural Terminology) code billed for 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: \$27.2 Million/0.8% 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 (\$23.4 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 2017-18. The temporary subsidy reduction in FY 2014-15 was due to the recognition of start-up revenues related to the Affordable Care Act.

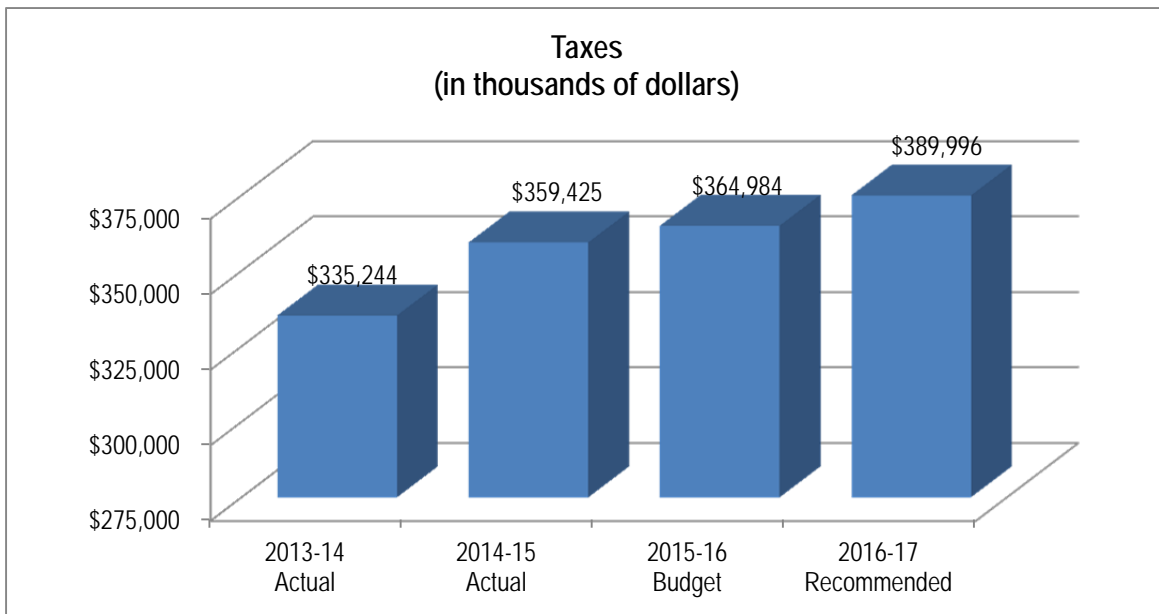
Health Plan Subsidy (\$3.7 million): Historically, the County General Fund has provided a general fund subsidy to the County health plan (Enterprise Fund III). These revenues are allocated from projected property tax revenues and are set as a fixed dollar amount. The allocation was reduced significantly in FY 2010-11, but has been relatively stable since.

ALL COUNTY FUNDS

Discussion of Major Revenue Sources

Taxes: \$390.0 Million/12.04% of Total Sources

Contra Costa’s largest General Fund revenue source is from Taxes. This major revenue source includes primarily Property Taxes, including Property Tax In-Lieu of Vehicle License Fees, that are levied on taxable real and personal property which is situated in the County as of the preceding January 1. Another major tax source is Sales and Use Tax.



Property Taxes-Current Secured (\$230.9 million): Property Taxes, which are regulated by the State and locally administered and distributed by the County, are based on one percent of taxable 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 new construction occurs, in which case the property value for taxation purposes is adjusted by the County Assessor. Property values may also be temporarily reduced due to declines in the market value of the property below the current assessed value, as was the case during the recession. Contra Costa relies on a consulting firm to project Property Tax growth. The County Administrator’s Office analyzed this information and is recommending budgeting 6.0% growth over current year projections from this revenue source.

ALL COUNTY FUNDS

Discussion of Major Revenue Sources

Taxes Revenue *(continued)*

Property Tax In-Lieu of Vehicle License Fees (\$116.6 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 2016-17 based on property tax projections.

Sales and Use Tax/In-Lieu Sales and Use Tax (\$14.0 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".

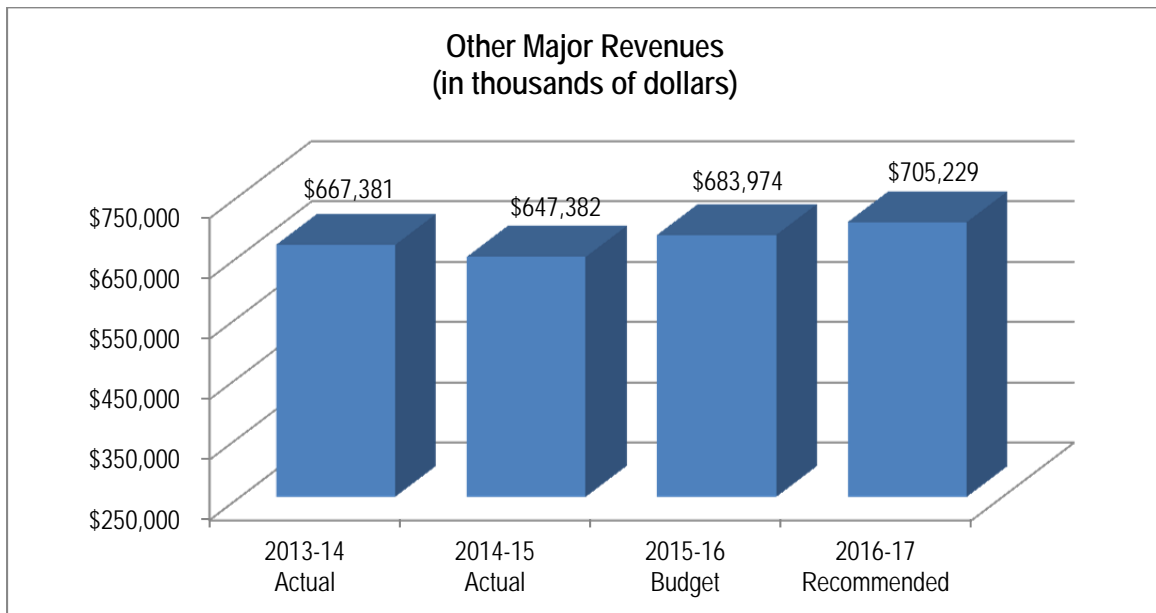
Triple Flip Unwind Process: The Governor's FY 2014-15 state budget included a supplemental payment of \$1.6 billion to allow the 2004 Economic Recovery Bonds to be paid off earlier than originally planned. Based on our review of historical annual Triple Flip reconciliations, all past takeaways have been 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 reverted to the original 1% amount. Due to the increase in monthly cash flow, many agencies experienced 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 2016-17 Recommended Budget includes no growth over the current budget in net sales taxes.

ALL COUNTY FUNDS

Discussion of Major Revenue Sources

Other Major Revenues: \$705.2 Million/21.78% 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 (\$27.4 million): The majority of the County’s revenues in this category come from construction permits (\$13.4 million), franchises (\$7.6 million), animal licenses (\$1.7 million), and landfill surcharges (\$2.0 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 (\$31.5 million): The majority of the County’s fines are from general fines (\$4.2 million), miscellaneous penalties (\$2.3 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 the Tax Losses Reserve Fund (\$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 (\$8.9 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 \$3.9 million from aviation operations/rent and concessions from the Buchanan Airport, \$2.1 million from rent on real estate and office space, and \$2.9 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.

Charges for Services (\$255.9 million): Eleven of the 78 revenue sources in this category account for over 74% of the revenue. The largest is Medi-Cal for mental health services (\$63.8 million), which is projected based upon trend as well as State contract. Contract law enforcement services accounts for \$22.9 million and are based upon current contracts to cover projected actual expenditures. Building maintenance services costs account for \$37.6 million, \$4.7 for city contracts for animal services, and \$8.9 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 \$16.7 million from health inspection fees, \$8.5 million in recording fees, \$7.2 million in assessment collections, \$8.3 million from planning and engineering services, \$5.7 for communication services, and \$5.3 million for processing/inspection fees in FY 2016-17. These revenue projections are based upon recent County trends.

Miscellaneous Revenue (\$360.4 million): Over \$303.5 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 (\$8.6 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 2016-17 and are based upon planned future projects. The second largest miscellaneous revenues at \$43.3 million are contributions from other funds. Of this amount, \$41.3 million is budgeted for the principal and interest costs for the Pension Obligation Bonds for employee retirement liabilities (\$38.5 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 119).

County Summary Information

ALL COUNTY FUNDS

Revenues by Type

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2016-17 Change
Medicare RHS/IP	98,572,320	133,956,764	36,350,430	41,032,646	4,682,216
Medicare Contr Allowance	(61,212,166)	(96,394,022)	0	0	0
MEDICARE PATIENT SERVICES	37,360,154	37,562,742	36,350,430	41,032,646	4,682,216
Medi-Cal RHS/IP	134,624,318	150,336,762	223,781,758	223,026,240	(755,518)
Medi-Cal Contr Allowance	91,879,988	116,173,976	0	0	0
MEDI-CAL PATIENT SERVICES	226,504,306	266,510,738	223,781,758	223,026,240	(755,518)
Health Plan RHS/IP	272,653,917	315,988,795	116,635,056	142,935,270	26,300,214
Health Plan Contr Allowance	(157,757,657)	(198,261,205)	0	0	0
HLTH PLAN PATIENT SVCS	114,896,260	117,727,590	116,635,056	142,935,270	26,300,214
Commercial RHS/IP	25,150,710	30,898,105	10,048,232	10,029,089	(19,143)
Individual RHS/IP	24,905,177	7,890,186	0	0	0
Bad Debt Allowance	(41,818,022)	(29,361,182)	0	0	0
PRIVATE PAY PATIENT SVCS	8,237,865	9,427,108	10,048,232	10,029,089	(19,143)
Interdept RHS/IP	6,376,828	6,250,112	4,263,443	5,547,471	1,284,028
Interdept Contr Allowance	(1,566,019)	(1,517,886)	0	0	0
INTERDEPT PATIENT SVCS	4,810,809	4,732,226	4,263,443	5,547,471	1,284,028
Other RHS/IP	2,254,703	510,692	0	0	0
Other Contr Allowance	(2,254,703)	(510,692)	0	0	0
OTHER PATIENT SVCS	0	0	0	0	0
Grants & Donations	5,341,014	9,693,854	13,033,852	11,384,429	(1,649,423)
SB 1732-MCAL CRRP Reimbursement	5,748,937	5,808,444	5,743,970	5,185,099	(558,871)
Other External Hosp Rev	927,115	1,508,095	927,115	1,508,095	580,980
Occupancy & Rental Charges	55,192	57,400	59,696	62,084	2,388
Medical Records Charges	206,472	171,139	171,888	172,499	611
Education & Training Chgs	12,007	11,786	8,596	10,681	2,085
Cafeteria Receipts	376,242	397,276	396,402	398,032	1,630
Telephone Receipts	277	0	0	0	0
Miscel Hospital Revenue	44,585,797	37,716,120	70,578,534	49,755,796	(20,822,738)
Gain on Dsp SI-Fxd Assets	292,050	18,250	0	0	0
Interfund Trans-PFA/Hosp	0	309	0	0	0
OTHER HOSPITAL REVENUES	57,545,103	55,382,673	90,920,053	68,476,715	(22,443,338)
Charges to A/DA/Mental Health	25,357,647	22,911,134	21,512,591	23,440,227	1,927,636
Charges to Environmental Health	659,454	659,454	675,772	675,772	0
Charges to Public Health	200,000	0	0	0	0
Chg to Other County Depts	1,089,860	1,073,268	1,087,124	1,330,653	243,529
CHARGES TO GEN FUND UNITS	27,306,961	24,643,856	23,275,487	25,446,652	2,171,165
Medi-Care Fed Premiums	2,016,775	5,837,146	1,839,461	1,641,668	(197,793)
PHP/Medi-Cal Premiums	350,655,073	603,041,887	536,489,235	666,062,024	129,572,789
Realignment VLF Revenue	18,402,559	4,361,552	12,045,577	4,047,910	(7,997,667)

ALL COUNTY FUNDS

Revenues by Type

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2016-17 Change
CC Health Plan Premiums	65,742,935	67,767,264	62,958,400	68,159,539	5,201,139
Other External Plan Rev	9,863,670	7,930,370	1,167,974	2,544,482	1,376,508
Interest Earnings	(181,148)	236,726	(15,050)	550,000	565,050
St Aid Realignment-Health-Ent	2,770,209	2,171,296	0	1,589,609	1,589,609
EXTERNAL HEALTH PLAN REVENUE	449,270,073	691,346,242	614,485,597	744,595,232	130,109,635
Hospital Subsidy	26,672,488	19,742,145	26,672,488	23,426,787	(3,245,701)
Health Plan Subsidy	3,736,288	3,736,288	4,236,288	3,736,288	(500,000)
Contribution from Other	0	35,000	0	0	0
ENTERPRISE FUND SUBSIDY	30,408,776	23,513,433	30,908,776	27,163,075	(3,745,701)
Subscriber Premiums	116,334	20,010	800,000	800,000	0
Supplemntl State Payments	234,517	63,586	0	0	0
Interest Income	(1,533)	(1,090)	0	0	0
AIM-Mothers	652,956	338,781	0	0	0
MAJOR RISK MED INS REVENUE	1,002,274	421,287	800,000	800,000	0
Rentals and Leases	7,066,534	2,522,268	1,616,165	3,941,835	2,325,670
Bond Interest	23,558	10,171	41,776	10,171	(31,605)
SCHOOLS FUNDS REVENUE	7,090,092	2,532,440	1,657,941	3,952,006	2,294,065
Fund Balance Available	0	0	4,045,367	0	(4,045,367)
FUND BALANCE	0	0	4,045,367	0	(4,045,367)
Prop Taxes-Curr Secured	194,646,298	208,870,690	213,675,523	230,888,347	17,212,824
Prop Tax-Supplemental	5,428,569	5,557,374	5,023,112	5,586,210	563,098
Prop Tax-Unitary	9,342,463	9,201,719	9,272,899	8,804,610	(468,289)
Prop Tax-In Lieu of VLF	94,055,653	102,624,264	108,780,000	116,600,000	7,820,000
Prop Taxes-Curr Unsecured	8,512,155	8,072,654	7,797,471	7,552,001	(245,470)
TAXES CURRENT PROPERTY	311,985,139	334,326,701	344,549,005	369,431,168	24,882,163
Prop Taxes-Prior-Secured	(1,907,593)	(642,410)	(2,273,706)	(2,068,229)	205,477
Prop Tax-Prior Supplementl	(836,127)	(343,926)	(853,671)	(836,528)	17,143
Prop Taxes-Prior-Unsecured	15,726	(129,403)	(248,036)	(263,838)	(15,802)
Sales and Use Tax	11,548,209	10,341,102	14,130,000	14,033,000	(97,000)
In Lieu Sales and Use Tax	3,879,752	3,986,777	0	0	0
Aircraft Tax	697,049	734,699	680,000	700,000	20,000
Transient Occupancy Tax	2,435,161	2,819,693	2,000,000	2,000,000	0
Real Property Transfer Tax	7,426,813	8,331,845	7,000,000	7,000,000	0
TAXES OTHER THAN CUR PROP	23,258,992	25,098,376	20,434,587	20,564,405	129,818
Animal Licenses	1,494,565	1,495,493	1,500,000	1,700,000	200,000
Business Licenses	675,853	632,232	653,700	653,700	0
Construction Permits	9,453,321	11,482,532	11,527,547	13,354,509	1,826,962
Specific Plan Fees	257,298	322,469	193,342	258,836	65,494
Road Privilges & Permits	595,238	598,555	600,000	600,000	0
Zoning Permits	245,600	338,583	150,000	230,000	80,000

County Summary Information

ALL COUNTY FUNDS

Revenues by Type *(continued)*

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2016-17 Change
Franchises	5,596,362	6,957,700	5,335,000	5,422,750	87,750
Franchises - Cable TV	2,105,452	2,212,742	2,058,798	2,158,798	100,000
Franchises - Landfill Srchg	2,394,287	2,660,706	2,407,043	2,000,000	(407,043)
Franchise-Keller Comm Mitigation	462	2,674	95,000	0	(95,000)
Franchise	1,121,846	1,421,276	1,204,132	700,000	(504,132)
Other Licenses & Permits	492,917	372,796	370,500	355,718	(14,782)
LICENSE/PERMIT/FRANCHISES	24,433,200	28,497,758	26,095,062	27,434,311	1,339,249
Vehicle Code Fines	1,544,528	1,551,085	1,080,258	1,082,228	1,970
Parking Fines	510,323	537,662	340,000	350,000	10,000
Vehicle Code Priors	78,464	74,742	38,000	29,640	(8,360)
Drinking Driver-AB 2086	49,067	38,858	26,767	26,767	0
General Fines	5,216,037	4,792,391	4,322,034	4,241,673	(80,361)
Fish and Game Fines	40,706	11,694	136,150	175,000	38,850
Restricted Litter Fines	842	645	0	0	0
Unrestricted Litter Fines	5,976	4,568	550	700	150
Failure to Appear Fines	1,552	1,080	125	150	25
Crime Prevention Fines	0	0	0	200	200
Consumer Fraud Damages	3,213,774	830,554	325,000	275,000	(50,000)
St Pnlty Fd POC VC 40611	54,956	56,934	60,000	50,000	(10,000)
Penalty & Costs - Dlnqt Tax	1,874,222	1,560,718	957,500	971,870	14,370
Misc Forfeits & Penalties	2,619,494	2,864,707	2,158,114	2,282,514	124,400
Tax Losses Reserve Refund	22,000,000	22,000,000	22,000,000	22,000,000	0
Failure to File Penalty	40,819	23,527	0	0	0
FINES/FORFEITS/PENALTIES	37,250,759	34,349,167	31,444,498	31,485,742	41,244
Earnings on Investment	2,706,432	2,492,195	2,793,356	2,869,411	76,055
Int on Loans & Receivables	96,764	67,845	142,600	72,250	(70,350)
Interest on Bond Deposits	2,164	1,441	10,000	2,000	(8,000)
Rent on Real Estate	518,689	588,334	5,758,702	596,767	(5,161,935)
Aircraft Storage Fees	71,316	75,392	79,200	65,618	(13,582)
Rent of Office Space	511,357	452,025	4,148,178	499,949	(3,648,229)
Other Rents	1,477,651	1,377,233	1,102,342	1,019,980	(82,362)
Aviatn Ops-Rent & Cncessn	3,725,423	3,876,117	3,576,419	3,804,452	228,033
USE OF MONEY & PROPERTY	9,109,795	8,930,582	17,610,797	8,930,427	(8,680,370)
Highway Users Tax Admin	20,004	20,004	20,004	20,004	0
Hwy Users Tax Strm Drnge	52,875	52,875	52,875	52,875	0
Hwy Users Tax Unrestricted	9,407,764	10,490,745	10,500,000	10,000,000	(500,000)
Highway Users Tax Select	837,390	939,095	850,000	850,000	0
Hwy User Tax 5/9APPT2105	5,206,405	5,129,555	5,100,000	4,500,000	(600,000)

ALL COUNTY FUNDS

Revenues by Type *(continued)*

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2016-17 Change
St Motor Veh In Lieu Tax	385,392	376,246	0	0	0
Other State in Lieu Tax	229,827	(28,357)	55,000	70,000	15,000
Admin State Mcal Health Care	46,013,375	49,651,933	53,760,079	58,291,030	4,530,951
Realloc/PY Adj Admn State	3,704,875	1,392,211	187,032	461,505	274,473
Admin State Out of Home Care	4,430,608	3,748,450	5,853,443	5,455,506	(397,937)
Admin State Other Soc Svcs-OCSS	0	0	21,309	0	(21,309)
State Child Abuse Prevention	45,718	41,869	41,869	42,000	131
Admin State - Other	27,675,122	31,326,997	36,391,909	36,026,159	(365,750)
State Aid Realignment-VLF	4,461,286	19,884,389	14,094,297	14,242,943	148,646
State Aid Family Inc Mtce	13,584,089	790,668	4,795,855	803,412	(3,992,443)
State Aid Children Brding Home	622,131	586,123	573,941	575,739	1,798
State Aid Realignment-Sales Tax	190,571,150	180,189,793	186,176,550	203,419,503	17,242,953
State Adoption Assistance	(12,719)	(433)	0	72,095	72,095
State Auto Welfare System	4,345,063	6,598,814	4,546,850	5,385,943	839,093
Admin-State Health Misc	14,500,743	13,700,018	16,433,338	18,405,056	1,971,718
State C.H.D.P. Program	1,440,998	1,336,264	1,276,506	1,255,124	(21,382)
State Aid for Crippled Child	1,203,244	2,060,662	1,569,709	1,698,954	129,245
CCS Medical Cases Mgmt	2,985,854	2,853,711	3,277,097	3,370,742	93,645
State Aid M/H Short-Doyle	953,391	624,097	656,461	656,461	0
State Aid MH - SSI/SSP	274,082	228,923	274,790	232,278	(42,512)
State Aid Drg AB Short-Doyle	955,501	(47,101)	0	0	0
State Aid Realignment-M/H	26,882,212	27,529,760	27,529,759	27,694,954	165,195
State Aid Realignment-VLF-MH	133,707	549,198	549,198	1,297,696	748,498
Substance Abuse Grants	5,171,748	5,862,233	6,957,537	8,877,159	1,919,622
Misc State Aid for Health	1,158,216	1,309,293	1,026,484	1,325,412	298,928
State Aid for Agriculture	2,577,574	2,435,567	2,641,966	2,643,941	1,975
State Aid for Civil Defense	1,681,713	2,860,082	3,117,458	1,300,000	(1,817,458)
State Aid Transportation Proj	100,000	100,000	100,000	100,000	0
State Aid for Construction-Other	0	0	375,585	0	(375,585)
State Aid for Crime Control	10,850,096	11,969,755	12,259,995	12,220,138	(39,857)
State Aid for Disaster-Other	3,587,438	954,608	1,000,000	1,000,000	0
State Aid Veterans Affairs	189,656	275,266	126,700	211,700	85,000
H/O Prop Tax Relief	2,102,464	2,030,598	2,012,843	1,967,350	(45,493)
State Aid Child Day Care	5,100,078	5,022,082	4,822,854	5,423,706	600,852
State Aid Area Agency on Aging	1,323,746	1,303,482	1,662,868	1,880,575	217,707
State Aid Peace Off Training	612,407	531,367	581,695	591,695	10,000
State Aid Mandated Expenditures	5,046,996	5,816,297	836,617	0	(836,617)
State Aid Food/Milk Subvent	1,301,967	1,296,152	1,359,748	1,462,800	103,052
State Aid SEOO Programs	9,857,717	10,158,004	10,745,989	11,656,418	910,429
State Aid Library -CLSA	77,575	202,425	38,500	70,000	31,500

County Summary Information

ALL COUNTY FUNDS

Revenues by Type *(continued)*

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2016-17 Change
State Aid Hwy Maint-SB300	0	41,349	0	0	0
Miscellaneous State Aid	29,524,466	44,537,735	47,027,541	47,276,463	248,922
St Aid Trfc Cngstn Mgmt	11,738,045	8,329,356	5,144,979	6,559,004	1,414,025
Vehicle Theft - VLF	937,865	953,219	930,000	930,000	0
St Aid-Public Safety Svcs	72,053,360	74,736,241	74,423,400	80,750,580	6,327,180
Admin Fed Other CWS	52,721	0	0	0	0
Admin Federal - Other	87,954,256	86,993,754	103,181,450	103,631,370	449,920
Realloc/PY Adj Admn Fed	(2,913,931)	1,257,431	505,093	0	(505,093)
Fed Aid Family Inc Mtce	13,833,491	18,331,100	18,244,540	14,940,713	(3,303,827)
Fed Aid Child Brding Home	10,128,023	11,231,249	11,124,483	10,938,501	(185,982)
Fed Aid Refugees	127,373	194,909	198,235	157,628	(40,607)
Fed Aid Adoptions	6,621,774	6,573,561	6,587,152	6,766,587	179,435
ARRA/Federal Direct	22,112	0	0	0	0
Fed Hlth Admin (MCH&3140)	2,039,153	2,266,824	2,372,401	2,448,727	76,326
Fed Immunization Assist	400,002	397,720	409,738	428,662	18,924
Fed Nutrition Elderly	2,073,016	1,678,503	1,724,083	1,733,284	9,201
Fed W.I.C. Program	4,132,089	4,382,224	4,166,379	4,000,000	(166,379)
Misc Fed Health Projects	6,092,469	6,189,371	6,530,980	7,374,380	843,400
Fed Aid Airport Construction	57,348	81,747	0	2,472,300	2,472,300
Fed Aid Hwy Construction	2,266,121	6,138,391	11,361,590	12,540,077	1,178,487
Federal in Lieu Taxes	0	5,365	0	0	0
Fed Aid Crime Control	2,194,969	3,482,937	4,322,883	3,227,186	(1,095,697)
Fed Aid Comm Svcs Admin	18,838,718	23,621,020	28,542,127	27,584,255	(957,872)
Fed Aid Family Support	18,693,698	18,870,572	18,769,093	18,769,093	0
Fed Aid Employ & Training	9,757,053	9,683,000	10,813,958	9,063,979	(1,749,979)
Fed Aid NIMH Grant	1,726,121	1,725,959	1,725,959	1,771,974	46,015
Fed Aid Hud Block Grant	8,444,414	5,253,675	11,495,420	12,590,549	1,095,129
Other Federal Aid	13,196,120	14,309,485	7,504,809	10,460,515	2,955,706
Other in Lieu Taxes	10,572	21,334	1,204	0	(1,204)
RDA Nonprop-Tax Pass Through	4,780,504	5,460,044	4,286,868	5,453,601	1,166,733
Misc Government Agencies	10,898,085	15,416,334	22,437,547	12,743,452	(9,694,095)
INTERGOVERNMENTAL REVENUE	747,329,486	784,318,127	828,086,623	850,223,753	22,137,130
Fees Assessor	239,161	131,609	238,084	238,084	0
Comm For Tax & Assess Coll	7,943,166	7,512,726	5,935,455	7,216,008	1,280,553
Supplemental Roll Charges	2,169,270	2,480,795	2,000,000	2,463,000	463,000
Auditing & Accounting Fees	3,091,461	3,121,370	3,094,045	3,329,468	235,423
ARRA/Charges for Svcs	108,260	202,621	90,883	208,000	117,117
Communication Services	5,434,961	6,149,390	6,176,872	5,672,513	(504,359)
Candidates Filing Fees	33,266	128,059	50,000	120,000	70,000
Election Service-Other	451,410	3,646,828	1,400,000	3,270,000	1,870,000

ALL COUNTY FUNDS

Revenues by Type *(continued)*

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2016-17 Change
Public Defense Repayments	0	15,814	0	0	0
Misc Legal Services	985,933	1,144,892	1,303,000	1,201,000	(102,000)
Personnel Services	1,479,995	1,388,436	1,594,834	1,943,320	348,486
Planning & Engineer Services	5,323,114	5,408,369	8,196,500	8,314,685	118,185
Processing/Inspection Fee	1,694,178	971,085	5,271,860	5,271,860	0
Purchasing Fees	168,281	164,804	185,405	188,260	2,855
Civil Process Service	418,853	434,437	808,153	808,153	0
Civil Processing Fee	73,862	74,717	87,144	85,018	(2,126)
Court Filing Fees	238,644	175,049	261,000	267,000	6,000
Driver Education Fees	2,953,200	2,831,918	2,479,187	2,469,187	(10,000)
Returned Check Charges	56,031	47,422	50,750	40,000	(10,750)
Court Administration Cost	730,942	732,487	473,362	481,362	8,000
Estate Fees	350,062	328,755	339,317	531,669	192,352
Agricultural Services	133,699	169,232	134,383	151,383	17,000
Spay Clinic Fees	387,982	381,793	415,000	415,000	0
Contract Humane Services-City	4,240,671	4,278,920	4,528,647	4,742,673	214,026
Misc Humane Services	757,094	849,155	832,054	832,054	0
Fingerprint & Crim Report	18,762	14,385	40,000	40,000	0
Contract Law Enforcement Svcs	24,722,087	26,999,183	28,486,152	22,862,213	(5,623,939)
Blood Withdrawal Fees	192,777	183,973	220,000	220,000	0
Jail Booking Fees	1,978,026	2,027,513	1,907,000	1,904,000	(3,000)
Charges/Cost of Probation	220,690	164,921	160,000	170,000	10,000
Misc Law Enforcement Svcs	4,416,882	4,267,790	4,143,000	3,814,500	(328,500)
Recording Fees	7,544,166	7,748,264	8,300,761	8,450,261	149,500
Survey Monument Fees	73,289	77,160	75,000	75,000	0
Recorders Modernizing Fee	1,083,209	1,268,756	1,100,000	1,100,000	0
Redacting Fees	246,342	272,472	240,000	240,000	0
ERDS fee	244,593	265,651	235,000	235,000	0
Road Development Fees	1,599,424	3,024,375	1,292,000	1,918,000	626,000
Misc Road Services	866,662	695,466	1,470,000	770,000	(700,000)
Health Inspection Fees	11,397,627	13,256,179	16,032,224	16,740,865	708,641
Patient Fees	229,522	198,885	233,000	154,000	(79,000)
Home Health Agency-Other	0	25,050	0	0	0
Drinking Driver Program Fees	157,821	192,037	173,405	173,405	0
Client Fees	45,388	41,368	34,420	34,420	0
Patient Fees-Immunization	57,644	56,150	50,000	55,000	5,000
Patient Fees-T.B. Testing	117,063	101,900	115,000	70,000	(45,000)
Misc Health Fees	3,636,492	3,139,651	3,460,250	3,860,063	399,813
Laboratory Services	2,801,656	2,803,399	3,162,000	2,800,000	(362,000)
Nutrition Services	307,273	276,337	366,369	384,373	18,004

County Summary Information

ALL COUNTY FUNDS

Revenues by Type *(continued)*

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2016-17 Change
M/H Svcs-Medicare	3,753,935	2,806,052	2,423,196	3,051,117	627,921
M/H Svcs-Pvt Pay/Insur	2,033,738	1,804,030	1,481,710	2,528,813	1,047,103
M/H Svcs-Medi-Cal	51,583,988	59,190,350	53,088,338	63,845,886	10,757,548
M/H Svcs-Other HMO Pat	2,326,813	225,294	4,092,290	58,128	(4,034,162)
Crippled Childrens Svcs	367	5,308	850	850	0
Misc Sanitation Service	1,595,797	1,044,746	1,765,000	1,456,028	(308,972)
Care of Prisoners	307,521	295,552	250,000	250,000	0
Library Services	741,997	688,894	680,682	638,217	(42,465)
Interfund Rev - Gov/Gov	8,634,247	13,445,007	9,564,324	8,858,877	(705,447)
Interfund Rev - Gov/Ent	745,124	771,484	697,557	737,233	39,676
Interfund Rev - Ent/Ent	14,770	25,460	0	0	0
DoIT Phone Exchange	209,956	227,480	105,532	105,532	0
DoIT Data Proc Svcs	776,571	778,515	1,479,705	1,471,054	(8,651)
DoIT Data Proc Supply	3,110	4,161	0	0	0
DoIT Mntn Radio Equipment	30,852	28,273	87,795	91,904	4,109
DoIT Other Telcom Charges	96,165	147,593	95,294	104,085	8,791
Gen Svc-Bldg Ocpncy Costs	5,723,119	5,889,603	4,900,630	4,241,912	(658,718)
Gen Svc-Requested Mtce	1,931,646	2,061,022	1,997,875	2,083,674	85,799
Gen Svc-Use of Co Equipment	1,466	382	1,500	1,500	0
Gen Svc-Other G S Charges	362,983	469,185	443,570	460,667	17,097
Gen Svc-Bldg Lifecycle	74,909	79,285	82,841	161,756	78,915
Info Security Chg	49,763	47,042	0	0	0
Refunds Indigent Burials	16,839	17,578	16,420	17,743	1,323
Cafeteria Receipts	115,604	117,239	110,000	110,000	0
Autopsies & Medical Reports	14,052	12,222	20,100	20,100	0
Data Processing Services	2,393,964	2,522,544	3,786,344	3,761,789	(24,555)
Training Services	784,385	760,854	477,149	730,101	252,952
Administrative Services	1,067,036	1,203,266	1,252,772	1,008,472	(244,300)
Bldg Mtce Services	34,942,592	35,438,508	32,073,309	37,588,410	5,515,101
Microfilm & Reproduction Services	428,068	480,118	523,000	523,000	0
Marriage Ceremony Fees	118,440	106,680	110,000	113,000	3,000
Equipment Use Charges	556,183	575,355	809,805	814,721	4,916
Third Party Svcs Fee	2,637	2,800	2,600	2,200	(400)
Nuisance Abate	22,648	59,524	30,000	61,149	31,149
Misc Current Services	3,928,829	4,151,200	4,738,881	4,621,631	(117,250)
CHARGES FOR SERVICES	226,811,007	245,354,154	244,430,584	255,850,345	11,419,761
Sale of Real Estate	2,020,000	10,000	0	0	0
Sale of Equipment	418,687	377,306	1,301,500	1,246,500	(55,000)
Equipment Trade-In/Discounts	0	3,000	0	0	0
Sale of Maps & Documents	78,664	133,644	131,236	136,103	4,867

ALL COUNTY FUNDS

Revenues by Type *(continued)*

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2016-17 Change
Sale of Rodent Poison	27,125	15,431	26,682	26,682	0
Sale of Animals	31,736	29,663	32,000	32,000	0
Sundry Taxable Sale	25,372	29,699	39,560	33,560	(6,000)
Sundry Non-Taxable Sales	76,163	86,006	75,625	87,625	12,000
Reimbursements-Gov/Gov	251,193,248	259,431,488	286,516,653	303,541,004	17,024,351
Reimbursements-Gov/Ent	312,206	196,286	488,589	444,978	(43,611)
Transfers-Gov/Gov	6,867,432	8,326,985	9,176,816	8,634,581	(542,235)
Transfers-Gov/Ent	64,943	223,322	565,454	565,454	0
Unrestricted Donations	0	324	0	0	0
Restricted Donations	1,301,724	1,204,894	631,922	541,500	(90,422)
Misc Grants & Donations	89,015	54,161	33,332	0	(33,332)
Contrib From Other Funds	79,305,656	40,329,021	38,903,019	43,269,853	4,366,834
Seizures	327,894	209,725	284,000	314,738	30,738
Indemnifying Proceeds	100,555	671,785	30,260	488,260	458,000
Mello-Roos/Spec Dist Only	11	0	0	0	0
Misc Non-Taxable Revenue	27,534,531	18,911,910	22,110,829	22,165,764	54,935
Prior Yr Claim Settlement	1,752	6,000	0	0	0
MISCELLANEOUS REVENUE	369,776,713	330,250,651	360,347,477	381,528,602	21,181,125
GROSS REVENUE	2,714,387,764	3,024,925,852	3,030,170,772	3,238,453,149	208,282,377

County Summary Information

ALL COUNTY FUNDS

Expenditures by Type

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2016-17 Change
Permanent Salaries	503,057,399	532,971,159	606,900,412	650,069,478	43,169,066
Temporary Salaries	51,266,968	50,172,059	40,847,599	38,731,573	(2,116,026)
Permanent Overtime	23,007,597	25,517,093	21,534,179	22,514,702	980,523
Deferred Comp	2,161,730	2,753,945	4,446,281	4,964,174	517,893
Hourly Physician Salaries	2,399,872	2,673,817	2,600,256	2,199,928	(400,328)
Perm Physicians Salaries	37,469,448	40,076,676	39,652,449	47,850,799	8,198,350
Perm Physicians Additional Duty Pay	1,962,461	2,746,168	2,595,840	2,852,913	257,073
Comp & SDI Recoveries	(2,921,425)	(2,770,050)	(1,884,108)	(1,883,534)	574
Vacation/Sick Leave Accrual	4,277,040	1,029,643	10,000	10,000	0
FICA/Medicare	38,895,210	41,270,123	46,525,406	43,562,082	(2,963,324)
Ret Expense-Pre 97 Retirees	2,751,464	2,749,908	3,060,275	2,951,146	(109,129)
Retirement Expense	246,414,142	273,292,889	273,342,533	265,722,415	(7,620,118)
Excess Retirement	398,663	282,405	462,360	486,037	23,677
Employee Group Insurance	85,364,402	83,948,673	101,323,390	113,048,530	11,725,140
Retiree Health Insurance	42,573,182	42,442,455	43,779,225	41,694,930	(2,084,295)
OPEB Pre-Pay	17,413,840	18,040,710	18,040,711	17,498,689	(542,022)
Unemployment Insurance	2,302,337	1,955,247	2,180,005	2,078,598	(101,407)
Workers Comp Insurance	17,290,639	18,180,322	23,360,532	21,675,599	(1,684,933)
Labor Received/Provided	293,186	636,802	1	0	(1)
SALARIES and BENEFITS	1,076,378,154	1,137,970,044	1,228,777,346	1,276,028,058	47,250,712
Office Expense	5,839,871	6,106,290	6,344,557	6,811,702	467,145
Books-Periodicals-Subscriptions	573,507	527,382	624,780	613,099	(11,681)
Postage	2,041,489	2,906,360	2,439,857	2,818,812	378,955
Communications	6,663,298	7,793,299	6,774,615	7,119,791	345,176
Telephone Exchange Service	2,141,164	2,335,657	2,740,215	2,788,833	48,618
Utilities	10,838,086	12,344,149	11,135,246	13,931,754	2,796,508
Small Tools and Instruments	270,447	279,919	355,519	359,853	4,334
Minor Furniture/Equipment	1,370,728	2,544,352	1,867,475	1,865,613	(1,862)
Minor Computer Equipment	3,372,269	4,819,403	5,627,415	4,765,051	(862,364)
Medical & Lab Supplies	2,603,870	2,939,350	2,781,354	2,763,596	(17,758)
Pharmaceutical Supplies	2,232,202	1,675,963	2,235,993	1,897,524	(338,469)
Food	4,289,160	4,186,529	4,330,206	4,328,241	(1,965)
Clothing & Personal Supplies	1,566,031	1,448,145	1,791,775	1,774,995	(16,780)
Household Expense	3,741,532	4,181,521	3,884,062	4,148,200	264,138
Agricultural Expense	91,371	79,579	107,475	107,712	237
Publications & Legal Notices	259,907	295,200	255,405	255,040	(365)
Memberships	1,070,734	939,204	1,450,221	1,341,574	(108,647)
Rents and Leases-Equipment	2,829,046	2,668,810	2,950,658	2,859,412	(91,246)

ALL COUNTY FUNDS

Expenditures by Type (continued)

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2016-17 Change
Computer Software Cost	7,179,456	6,597,989	7,450,274	7,258,433	(191,841)
Rents & Leases - Property	9,968,517	10,322,606	10,575,174	13,346,868	2,771,694
Building Occupancy Costs	43,600,016	46,485,723	48,000,291	50,549,563	2,549,272
Building Lifecycle Costs	1,273,677	1,408,753	1,396,261	1,413,421	17,160
Maintenance - Equipment	5,305,530	5,515,549	5,775,116	5,860,072	84,956
Vehicle Repairs	3,926,300	3,966,980	4,011,050	3,911,658	(99,392)
Vehicle Fuel/Oil	2,951,203	2,724,246	3,316,600	2,712,476	(604,124)
Repairs - Accidents/Vandalism	49,856	0	1,500	1,500	0
Mtce Radio-Electronic Equipment	495,038	713,722	420,802	432,115	11,313
Equipment Usage	1,094	381	0	0	0
Maintenance of Buildings	7,893,369	8,980,492	7,530,800	9,539,350	2,008,550
Grounds Maintenance	754,576	869,475	730,584	929,034	198,450
Requested Maintenance	4,328,692	6,452,746	4,262,387	5,266,192	1,003,805
Runway & Taxiway Maintenance	64,767	129,330	54,200	88,700	34,500
Non-Cap Imps - Mtce	326,246	203,384	10,128	12,454	2,326
Building Usage	105	0	150	150	0
Non-Cap Imps-Renov/Alts	0	0	1,500,000	1,500,000	0
Non-Cap Imps-Betterments	486,373	203,892	2,038,215	0	(2,038,215)
Transportation and Travel	655,212	682,224	732,180	711,949	(20,231)
Auto Mileage Employees	1,679,785	1,703,921	1,669,929	1,779,580	109,651
Use of Co Vehicle/Equipment	2,206,516	1,910,658	2,118,496	2,173,454	54,958
Other Travel Employees	1,364,998	1,579,726	1,719,860	1,955,401	235,541
Judicial Auto Allowance	5,448	58	5,350	150	(5,200)
Freight Drayage Express	926,393	1,332,529	906,212	1,053,724	147,512
Non Cnty Prof/Spclzd Services	98,195,886	102,147,086	134,684,843	133,730,749	(954,094)
Outside Attorney Fees	0	40	0	0	0
Contracted Temporary Help	4,199,770	4,585,986	5,871,950	4,708,361	(1,163,589)
Data Processing Services	2,584,264	2,280,528	2,886,527	2,321,797	(564,730)
Data Processing Supplies	7,717,794	8,687,087	9,803,176	10,005,326	202,150
Court Reporter Transcript	23,675	70,555	32,995	44,234	11,239
Public Works Contracts	0	180	0	0	0
Outside Medical Services	161,386	170,194	159,500	183,000	23,500
County Hospital Services	5,260,596	16,180,306	17,532,004	16,439,619	(1,092,385)
Electronic Database Services	85,438,803	90,526,933	87,050,028	96,669,974	9,619,946
Microfilm Services-Gen	30,168,456	27,643,361	25,776,034	28,987,698	3,211,664
Information Security Charges	218,645	207,892	312,463	330,333	17,870
Administrative Service	37,689	40,878	82,059	82,059	0
Other Gen Services Charges	215,513	258,023	539,434	436,029	(103,405)
GSD Courier Svc	8,056,265	9,232,171	12,937,497	13,661,744	724,247
Other Telecom Charges	1,343,366	2,372,985	1,454,383	1,618,788	164,405

County Summary Information

ALL COUNTY FUNDS

Expenditures by Type (continued)

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2016-17 Change
Other Intrdptmntl Charges	33,850,428	37,509,222	40,890,772	33,516,990	(7,373,782)
Juror Fees	37,179	39,363	42,000	69,000	27,000
Witness Fees & Expenses	354,439	413,462	374,000	449,000	75,000
Juror Mileage	1,956,654	2,145,110	2,543,823	2,584,133	40,310
Insurance	1,127,738	1,432,688	1,589,427	1,949,311	359,884
Adult Materials - Library	72	0	1,000	100	(900)
Book Repairs - Library	544,121	817,311	411,771	505,006	93,235
Audio-Visual Supplies	272,198	599,431	478,640	598,640	120,000
Youth Materials - Library	556,605	704,363	962,390	1,349,933	387,543
Election Officers	1,970,506	1,091,825	1,559,500	1,562,300	2,800
Training & Registrations	311,958	381,735	393,248	401,000	7,752
Road/Construction Materials	1,155,419	1,858,970	1,597,011	2,100,161	503,150
Criminal Investigation	5,692	6,377	14,025	14,075	50
Specialized Printing	33,884	55,252	42,620	47,225	4,605
Fire Fighting Supplies	382,308	561,932	701,385	704,556	3,171
Recreation	69,891	84,546	82,000	96,000	14,000
Ed Supplies and Courses	8,357,037	6,899,624	88,983,921	40,046,188	(48,937,733)
Fees - Non Agricul Animal	98,427	63,606	0	60,000	60,000
Other Special Departmental Exp	228,302	286,174	2,835,268	2,998,936	163,668
Loss on Dsp SI-Fxd Assets	2,261	157,485	1,800	2,882	1,082
Misc Services & Supplies	27,053,516	67,849,749	63,380,272	83,101,697	19,721,425
Cash Shortage Reimbursement	3,857,254	4,706,830	5,585,364	5,646,790	61,426
Contract Expense-Kaiser	23,600	33,674	23,413	33,674	10,261
Registry	962,557	1,340,961	1,243,679	1,394,566	150,887
Public Health-Medical Services	3,844,138	5,132,688	4,283,948	6,125,824	1,841,876
Other Specialty Care	714,481	780,566	714,482	744,377	29,895
OP Visits-Specialist Phys	4,768,160	5,935,492	9,046,261	8,738,892	(307,369)
Laundry Contract	937,679	1,052,861	821,326	1,083,224	261,898
Computer Software Cost	16,667,428	9,194,132	11,344,563	10,114,052	(1,230,511)
Outpatient Mental Health	6,894,090	10,164,394	8,313,722	10,411,019	2,097,297
Other ER Charges (Lab, Xray)	2,690,121	4,277,793	4,143,541	3,652,176	(491,365)
ER Physician Fees	3,630	28,717	32,085	11,269	(20,816)
ER Facility Fees	979,920	966,996	927,824	919,746	(8,078)
IP Mental Health	17,618,539	33,635,936	30,304,391	39,450,579	9,146,188
IP Radiology (Profee)	3,203,744	4,681,454	3,729,838	4,049,723	319,885
IP Surgery	57,509,309	77,485,614	70,286,314	120,212,902	49,926,588
IP Physician Visits	739,484	740,125	725,481	813,890	88,409
IP Fac Charges (Incl OBDAY)	529,426	640,936	612,905	921,128	308,223
Obstetrics (Profee)	33,850,428	37,509,222	40,890,772	33,516,990	(7,373,782)
Inpatient Lab (Profee)	37,179	39,363	42,000	69,000	27,000

ALL COUNTY FUNDS

Expenditures by Type (continued)

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2016-17 Change
Med Fees-Therapist & Other	6,916,674	8,247,160	7,483,206	8,427,522	944,316
Consulting & Management Fees	12,553,886	8,982,592	9,911,079	10,273,591	362,512
Other Non-Medical Fees	29,420	42,579	31,562	64,539	32,977
Med Fees-Physician-Clinic Svc	29,210,571	32,269,335	23,418,156	25,016,386	1,598,230
IBNR Expense Accrual	(203,725)	23,148,855	39,975,016	6,681,523	(33,293,493)
OP Lab/Pathology	6,335,134	9,961,403	9,183,502	10,982,515	1,799,013
Medi-CAL Exp Reimb Receipt	(1,516,383)	(317,891)	(689,030)	(317,891)	371,139
IP Anes (Profee)	1,829,561	2,219,950	2,011,215	2,067,569	56,354
Prosthesis	1,751,157	2,203,825	1,751,158	2,404,156	652,998
Sutures & Surgical Needles	76,812	86,003	76,813	86,003	9,190
Surgical Packs & Sheets	97	24	1,000	1,000	0
Surgical Supplies - General	773,343	1,000,872	858,703	1,000,872	142,169
Anesthetic Materials	7,471	1,718	12,000	12,000	0
Oxygen and Other Med Gas	83,970	99,637	100,000	100,000	0
IV Solutions	3,104,857	3,471,163	3,254,754	4,118,990	864,236
Pharmaceuticals	49,706,913	63,197,647	55,742,381	82,016,439	26,274,058
Radioactive Materials	7,727,719	7,307,072	6,346,860	13,684,725	7,337,865
Radiology Films	4,333,424	5,342,915	4,997,144	6,490,361	1,493,217
Other Med Care Mtl & Supp	22,325,106	25,278,811	24,442,115	26,888,206	2,446,091
Other IP Anc Svcs	5,495,962	5,329,191	5,540,996	6,498,674	957,678
Food-Other	988,560	1,070,678	987,593	1,070,880	83,287
Linen and Bedding	115,940	52,368	115,942	116,128	186
Cleaning Supplies	498,824	551,746	586,052	586,426	374
Office & Admin Supplies	2,411,892	2,515,437	2,594,605	2,609,206	14,601
Employee Wearing Apparel	799,247	937,831	799,241	937,862	138,621
Instruments & Minor Med Equip	960,368	896,272	1,354,411	1,000,000	(354,411)
Other Minor Equipment	2,854,819	2,745,708	3,258,995	3,833,050	574,055
Other Non-Med Supplies	1,608,436	1,338,750	1,613,495	1,431,769	(181,726)
Other Purch Svc-Auditor	3,100,500	3,120,819	3,125,419	3,397,404	271,985
Other Purch Svc-Co Counsel	336,375	520,000	600,000	950,000	350,000
Other Purch Svc-Personnel	1,080,784	984,586	1,191,661	1,431,671	240,010
Ambulance/Medical Transp	2,833,380	3,111,450	2,998,517	3,723,814	725,297
Other	15,789,741	17,622,127	18,101,272	18,821,850	720,578
OP Surgery-Facility	1,499,219	2,001,328	2,022,915	2,528,404	505,489
OP Surgery-Professional	6,742,623	8,153,236	7,608,720	9,079,489	1,470,769
CPSP (Perinatal)	652,307	740,899	752,506	875,390	122,884
CHDP	819,837	2,199,752	2,455,419	1,088,211	(1,367,208)
Microfilm Services	336	0	1,000	1,000	0
Medical-Purchased Service	166,328,977	208,363,635	146,052,626	179,033,642	32,981,016
Repairs & Mtce-Equipment	2,762,304	3,084,643	4,210,538	4,212,858	2,320

County Summary Information

ALL COUNTY FUNDS

Expenditures by Type (continued)

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2016-17 Change
Medical School Contracts	518	0	0	0	0
Management Services	(1,217,212)	859,919	859,253	859,253	0
Collection Agencies	826,778	592,278	1,050,916	651,686	(399,230)
Other Purchased Services	19,473,030	29,430,336	23,999,677	24,913,397	913,720
Transportation Services	395,425	457,652	392,866	558,402	165,536
Data Processing - County	679,501	654,813	973,144	980,584	7,440
Requested Maint - Gen Services	1,978,317	2,415,065	1,981,763	2,539,970	558,207
Sub Acute Facility (SNC)	6,992,295	7,401,367	6,269,190	8,741,962	2,472,772
Deprec & Amort - Bldg & Improve	7,136,682	6,758,143	0	0	0
Deprec & Amort - Lshd Improve	0	647	0	0	0
Deprec & Amort - Equipment	6,477,607	4,831,911	5,343	26,243	20,900
Bld Occupancy Cost - Co	7,675,276	7,567,666	7,684,257	7,612,851	(71,406)
Rental/Lse Costs - Equipment	2,066,450	2,757,395	2,074,491	2,969,876	895,385
Bld Occupancy - Non Co	2,856,263	3,012,508	3,321,228	3,037,174	(284,054)
Utilities - Electric & Gas	1,545,665	1,867,945	1,854,645	2,019,252	164,607
Utilities - Water	159,078	156,741	168,102	177,078	8,976
Insurance - Professional Liab	1,800,000	1,800,000	1,800,000	2,300,000	500,000
Insurance - Other	532,853	617,557	1,519,633	1,455,479	(64,154)
Licenses	254,448	177,158	349,490	367,880	18,390
Interest Expense	13,105,165	9,107,710	8,393,752	9,142,782	749,030
Telephone/Telegraph	3,783,002	3,848,362	4,188,303	4,226,723	38,420
Dues and Subscriptions	1,333,807	1,517,036	1,549,126	1,549,126	0
Outside Training Supplies	326,305	419,076	626,055	626,055	0
Travel - Employee Mileage	445,946	469,444	467,639	467,493	(146)
Other Expenses	575,173	1,030,028	1,093,524	1,173,039	79,515
Travel - CAD Approved	311,454	351,439	346,199	444,725	98,526
Travel - County Equipment	174,497	246,063	222,040	180,031	(42,009)
Bldg Lifecycle Costs-Co	8,033	6,707	6,013	6,705	692
Dental Services	172,027	190,732	150,664	164,102	13,438
Intra-Dept Trans/Other	(18,468,572)	0	57,771,031	0	(57,771,031)
Freight Expense Inv Items	32,137	42,222	32,135	59,552	27,417
Loss on Dsp SI-Fxd Assets	444,570	4,644	439,111	439,111	0
Interfund Trans-PFA/Hosp	0	4,997,040	0	0	0
SERVICES and SUPPLIES	1,018,950,095	1,264,196,747	1,346,771,125	1,390,129,362	43,358,237
Support & Care of Persons	4,917,597	4,941,449	5,317,878	6,108,446	790,568
Federal Aid	30,710,661	35,934,434	36,254,410	32,703,429	(3,550,981)
State Aid 2011 Realign	41,418,113	38,261,234	38,084,502	18,610,055	(19,474,447)
County Aid Basic	38,915,455	40,780,769	41,880,789	44,194,757	2,313,968
State Aid	17,194,449	14,916,896	18,575,625	35,085,084	16,509,459
Service Connected Aid	2,285,886	2,246,214	2,154,639	2,494,249	339,610

ALL COUNTY FUNDS

Expenditures by Type (continued)

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2016-17 Change
Child Day Care Aid	7,762,266	7,758,284	7,808,016	8,018,907	210,891
Composite Aid	1,812	13,876	0	0	0
AB85 State Map Aid	948,772	3,395,117	2,639,277	5,127,790	2,488,513
Principal Pmt on Bonds	51,610,000	21,580,000	24,155,000	26,935,000	2,780,000
Retire Oth Long Term Debt/Lease Pur	25,899,422	25,452,622	37,570,013	36,591,405	(978,608)
Interest on Bonds	16,791,567	13,829,894	22,884,873	11,822,207	(11,062,666)
Interest on Oth Long Term Debt	15,929,924	14,843,548	9,636,592	13,348,880	3,712,288
Int on Notes & Warrants	30,733	99	454,634	454,634	0
Finance Charges	70,095	15,933	5,700	0	(5,700)
Taxes & Assessments	212,691	239,601	255,125	299,532	44,407
Rights of Way & Easements	484,251	575,715	500,000	350,000	(150,000)
Judgements & Damages	717,393	12,166	600	1,000	400
Depreciation	2,973,967	3,003,300	3,032,021	3,443,180	411,159
Contrib to Other Funds	194,005	203,384	195,000	217,450	22,450
Contribution to Enterprise Funds	30,408,776	23,513,433	30,908,776	27,163,075	(3,745,701)
Contribution to Other Agencies	74,515,216	75,196,585	40,267,104	95,635,191	55,368,087
Interfund Exp - Gov/Gov	9,570,400	15,124,720	14,597,638	12,776,745	(1,820,893)
Interfund Exp - Gov/Ent	745,124	770,859	582,485	745,151	162,666
Interfund Exp - Ent/Ent	14,770	25,460	25,910	25,910	0
DoIT Phone Exchange	150,339	162,565	188,066	195,744	7,678
DoIT Data Proc Svcs	646,935	625,077	820,630	635,715	(184,915)
DoIT Data Proc Supply	2,103	3,898	0	0	0
DoIT Mntn Radio Eqmt	360	360	55,621	48,127	(7,494)
DoIT Other Telecom Charges	79,928	41,936	39,230	45,376	6,146
Gen Svc-Bldg Ocpncy Costs	5,624,940	5,804,770	5,754,330	4,304,829	(1,449,501)
Gen Svc-Requested Mntce	1,107,656	1,318,628	1,101,794	1,122,598	20,804
Gen Svc-Use of Co Equipment	1,466	298	6,621	6,800	179
Gen Svc-Other G S Charges	256,589	221,027	287,031	336,536	49,505
Gen Svc-Bldg Lifecycle	73,721	77,971	97,772	79,791	(17,981)
DoIT Info Security Charge	33,537	29,729	530,760	50,181	(480,579)
OTHER CHARGES	382,300,918	350,921,851	346,668,462	388,977,773	42,309,311
001-651 Pine-Upg Bd Chmbr	0	473	0	0	0
001-651 Pine-Upg Bd Chmbr	473	120,585	0	0	0
561-1420 WPass Rd-Lse Imp	3,140	76,790	0	0	0
736-1430 WPass Rd-Lse Imp	24,981	177,573	0	0	0
WCDF Infrared System IPID	0	41,378	0	0	0
245 Chiller Replacement	0	5,431	0	0	0
273-Upgrade HVAC to DDC	0	4,350	0	0	0

County Summary Information

ALL COUNTY FUNDS

Expenditures by Type (continued)

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2016-17 Change
273-DOIT Recnf Data&Phone	0	145,646	0	0	0
273-DOIT Instll New Cat-6	0	202,057	0	0	0
244-DoIT Recble Data Clst	0	277,999	0	0	0
277-DoIT ReCable Facility	0	40,650	0	0	0
003-Old Jail Demolition	0	0	1,500,000	0	(1,500,000)
015 40 Muir Exterior RMDL	11,180	0	0	0	0
Remodel 651 Pine 7th/11th	332,365	52,462	0	0	0
015 40 Muir Interior Rmdl	47,020	1,087	0	0	0
004 Ext Renov 625 Court	162,715	302,094	0	0	0
010-1000 Ward-Rplc Boiler	38	68,247	0	0	0
New Psych Facility	578,801	1,719	0	0	0
632-202 Glacier Dr Mtz JH	59,935	471,419	0	0	0
001-651 Pine-Rplc Boiler	99,779	772,487	0	0	0
Cap Facilities Masterplan	102,876	240,034	0	0	0
010 MDF Chiller Rplcment	10,971	0	0	0	0
Various Alterations	10,771	0	0	0	0
EHS Central Co Bldg	0	20,497	0	0	0
010-MDF Intk Cntr Redesgn	22,587	204,875	0	0	0
DA Civic Center	36,552	1,769	0	0	0
Human Resources Remodel	0	0	400,000	0	(400,000)
Various Improvements	76,691	356,618	0	0	0
2500 Bates-HBEX Start Up	25,478	140	0	0	0
244-151 L.Pauling-Solar	198,599	1,011,105	0	0	0
R-Rep Solar Proj-7 Sites	66,104	3,695,770	0	0	0
390 WCDF Upgr Elctrc Sys	11,405	151,186	0	1,438,435	1,438,435
390-WCDF-Rmdl Visit Ctr	38	36,772	0	381,669	381,669
FLIP-044-202 Glacier-SS01	1,531	121,281	119,536	0	(119,536)
FLIP-03300930 Ward St-AC0	16,626	35,734	46,739	0	(46,739)
FLIP-270-3811 Bissel-FS01	1,118	17,071	36,201	0	(36,201)
FLIP-004-625 Court-FS04	37		352,682	0	(352,682)
FLIP-158-2099 Arnold-FS02	31,334	28,375	400,685	0	(400,685)
FLIP-093-968 23rd St-ES02	21,352	256,163	261,510	0	(261,510)
FLIP-095-6401 Stcktn-AC03	16,090	173,813	172,851	0	(172,851)
FLIP-115-2290 WPass-FS03	508	13,917	133,874	0	(133,874)
FLIP-163-406-6th St-FS0	508	18,448	87,582	0	(87,582)
FLIP-171-757 1st St-FS02	867	19,680	65,978	0	(65,978)
FLIP-390-5555 Giant-IS05	37	26,797	898,817	0	(898,817)
182FS01-12000 Marsh Creek	173	31,766	254,134	0	(254,134)

ALL COUNTY FUNDS

Expenditures by Type (continued)

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2016-17 Change
FLIP-093-968 23rd St-IS01	23,919	264,628	189,152	0	(189,152)
034 DCD 30 Muir Rd Imps	38,935	0	0	0	0
DP Bldg Cntr 30 Douglas	3,759	0	0	0	0
40 Muir-Bldg Rmdl/Occpncy	165,704	30,176	0	0	0
230 Hookston-Landscaping	17,242	2,460	346,575	52,960	(293,615)
272 DCSS Ste 100 Remodel	13,975	0	0	0	0
564 Mv Records to Summit	7,268	712,501	0	0	0
564-2530 Arnold-Rmdl #300	1,547	0	0	0	0
Undesignated Cap Projects	0	0	10,692,044	15,750,000	5,057,956
Sher Pub Sfty Comm Imps	180,534	0	0	0	0
555 Security Wall 3C & 4C	86	0	0	0	0
010-MDF Intk Cntr Redesgn	9,588	28,783	0	0	0
555-2500 Alh-Cnvt Ed Rms	56,997	14,553	4,970,000	300,000	(4,670,000)
Hosp-Surgical	104,850	0	0	0	0
733-25 Allen-ADA Cmpl Wrk	150,940	0	0	0	0
564-Remodel Suite #350 HSD	0	0	425,000	75,000	(350,000)
Hugs Infnt Security Systm	0	175,970	0	0	0
CCRMC Antepartum Room	40	0	0	0	0
Fab/Inst Modular Clinic	3,778,222	80,270	0	0	0
West County Health Center	242,606	852,365	0	0	0
Replace Boiler	89,784	248,878	40,125	3,000,000	2,959,875
Replace Imaging Equip	28,604	0	0	0	0
Hosp Ambul Care Clinic	0	0	1,001,256	0	(1,001,256)
SB1953 Seismic Retrofit	92,643	617	85,687	0	(85,687)
CCRMC Gward Struct Analy	1,930	0	0	0	0
Exp/Rmdl Concrd Clinc	244,222	0	0	0	0
BFA East Ramp Hngr Recon	0	0	1,000,000	0	(1,000,000)
BFA AIP20 Taxi Echo&Kilo	0	0	0	2,280,000	2,280,000
BFA Mster Pln Stdy Prj#13	0	0	0	400,000	400,000
Miscellaneous Equipment	171,839	586,845	1,472,080	1,364,445	(107,635)
Office Equip & Furniture	2,163,267	2,575,227	8,175,211	4,578,694	(3,596,517)
Institutional Equip & Furniture	31,773	88,700	263,755	262,955	(800)
Autos and Trucks	2,716,683	5,078,645	5,704,738	6,441,470	736,732
Medical & Lab Equipment	362,019	1,011,275	7,854,919	4,761,859	(3,093,060)
Radio & Communication Equip	396,150	347,073	2,477,567	2,672,675	195,108
Tools & Sundry Equipment	128,277	345,183	404,031	407,000	2,969
Heavy Construction Equipment	32,550	0	50,000	50,000	0
Capitalized Software	258,095	281,309	300,000	325,000	25,000
Fixed Asset Adj Year-End	(5,702,535)	(3,961,629)	0	0	0
Fixed Assets	7,784,190	17,987,613	50,182,729	44,542,162	(5,640,567)

County Summary Information

ALL COUNTY FUNDS

Expenditures by Type (continued)

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2016-17 Change
Reimbursements-Gov/Gov	230,362,779	241,043,376	215,347,793	281,945,552	66,597,759
Reimbursements-Gov/Ent	312,206	196,286	452,229	364,156	(88,073)
Reimbursements-Ent/Ent	0	0	2,000	2,000	0
Intrafund-Trans-Gov/Gov	6,925,734	8,304,287	83,058,629	13,699,697	(69,358,932)
Transfers-Gov/Ent	64,943	223,322	600,086	600,086	0
Intrafund Transfers	(675,766)	(693,198)	(5,518,950)	(3,339,159)	2,179,791
Intrafund-Trans-Salaries	(107,984,696)	(120,683,077)	(115,431,936)	(130,765,469)	(15,333,533)
Intrafund-Trans-Services	(451,653)	(753,403)	(1,223,117)	(1,166,317)	56,800
Intrafund-Trans-FX Assets	0	113	0	0	0
Work Auth Transfer Adjustment	128,553,547	127,637,704	177,286,735	161,340,547	(15,946,188)
EXPENDITURE TRANSFERS	230,362,779	241,043,376	215,347,793	281,945,552	66,597,759
Apportn For Contingencies	0	0	6,828,230	10,750,000	3,921,770
PROVISIONS FOR CONTINGENCIES	0	0	6,828,230	10,750,000	3,921,770
TOTAL EXPENDITURES	2,613,966,903	2,898,713,959	3,156,514,626	3,271,767,901	115,253,276

MAJOR GOVERNMENTAL FUNDS

Changes in Projected Fund Balance

	Beginning Fund Balance June 30, 2012	Beginning Fund Balance June 30, 2013	Beginning Fund Balance June 30, 2014	Beginning Fund Balance June 30, 2015	% Change	Budgeted Fund Balance FY 2016-17	% Change
GENERAL FUND (Major Fund)							
Nonspendable	16,474,000	6,103,000	7,946,000	10,764,000	35.5%	10,764,000	0.0%
Restricted	6,388,000	6,798,000	7,254,000	9,013,000	24.2%	9,013,000	0.0%
Committed	711,000	1,335,000	1,575,000	1,508,000	-4.3%	1,508,000	0.0%
Assigned	47,246,000	57,754,000	78,136,000	94,169,000	20.5%	94,169,000	0.0%
Unassigned	81,541,000	115,518,000	142,293,000	179,883,000	26.4%	182,383,000	1.4%
Total	152,360,000	187,508,000	237,204,000	295,337,000	24.5%	297,837,000	0.8%
CCC Fire Protection District Special Revenue							
Nonspendable	1,906,000	1,887,000	1,614,000	1,863,000	15.4%	1,863,000	0.0%
Restricted	12,393,000	10,092,000	10,623,000	661,000	-93.8%	661,000	0.0%
Committed	-	-	-	-	0.0%	-	0.0%
Assigned	7,666,000	13,675,000	18,263,000	31,923,000	74.8%	31,923,000	0.0%
Unassigned	-	-	-	-	0.0%	-	0.0%
Total	21,965,000	25,654,000	30,500,000	34,447,000	12.9%	34,447,000	0.0%
All Other Non-Major Governmental Funds in the Aggregate							
Nonspendable	12,547,000	11,450,000	2,550,000	3,085,000	21.0%	3,085,000	0.0%
Restricted	334,533,000	351,389,000	380,946,000	395,188,000	3.7%	395,188,000	0.0%
Committed	353,000	324,000	342,000	342,000	0.0%	342,000	0.0%
Assigned	10,967,000	11,381,000	23,009,000	33,340,000	44.9%	33,340,000	0.0%
Unassigned	(12,391,000)	(7,851,000)	(776,000)	-	-100.0%	-	0.0%
Total	346,009,000	366,693,000	406,071,000	431,955,000	6.4%	431,955,000	0.0%
Total Governmental Funds							
Nonspendable	30,927,000	19,440,000	12,110,000	15,712,000	29.7%	15,712,000	0.0%
Restricted	353,314,000	368,279,000	398,823,000	404,862,000	1.5%	404,862,000	0.0%
Committed	1,064,000	1,659,000	1,917,000	1,850,000	-3.5%	1,850,000	0.0%
Assigned	65,879,000	82,810,000	119,408,000	159,432,000	33.5%	159,432,000	0.0%
Unassigned	69,150,000	107,667,000	141,517,000	179,883,000	27.1%	182,383,000	1.4%
Total	520,334,000	579,855,000	673,775,000	761,739,000	13.1%	764,239,000	0.3%

Fund balance represents uncommitted cash or other liquid/cash convertible assets in excess of fund liabilities. 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 are the County's Major Governmental Funds individually (General Fund and CCC Fire Protection District Special Revenue Fund), all other Non-Major Funds in the aggregate, and the total Governmental Fund balance.

The County's General Fund had a Budget Year beginning fund balance of \$295.3 million, which represented 24.5% growth over the previous year. Revenues rebounded strongly recently especially due to property taxes, sales and use taxes, and taxes in lieu of sales and use tax. Intergovernmental revenue increased due to increases in state aid for mandated expenses, realignment taxes, and public safety services. Charges for services increased as well, due to an increase in candidate filing fees, building

County Summary Information

maintenance fees, Mental Health Medi-Cal claims, and contracted law enforcement services. During this same time, expenditures increased as well, but not as much as revenues due, in part to a high number of vacant positions that continued to produce significant expenditure savings. Fund balance is expected to remain relatively flat in FY 2016-17 as Labor negotiations are likely to produce higher salaries and benefits, which in turn will allow the County to attract and retain a larger skilled labor force. The projected increase in Unassigned balance of 0.8% is due to the \$2.5 million from the West Contra Costa Healthcare District's reallocation of property tax revenue through an exchange agreement.

The CCC Fire Protection District's Special Revenue Fund provides fire and emergency medical services to nine cities and certain unincorporated areas in the County. The District's fund balance increased by \$3.95 million (12.9%) during fiscal year 2014-15 and had a Budget Year beginning fund balance of \$34.4 million, which represented 12.9% growth over the previous year. An increase in tax revenues from continued slight improvement in the housing market allowed a rise in assessed valuations of real property resulting in an increase in property tax. Fund balance is expected to grow slightly in FY 2016-17 for the same reasons. It should be noted that our computation of Restricted/Committed /Assigned for special revenue funds is revenue based. The level of constraint for the use of the revenue determines into which category of fund balance the revenue is categorized. Since the District does not have a formal spending plan, the expenditures are allocated in the following order: restricted, committed, assigned, unassigned.

The composition of funds included in the Non-Major governmental funds changed in the current year due to the reclassification of the Health and Sanitation Special Revenue Fund from major to non-major. Debt service funds had an increase in fund balance of 14.6% due mainly to a decrease in principal and interest expense as a result of the final payment of a pension obligation bond occurring in June 2014. Non-Major Governmental Funds in the aggregate grew by 6.8% in the last year and are not anticipated to increase or decline by more than 10% in the Budget Year nor for the 2016-17 fiscal year.

Components of Fund Balance
Nonspendable (inherently nonspendable)
- Portion of net resources that cannot be spent because of their form
- Portion of net resources that cannot be spent because they must be maintained intact
Restricted (externally enforceable limitations on use)
- Limitations imposed by creditors, grantors, contributors, or laws and regulations of other governments
- Limitations imposed by law through constitutional provisions or enabling legislations
Committed (self-imposed limitations set in place prior to the end of the period)
- Limitations imposed at highest level of decision making that requires formal action at the same level to remove
Assigned (limitation resulting from intended use)
- Intended use established by highest level of decision making
- Intended use established by body designated for that purpose
Unassigned (residual net resources)
- Total fund balance in excess of nonspendable, restricted, committed, and assigned fund balance
- Excess of nonspendable, restricted, and committed fund balance over total fund balance

CAPITAL IMPROVEMENT PLAN

The County policy for capital asset accounting and budgeting conforms to State definitions and regulations as set forth in the manual of Accounting Procedures for Counties and reflects current values. The policy establishes the basis for financial classification.

Capital assets are assets of significant value having a utility that extends beyond the current year. An improvement is replacement of a component part of a capital asset by an improved or superior part, an addition of new parts, or an alteration or a structural change to a capital asset that results in a functional improvement over its original state that materially adds to the value of the asset or appreciably extends its life.

Land improvements enhance the value of land itself (such as grading or ditching for drainage). Ground improvements add other items to the basic land. Examples of grounds improvements are lawns, trees and shrubs, sprinkler systems, and paving.

The following capital assets are to be capitalized and individually budgeted and controlled:

Land. All land acquisitions and land improvements, without regard to cost.

Structures and Improvements. Permanent structures costing \$100,000 or more; additions, structural betterments and ground improvements that cost \$100,000 or more.

Equipment. Equipment includes movable personal property with a unit cost of \$5,000 or more, including sales tax, and delivery and installation charges; additions to capitalized equipment costing \$5,000 or more per item.

Infrastructure. Infrastructure assets are long-lived assets that normally are stationary in nature and can be preserved for a significantly greater number of years than other capital assets; infrastructure assets include roads, bridges, tunnels, drainage systems, water and sewer systems, dams, and lighting systems.

Intangibles. Intangible assets lack physical substance, have a non-financial nature, and have a useful life that extends beyond a single reporting period; examples of intangible assets include: easements, water rights, timber rights, patents, trademarks, and computer software, including internally generated software. Capitalization thresholds for intangible assets are as follows:

\$100,000 for all intangible assets acquired after June 30, 2009 – excluding internally developed or modified software and other internally developed intangibles.

\$1,000,000 for all internally developed intangible assets acquired after June 30, 2009

\$1,000,000 for retroactive reported intangible assets.

CAPITAL IMPROVEMENT PLAN

Per Budget Policy, the FY 2016-17 budget process again includes strategic planning and financing elements 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 65 in the Departmental Budget Summary section of this document. It includes a recommended budget for Minor Capital Improvements of \$1.5 million, which is available for minor improvements and deferred maintenance when there is no other funding available; \$10.75 million for Facilities Lifecycle Improvements, which reflects the amount allocated to deferred facilities maintenance (\$750,000) and capital renewal from the County's Tax Losses Reserve (\$10.0 million); and also includes funding for the Plant Acquisition cost center. This 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 2015-16 the Public Works Department continued with several on-going initiatives to refine, revitalize and redefine the strategic planning effort for County facilities. Sixty-eight capital projects were managed with a total project cost of \$93 million including new construction, major remodels, energy systems, and landscaping projects. Major projects included 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 twenty-four hour residential treatment program. The County also 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.

The investment in capital assets includes land, buildings and systems, improvements, machinery and equipment, software, park facilities, roads, highways, drainage systems, and bridges. The County's total investment in net capital assets for fiscal year 2014-15 increased by 0.5% and exceeded retirement of capital assets and depreciation expense. The County's investment in capital assets for its governmental and business-type activities as of June 30, 2015, was \$1.0 billion (net of accumulated depreciation).

The major activity of capital assets for governmental and business-type activities was:

Road infrastructure and construction in progress	\$ 21,133,000
Drainage infrastructure and construction in progress	\$ 5,078,000
Building and building construction in progress	\$ 7,332,000

CAPITAL IMPROVEMENT PLAN

Construction included the completion of numerous construction projects such as Deer Valley Road Safety Improvement, Pacheco Boulevard landscaping, and Delta Road bike lane and pedestrian pathway.

The following is the list of planned significant non-recurring General Fund capital expenditures for FY 2016-17, the difference between the total of \$9.26 million and the \$10.75 million budgeted is project contingency:

Address	Department	ADA	Fire/Life/ Safety	Roofing Repair	Rooftop Equipment	Grand Total
4800 Imhoff Drive	Animal Services	\$14,384				\$14,384
910 San Pablo Avenue	Animal Services	\$6,884			\$129,362	\$136,246
555 Escobar Street	Clerk-Recorder			\$87,202		\$87,202
900 Ward Street	District Attorney		\$62,607			\$62,607
202 Glacier Drive	Probation	\$498,785	\$21,339		\$63,455	\$583,579
202 Glacier Drive	Probation	\$51,685	\$114,036		\$365,676	\$531,397
3811 Bissell Avenue	Public Defender	\$6,628				\$6,628
800 Ferry Street	Public Defender	\$34,931	\$90,936			\$125,867
1000 Ward Street	Sheriff-Coroner			\$629,436		\$629,436
12000 Marsh Creek Rd	Sheriff-Coroner	\$100,809		\$1,589,840		\$1,690,649
1960 Muir Road	Sheriff-Coroner	\$33,394		\$226,938		\$260,332
1980 Muir Road	Sheriff-Coroner	\$44,809	\$19,428	\$263,946		\$328,183
30 Glacier Drive	Sheriff-Coroner	\$7,283		\$59,500		\$66,783
40 Glacier Drive	Sheriff-Coroner	\$6,442	\$66,820	\$108,650		\$181,912
50 Glacier Drive	Sheriff-Coroner	\$11,944	\$131,422			\$143,366
5555 Giant Highway	Sheriff-Coroner	\$333,901	\$15,750	\$1,850,013	\$1,161,271	\$3,360,935
920 Mellus Street	Sheriff-Coroner	\$126,542		\$68,440	\$51,884	\$246,866
40 Muir Road	Vacant	\$34,756	\$99,701	\$144,800	\$555	\$279,812
10 Douglas Drive	Various Departments	\$39,164	\$154,433			\$193,597
186 East Leland Road	Veterans' Services		\$52,158			\$52,158
2290 Willow Pass	Veterans' Services	\$54,216				\$54,216
406 6th Street	Veterans' Services	\$190,258		\$7,096		\$197,354
757 First Street	Veterans' Services			\$24,102		\$24,102
		\$1,596,815	\$828,630	\$5,059,963	\$1,772,203	\$9,257,611

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 two years. These efforts have provided reliable usable data that we are using to recommend strategies for the operation, maintenance and administration of County facilities. The following summary of the strategy and objectives includes the current status and goals of this on-going effort.

CAPITAL IMPROVEMENT PLAN

1. Strategy. 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). While refinement and additions continue to take place to the asset data, Public Works has used the updated, standardized data to assist in making modifications, updates and recommendations for capital project work on County facilities.
2. Reporting. Improved and refined quarterly reporting of capital projects to the Finance Committee to include data on the status of Facility Lifecycle Investment Program (FLIP) projects and potential underutilized (surplus) property. Data is now readily available that previously required considerable research. Cross functional teams have been established to ensure this information is kept current, reliable and manageable for use by all staff involved in facility asset management. The accuracy and details of this data is critical in making decisions and in developing strategic plans for facility infrastructure. These improvements allow decision makers to see a more complete picture on data related to County facilities.
3. Objectives. Four primary business objectives for asset information management were identified and the first two have been achieved (converting paper based information into digital format and standardizing data for consistency). The focus is now on establishing asset management metrics, and developing an interface for use by staff so the data can be used to make recommendations and set strategic planning efforts.

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 for 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 FY 2012-13. An updated assessment of buildings was completed in 2015.

The Public Works Department anticipates there will be significant progress in FY 2016-17 on the implementation of the Facilities Asset Management Plan. As was noted in the budget message, the County Administrator's Office has added a Chief Deputy County Administrator designated specifically for the purpose of updating the County Capital Improvement Plan (CIP). The new position will help the County Board identify and set priorities for the elimination of structurally deficient or no longer needed structures, and look to replace structures while reducing the backlog of deferred maintenance.

CURRENT DEBT POSITION

The most recent Debt Report was issued by the Debt Affordability Advisory Committee on March 15, 2016. Information on the current Debt Position of the County follows:

Outstanding Debt. As of June 30, 2015, the County had a total of \$489.4 million of outstanding Pension Obligation Bonds (POBs) and Lease Revenue Bonds (LRBs)/Lease Revenue Obligations (LROs). As of June 30 for each year the total amount of County outstanding Pension Obligation Bonds and Lease Revenue Bonds was \$532.7 million (2014); \$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 debt. This approach shields the County from the risks associated with swaps and variable rate debt. It should be noted that Pension Obligation Bonds are taxable securities whereas the majority of the County's Lease Revenue Bonds are tax-exempt securities (The exceptions are the BABs and RZBs, which are taxable with a federal subsidy). Thus, the True Interest Costs for the Pension Obligation Bonds are generally higher than those for Lease Revenue Bonds. A detailed unaudited list as of December 31, 2015 is shown below.

County of Contra Costa (County Only)
 Outstanding Lease Revenue and Pension Obligation Bonds and True Interest Cost
 (as of December 31, 2015)

<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>					
2007 Series A (Refunding and Various Capital Projects)	03/14/07	06/01/28	122,065	83,920	4.27%
2007 Series B (Medical Center Refunding)	08/07/07	06/01/18	110,265	31,870	4.27%
2009 Series A (Various Capital Projects)	06/03/09	06/01/24	25,062	16,950	4.55%
2010 Series A-1 (Capital Project I – Tax Exempt)	11/16/10	06/01/20	6,790	5,010	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	13,415	3.84%
2012 Lease Revenue Obligations	11/11/12	06/01/27	13,102	11,514	2.68%
2015 Series A (Refunding and Capital Projects)	8/25/15	6/1/35	19,055	19,055	2.67%
2015 Series B (Refunding and Capital Projects)	8/25/15	6/1/28	<u>52,060</u>	<u>52,060</u>	2.67%
<i>Total LRBs and LROs</i>			<u><i>\$399,664</i></u>	<u><i>\$267,624</i></u>	
<u>Pension Obligation Bond Issues (POBs):</u>					
Series 2003 A (Taxable)	05/01/03	06/01/22	<u>322,710</u>	<u>236,920</u>	5.36%
<i>Total POBs</i>			<u><i>\$322,710</i></u>	<u><i>\$236,920</i></u>	
<i>Grand Total</i>			<u><i>\$722,374</i></u>	<u><i>\$504,544</i></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 2014-15, the County’s total assessed valuation base was \$168.8 billion and the growth rate of total assessed valuation in the County was 8.73%, the third 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 9.9% over the last 25 years and averaged 2.1% over the past 5 years. Assessed valuation fell by a cumulative 9.3% from its peak in Fiscal Year 2008-09 to its trough in Fiscal Year 2011-12 as a result of the impacts of foreclosures and the recession on the County’s economy. Assessed valuation appears to have stabilized and has begun growing again. Subsequent to the reporting period of June 30, 2015, total assessed valuation grew by 4.8% for FY 2015-16.

The net assessed value of taxable property was \$163.5 billion (\$168.8 billion gross), resulting in a statutory bonded debt limitation of \$8.2 billion and a California Constitution limit of \$2.0 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, 2015, the County’s outstanding bonded debt was \$327.3 million leaving a statutory margin of \$7.9 billion and a Constitutional margin of \$1.7 billion. Subsequent to this reporting period, taxable property grew to \$175.6 billion for the current fiscal year, resulting in an increased bonded debt limit.

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, 2015. 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, 2015)

Fiscal Year Ending 6/30	Total Lease Debt Service ⁽¹⁾	Total POB Debt Service	Total Debt Service
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	73,006,725

CURRENT DEBT POSITION

Fiscal Year Ending 6/30	Total Lease Debt Service ⁽¹⁾	Total POB Debt Service	Total Debt Service
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	27,204,977		27,204,977
TOTAL	\$ 331,035,782	\$ 293,770,463	\$ 624,806,244

(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, 2015)**

Refunding Lease Revenue Bond Issue	Amount Refunded (\$ millions)	Term of the Refunding Bonds	Savings (\$ millions)	Average Annual Savings
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)	17.400	15 years	1.10	73,330
Total	<u>\$244.150</u>		<u>\$9.61</u>	<u>\$565,235</u>

Additionally in August 2015, the County issued \$52.1 million in 2015 Series B refunding bonds. These bonds refunded \$56.0 million in outstanding Series 1999A, 2002A, 2002B, 2003A and 2007A bonds. They achieved \$4.58 million in net present value savings, mature in 13 years and have average annual savings of \$416,893.

CURRENT DEBT POSITION

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 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*
2011	2.1%
2012	13.5%
2013	15.7%
2014	7.7%
2015	1.9%

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.

CURRENT DEBT POSITION

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.

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

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+
	2015	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. February 20, 2013 Moody's downgraded the County's Pension Obligation Bonds to A1 with a "Stable" outlook.
8. 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. As a component of the annual budget preparation, each department updates its Performance Report that includes the following sections:

- Department Mission, Mandate or Goal
- Major Program Descriptions
- Accomplishments
- Challenges
- Performance Indicators

Performance report information is included in departmental summaries in the Recommended Budget. Additionally, all department Performance Reports are posted on the County's website.

To strengthen its performance measurement program, Contra Costa County became involved with the Bay Area Regional Benchmarking Project (Project BARB). Project participants include nine San Francisco 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 San Francisco 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.

Contra Costa County participated in Project BARB for several years. During Phase I, Community Measures, 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 with a Bay Area average as a regional benchmark. Phase II, Internal Services Measures, was not completed. Public Safety Measures were also not completed.

PERFORMANCE MEASUREMENT PROGRAM

Also as part of Project BARB, Contra Costa County participated in the International City/County Management Association 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 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 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.

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.

PERFORMANCE MEASUREMENT PROGRAM

- 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' 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.

Unfortunately, Project BARB has been idle for more than a year, despite several attempts to schedule sessions 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.

To more fully integrate our Performance Measurement Program into the budget process, Contra Costa County is currently researching and reviewing Performance Measures/Management programs, including best practices offered by the Government Finance Officer Association.

County of Contra Costa
Appendix



Countywide Program Modification List

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

1	1	Agriculture	Telephone Exchange Service	0	(\$20,795)	Reduction in estimated costs for phone services. Savings of \$20,795 for the department with minor improvement to phones.
2	2	Agriculture	Miscellaneous General Service Charges	0	(\$3,771)	Small reductions in estimated building occupancy, information services and courier services charges.
3	2	Agriculture	Reimbursements-Gov/Gov	0	(\$63,451)	Reduction in estimates from public works for vehicle maintenance. Net saving of \$63,451 to the department, no major change to operations.
4	2	Agriculture	State Aid for Agriculture	0	\$5,026	Estimated reduction in Gas Tax revenue based on 5 year average. With other savings, this decrease in funding should not negatively impact our department.
			Totals	0	(\$82,992)	

Assessor

1	1	Appraisal	Salaries and Benefits	0	(\$168,524)	Vacancy Factor - will require the department to manage the filling of unplanned staff vacancies in a manner that achieves the savings.
			Total	0.0	(\$168,524)	

Central Support Services

1	6	Risk Management	Salary & Benefits	1.0	\$127,056	To reflect the addition of a position to coordinate the Americans with Disabilities Act (ADA) program for the County.
2	6	Risk Management	Non-County Professional, Specialized Services		(\$127,056)	Reduction in the costs of outside services for ADA coordination.
3	5	Management Information Systems	Non-County Professional Specialized Services		\$185,000	County Budget system upgrade and technology upgrades.
4	2	Economic Promotion	Non-County Professional Specialized Services		\$40,000	North Richmond Annexation Study in conjunction with City of Richmond.
			Total	1.0	\$225,000	

Countywide Program Modification List

Order	Reference to Mand/Disc List	Programs/ Budget Units	Services	FTE	Net County Cost Impact	Impact
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Clerk Recorder-Elections

1	2	Recorder	Salaries and Benefits	2.0	185,435	Add 2 Clerk-Recorder Services Supervisor positions to improve span of control.
2	2	Recorder	Salaries and Benefits	(2.0)	(\$176,069)	Cancel 2 Clerk Senior Level positions.
3	2	Recorder	Salaries and Benefits	(1.0)	(\$80,880)	Cancel 1 Clerk Recorder Services Specialist position.
			Total	(1.0)	(\$71,514)	

District Attorney

1	1	Mainline Prosecution	Reduce Vacancy Factor	0.0	\$432,392	Reduce prior year vacancy factor to \$0
2	6	Administration	Administration	5.0	\$335,000	Add four (4) Clerk-Experienced Level and one (1) Clerk-Specialist Level positions to assist with general administration of the department
3	6	Administration	Administration	1.0	\$121,602	Add one (1) Department Media Relations Coordinator position to serve as department Public Information Officer
4	7	AB 109 Programs	Administration	1.0	0	Add one (1) Clerk- Experienced Level position to provide support to AB 109 programs
5	7	AB 109 Programs	Ceasefire Coordination	0.0	0	The Community Corrections Partnership funded coordination of Ceasefire programs throughout the County within the District Attorney's Office
6	3	Investigations	Investigations	(1.0)	(\$90,132)	Cancel one (1) Crime Scene Investigator position
			Total	6.0	\$798,862	

Human Resources

1	4	Personnel Services	Memberships		\$90,000	Subscription to LinkedIn Corporate Recruiting Platform
2	1	Employee Benefits Administration	Salaries and Benefits	1.0	\$77,000	Add 1 Accounting Technician
3	1	Employee Benefits Administration	Revenue		(\$77,000)	Increase Benefit Administration Fee revenue
			Total	1.0	\$90,000	

Public Defender

1	4	Public Safety Realignment	Salaries and Benefits	2.5	\$0	Addition of one half-time Deputy Public Defender IV, two Legal Assistants, and one temporary Deputy Public Defender-Special Assignment.
			Total	2.5	\$0	

Countywide Program Modification List

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

1	12	General Building Occupancy	Building Occupancy Costs	0	\$77,355	Increase custodial hours for General Fund buildings.
2	12	General Building Occupancy	Salaries and Benefits	1.0	\$170,964	Add 1 Steamfitter to be assigned to the Martinez Detention Facility.
3	12	General Building Occupancy	Building Occupancy Costs	0	\$288,423	Increase hours for 2 Stationary Engineers at the Martinez and West County Detention Facilities.
4	12	General Building Occupancy	Salaries and Benefits	1.0	\$136,180	Add 1 Electronic Systems Specialist for Fire/Life safety duties at County facilities.
5	14	Building Maintenance	Salaries and Benefits	1.0	\$108,500	Add 1 Lead Materials Technician to oversee inventory for Fleet, Facilities, and Recycle/Suplus.
6	14	Building Maintenance	Salaries and Benefits	2.0	\$215,544	Add 2 Electricians for Traffic Signal/Street Light Maintenance & General Work Orders.
7	14	Building Maintenance	Charges to Various Funds		(\$215,544)	Charges to various funds to offset the costs of additional positions.
8	1	Public Works	Salaries and Benefits	1.0	\$134,000	Add 1 Network Analyst II.
9	1	Public Works	Salaries and Benefits	(1.0)	(\$97,600)	Cancel 1 Information Systems Technician I.
10	1	Public Works	Salaries and Benefits	3.0	\$296,400	Add 1 Admin Svcs Asst II; 1 Clerk-Senior; 1 Engineer-Entry Level to Flood Control Division.
11	1	Public Works	Charges to Various Funds	0	(\$332,800)	Charges to Flood Control Districts and other funds to offset costs of additional positions.
12	11	Fleet – Internal Service Fund	Salaries and Benefits	1.0	\$105,242	Add 1 Equipment Mechanic to address workload increase/backlog.
13	11	Fleet – Internal Service Fund	Salaries and Benefits	(1.0)	(\$83,052)	Delete 1 Equipment Services Worker to offset cost of additional Equipment Mechanic.
14	11	Fleet – Internal Service Fund	Charges to Various Funds	0	(\$22,190)	Charges to various funds to offset the costs of additional Equipment Mechanic.
			Total	8.0	\$781,422	

Sheriff-Coroner

1	17	Unincorporated Patrol	Reduce Vacancy Factor	0.0	\$1,995,247	The FY 2015-16 vacancy factor of \$4,242,168 is recommended to be reduced to \$2,246,921 for FY 2016-17. This will allow the department additional flexibility to fill positions throughout the year.
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Countywide Program Modification List

Order	Reference to Mand/Disc List	Programs/ Budget Units	Services	FTE	Net County Cost Impact	Impact
2	17	Unincorporated Patrol	County Patrol Operations	15.0	\$0	Add (15) Deputy Sheriff-Recruit positions to help facilitate position management while Academy classes are underway. This is an increase to authorized position count only, no additional funding is being recommended.
			Total	15.0	\$1,995,247	

Treasurer Tax Collector

1	2	Tax Collections	Salaries and Benefits	2.0	\$260,000	Add one (1) Executive Secretary Position and Add one (1) Assistant County Tax Collector Position
			Total	2.0	\$260,000	

Veterans Service

1	1	Veterans Service	Salaries and Benefits	1.0	70,794	Add one Clerk – Experienced Level
			Total	1.0	\$70,794	

NON-COUNTY GENERAL FUND PROGRAM MODIFICATIONS

Contra Costa County Fire Protection District

1	N/A	Fire Prevention/ Administration	EMS Operations	1.0	\$334,357	Add (1) one Assistant Fire Chief position to oversee EMS operations
2	N/A	Fire Prevention/ Administration	Administration	1.0	\$67,423	Add (1) one Account Clerk position to assist with payroll
3	N/A	Fire Prevention/ Administration	Fire Suppression	12.0	\$2,736,358	Add (6) six Fire Captains, (3) three Fire Engineers, and (3) three Firefighter-Paramedic positions for enhanced fire suppressions throughout the County
			Total	14.0	\$3,138,138	

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
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Agriculture/Weights & Measures

1	Administration	M	D	1,354,441	0	1,354,441	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	2,992,846	2,852,902	139,944	24.0	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	1,414,082	895,766	518,316	12.0	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 Source	General Fund NCC	FTE	Support	Explanation
4	Cooperative Extension	D	D	193,299	0	193,299	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	7,766,140	4,891,486	2,874,654	50.0	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	233,802	233,802	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	3,476,427	2,189,620	1,286,807	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	744,983	657,444	87,539	1.0	No	Provides low cost pet spay/neuter services to the public.

Assessor

1	Appraisal	M	D	6,845,592	685,592	6,160,000	47.0	No	Secured property appraisal mandated by R&T Code Sections 50-93, 101-2125.
2	Business	M	D	1,742,514	174,514	1,568,000	12.0	No	Unsecured property appraisal mandated by R&T Code Sections 2901-2928.1.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
3	Support Services	M	D	8,179,150	819,150	7,360,000	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	1,013,503	101,503	912,000	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	2,926,780	2,926,780	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	1,848,577	1,739,672	108,905	11.0	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.
2	Disbursements	M	D	3,009,053	2,225,872	783,181	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
3	General Accounting	M	D	1,173,666	1,580,705	(407,039)	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	873,709	57,677	816,032	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	2,721,357	261,436	2,459,921	10.0	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.

Board of Supervisors

1	Legislation & Policy Direction	M	D	7,250,579	286,579	6,964,000	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.
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Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
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).
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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
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Central Support

1	Clerk of the Board	M	D	1,086,575	93,575	993,000	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	506,550	41,550	465,000	0.0	No	Provides funding to the Arts Commission to promote the arts throughout the County.
3	LAFCO	M	M	218,000	0	218,000	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	90,959	30,959	60,000	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	807,000	200,000	607,000	0.0	Yes	Computer support to small depts, Productivity Investment Fund, Geographic Information System Program.
6	Risk Management	M	D	9,891,970	5,391,970	4,500,000	35.0	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.

Child Support Services

1	Child Support Enforcement Program	M	M	18,769,093	18,769,093	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.
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Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
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Clerk – Recorder

1	Elections	M	M	10,110,563	3,526,023	6,584,540	33.5	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	4,244,110	5,578,650	(1,334,540)	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. Produces and maintains indices of all records held by the County Clerk-Recorder.
3	Recorder Micro/Mod/VRI P/ Redaction/ERD S (Dedicated funds)	M/D	M	9,021,516	9,021,516	0	11.0	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.

Conflict Defense

1	Conflict Defense	M	D	3,750,000	0	3,750,000	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.
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Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
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Conservation and Development

1	Administration	M	D	1,543,817	1,543,817	0	3.0	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	6,769,685	6,769,685	0	28.0	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	258,836	258,836	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.
4	Water Planning	D	D	955,416	955,416	0	6.0	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	1,426,870	1,426,870	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
6	Transportation Planning	M	D	2,112,796	2,112,796	0	5.0	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.
7	Federal Programs, CDBG, Successor Agency	D	D	1,734,889	1,734,889	0	7.0	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	4,334,796	4,334,796	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	7,377,554	7,377,554	0	30.0	No	Review plans, issue building permits, and inspect the construction of buildings.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
10	Code Enforcement	M	D	1,470,077	1,470,077	0	11.0	No	Respond to building and zoning complaints, perform on-site investigations, abate hazards, and perform inspections.
11	Weatherization	D	D	954,570	954,570	0	10.0	No	Free home weatherization services to low income residents.
12	Application & Permit Center	M	D	4,055,483	4,055,483	0	32.0	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.
14	Residential Rental Inspection	D	D	11,531	11,531	0	0.0	No	Inspection services for all rental units in unincorporated portions of the County
15	Vehicle Abatement Program	D	D	131,000	131,000	0	0.0	No	Inspection services to remove abandoned vehicles that possess a hazard or public nuisance.
16	Service Contracts/Satellite Locations	D	D	3,881,560	3,881,560	0	5.0	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	208,000	208,000	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	Measure WW Grant Project	D	D	3,046,374	3,046,374	0	0.0		Funding through general obligation bonds, for local parks as approved by voters of Alameda and Contra Costa.
21	Keller Canyon Mitigation Fee	D	D	1,290,000	1,290,000	0	0.0	No	Funding for mitigation programs within East County community.
22	Housing Rehabilitation & Sustainability Program	D	D	535,000	250,000	285,000	1.0	No	Financial assistance to low and moderate-income families performing housing rehabilitation. Develop organizational capacity in Sustainability Programs.
23	HOPWA Grant	D	D	1,360,410	1,360,410	0	0.0	No	Provide housing opportunities for people with HIV/AIDS.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
24	HUD Block Grant	D	M	5,766,422	5,766,422	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.
25	HUD Emergency Shelter	D	D	266,000	266,000	0	0.0	No	Emergency Shelter Grant program provides homeless persons with basic shelter and essential supportive services.
26	HUD Home Block Grants	D	D	3,591,772	3,591,772	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.
27	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
28	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.
29	Fish and Game Protection	M	D	175,000	175,000	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.
30	Livable Communities	D	D	811,000	811,000	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.
31	HUD Neighborhood Stabilization	D	D	1,652,747	1,652,747	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
32	Housing Successor Agency	M	M	8,200,000	8,200,000	0	0.0		Provide funding for all Successor Agency-related obligations and activities pursuant to the terms of the Dissolution Act.
33	HOME Investment Partnership Act	D	M	300,000	300,000	0	0.0		Provide funding from HOME Program loan repayments for the development and rehabilitation of affordable housing.
34	Private Activity Bond	D	M	1,495,000	1,495,000	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.
35	Affordable Housing	D	M	650,000	650,000	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.
36	HUD Neighborhood Preservation	D	M	1,085,508	1,085,508	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.
37	Transportation Improvement - Measure J	D	D	2,000,000	2,000,000	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.
38	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
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Contingency Reserve

1	Contingency Reserve	D	D	10,750,000	0	10,750,000	0.0	Yes	Provide funding for unforeseen emergencies or unanticipated new expenditures occurring during the fiscal year, which have no other funding source.
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County Administrator

1	Affirmative Action	D	D	371,901	100,000	271,901	2.0	No	Coordinates various state, federal and locally approved affirmative action programs.
2	Board Support & Gen Administration	M	D	4,397,226	452,891	3,944,335	17.0	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	1,219,068	1,219,068	0	7.0	No	Administers cable franchises and community access (CCTV). Supported by cable TV franchise fees.
4	AB109	D	D	5,852,441	5,852,441	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	1,937,198	398,434	1,538,764	6.0	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	6,527,040	3,527,040	3,000,000	24.0	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.
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Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
2	Social Service Probate	M	M	2,972,166	2,972,166	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	1,931,217	1,931,217	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.

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.
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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	2,500,000	(2,500,000)	0.0	Yes	To account for the West Contra Costa Healthcare District's allocation of property tax revenue.
3	Retirement/UA AL Bond Fund	D	M	38,485,860	38,485,860	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
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).

Department of Information Technology

1	Administration	D	D	575,612	575,613	(1)	12.0	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	697,418	697,419	(1)	1.0	Yes	Maintains the Countywide Information Security Program including Information Security Awareness, Risk Assessment and Business Resumption programs.
3	Network Services	D	D	1,819,507	1,844,507	(25,000)	6.0	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	4,381,358	4,381,357	1	9.0	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	466,171	416,171	50,000	2.0	Yes	Supports Countywide Geographic Information System program.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
6	Systems and Programming	D	D	5,242,261	5,242,261	0	23.0	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	9,774,140	9,679,140	95,000	19.0	Yes	Responsible for planning, operating, maintaining, and managing the County's communication systems including radio, telephone, voice mail and microwave.
8	Wide-Area-Network Services	D	D	3,685,624	3,710,623	(24,999)	6.0	Yes	Insures on-going support and maintenance of the County's Wide-Area-Network (WAN) Infrastructure.

District Attorney

1	Mainline Prosecution	M	D	25,168,169	16,077,779	9,090,390	122.0	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	4,669,496	3,735,083	934,413	23.0	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	3,842,283	381,800	3,460,483	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	945,939	1,086,321	(140,382)	10.5	No	Victim liaison providing assistance in obtaining protective orders and restitution, advice to the Bench on bail levels, and victim advocacy

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
5	Public Assistance Fraud	M	D	201,116	230,000	(28,884)	0.5	No	Works with personnel from various social service agencies to detect, investigate and successfully prosecute individuals who attempt to defraud various public assistance programs.
6	Administration	M	D	3,564,056	34,000	3,530,056	17.5	No	Operations, fiscal, personnel, procurement, and facilities management, and resource development
7	AB 109	M	D	1,808,483	1,904,559	(96,076)	8.0	No	Public Safety Realignment Act which transfers responsibility for supervising specific low-level inmates and parolees from CDCR to counties, including parole revocation proceedings.
Special Funds									
8	Consumer Protection	D	D	4,674,404	4,674,404	0	0.0	No	Receives <i>Cy pres</i> 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.
9	Narcotics Forfeiture	D	D	438,433	438,433	0	0.0	No	State law requires that the District Attorney Office's portion of distributed forfeited narcotics assets be used for enhancement of prosecution.
10	Environmental/OSHA	D	D	2,549,712	2,549,712	0	0.0	No	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.
11	DA Federal Forfeiture-DOJ	D	D	276,792	276,792	0	0.0	No	Federal law requires that the District Attorney Office's portion of distributed forfeited narcotics assets be used for enhancement of prosecution.
12	Real Estate Fraud Proescution	D	D	700,000	700,000	0	0.0	No	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
13	Supplemental Law Enforcement Services Fund - DA	M	M	407,026	407,026	0	0.0	No	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.
14	AB109-District Attorney	M	M	267,762	267,762	0	0.0	No	Special fund to provide legal representation at parole revocation hearings for State parolees transferring to county jurisdiction under public safety realignment (AB 109).

Employee/Retiree Benefits

1	Employee Benefits	M	D	4,585,360	93,000	4,492,360	0.0	Yes	Funds PeopleSoft Project (Payroll).
2	Retiree Health Benefits	M	D	1,057,640	50,000	1,007,640	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	Adult Program Services	M	D	5,888,401	5,860,890	27,511	45.8	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.
2	Area Agency on Aging	M	D	4,984,127	4,362,621	621,506	8.0	No	Provides supportive social services, congregate meals, home delivered meals, in-home services and elder abuse prevention to over 19,500 seniors annually.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
3	General Assistance Eligibility	M	M	4,377,725	0	4,377,725	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.
4	General Assistance Cash Assistance Payments	M	D	3,335,527	0	3,335,527	0.0	No	Provides cash assistance to adults not eligible for state or federal assistance.
5	Indigent Interment	M	M	111,713	17,743	93,970	0.0	No	Provides cremation and burial, in cemetery lots or niches, of indigent decedents.
6	In-Home Supportive Services Administration	M	D	9,724,033	8,344,103	1,379,930	71.8	No	Funds for administration to determine eligibility for recipients who are unable to care for themselves at home.
7	In-Home Supportive Services Payments	M	M	30,014,893	25,380,751	4,634,142	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.
8	Senior Community Service Employment Program	D	M	671,858	543,406	128,452	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.
9	IHSS Public Authority	M	D	2,291,901	2,291,901	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 Source	General Fund NCC	FTE	Support	Explanation
<i>Children and Family Services Bureau</i>									
10	Child Welfare Services	M	M	45,369,150	44,420,260	948,890	295.5	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.
11	Adoption Services	D	M	2,727,222	2,719,807	7,415	18.7	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.
12	Foster Care/Adoption Assistance Eligibility	M	M	4,015,277	3,825,677	189,600	24.6	No	Provides eligibility determination for cash assistance for care of children placed in out of home care.
13	Foster Home Licensing	D	M	1,280,271	1,280,271	0	6.7	No	Processes applications for county foster home licenses and provides support services to licensed foster care parents.
14	Aid to Adoptions Program	M	M	17,928,030	17,928,030	0	0.0	No	Provides payments to families in the adoption process or who have adopted children .
15	Foster Care and Other Out of Home Care Payments	M	M	28,342,934	28,274,362	68,572	0.0	No	Federal, state and county funded program that provides payment for care of foster children in the custody of the county.
16	Child Abuse Prevention Contracts	D	M	319,489	287,540	31,949	0.0	No	Provides child abuse prevention services authorized by AB 1733; supports the Zero Tolerance for Domestic Violence implementation plan.
17	Family Preservation Program	D	M	1,221,407	1,151,741	69,666	0.0	No	Provides intensive social work services to children and families when the child is at risk of out-of-home placement.
18	Independent Living Skills Program	M	D	774,220	774,220	0	7.0	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
19	County Children's Trust Fund	D	D	185,000	185,000	0	0.0	No	Provides child abuse prevention services.
20	Ann Adler Children and Family Trust	D	D	80,000	80,000	0	0.0	No	Provides support programs for care of abused, neglected and at risk children.
Workforce Services Bureau									
21	CalWORKs Eligibility Services	M	M	19,504,160	19,504,160	0	210.1	No	Provides eligibility determination for CalWORKs cash aid, supportive services, and includes ongoing case management. Eligibility is limited to a maximum of 48 months.
22	CalWORKs Employment Services	M	D	26,526,597	26,526,597	0	149.0	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.
23	CalWORKs Cal-Learn	M	D	585,731	585,731	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.
24	CalWORKs Child Care Program - Stage One	M	M	6,112,494	6,112,494	0	18.0	No	Eligibility and ongoing case management under Stage One subsidized child care.
25	Mental Health/ Substance Abuse	M	D	2,208,242	2,208,242	0	0.0	No	Provides CalWORKs case management and treatment services for mental health and substance abuse.
26	CalWORKs SB 1569	M	M	58,459	58,459	0	0.2	No	Provides case management of CalWORKs recipients who are victims of trafficking or crime.
27	CalWORKs Family Stabilization Program	M	M	660,406	660,406	0	3.8	No	Provides comprehensive evaluations and wraparound services to Welfare-to-Work families who are experiencing identified situations and/or crises.
28	CalWORKs Expanded Subsidized Employment	M	D	3,772,588	3,772,588	0	12.0	No	Provides funds for wage, non-wage and operational costs for six-month job placements for Welfare-to-Work clients.
29	CalWORKs Housing Support Program	D	D	1,441,509	1,441,509	0	0.0	No	Provides funds for support services and administrative activities for homeless CalWORKs families.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
30	CalWORKs Cash Assistance (TANF) Temporary Assistance to Needy Families	M	M	54,980,913	53,954,427	1,026,486	0.0	No	Provides cash assistance to eligible families based on income levels. Eligibility limited to a maximum of 24 months.
31	CalFresh Eligibility	M	M	41,352,263	37,278,358	4,073,905	241.0	No	Provides eligibility determination and ongoing case management for CalFresh benefits for eligible low-income individuals and families.
32	Work Incentive Nutritional Supplement Eligibility	M	M	97,550	97,550	0	0.7	No	Provides eligibility determination for eligible CalFresh and California Food Assistance Program households.
33	Work Incentive Nutritional Supplement Program	M	M	381,551	381,551	0	0.0	No	Provides a \$10 per month additional food supplement for eligible CalFresh and California Food Assistance Program households.
34	Standard Utility Assistance Subsidy Program	M	M	241,870	241,870	0	0.0	No	Provides an annual \$20.01 utility assistance benefit to eligible CalFresh households.
35	Medi-Cal Eligibility	M	M	58,291,030	58,291,030	0	383.6	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.
36	Refugee Programs Eligibility	M	M	140,415	140,415	0	1.0	No	Provides eligibility determination and grant maintenance activities for the Refugee Cash Assistance (RCA) and Cash Assistance Program for Immigrants (CAPI) programs.
37	Refugee Programs Cash Assistance	M	M	157,628	157,628	0	0.0	No	Provides funds for cash assistance payments for immigrants.
38	Service Integration Team / Sparkpoint	D	D	35,000	35,000	0	0.0	No	Provides integrated delivery of human services provided by various county departments.
39	Covered California Call Center (Under Contract)	M	M	14,411,997	14,411,997	0	167.0	No	The only county-operated statewide Call Center which provides healthcare enrollment services under the Affordable Care Act to California residents.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
Workforce Development Board									
40	Workforce Innovation & Opportunity Act (WIA) Employment & Training/Adult/Dislocated Worker Programs	M	D	7,479,000	7,479,000	0	9.0	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.
41	WIA Small Business Development Center	D	M	400,000	400,000	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.
Community Services Bureau									
42	Head Start	D	M	16,030,507	16,030,507	0	73.5	No	Federally-funded childcare services that provide part-day and full-day educational and comprehensive services for children ages 3-5, serving 1,501 income eligible and disabled children and families.
43	Child Start	D	M	9,707,569	9,707,569	0	64.0	No	Combines Head Start, Early Head Start, and Child Development funds to provide full-day, full-year childcare for 858 children of low-income working parents.
44	Early Head Start	D	M	4,955,073	4,955,073	0	7.0	No	Federally-funded childcare program for infants and toddlers ages 0-3, serving 383 income eligible and disabled infants and toddlers and their families.
45	Child Nutrition	D	M	1,514,089	1,514,089	0	12.0	No	Nutritional counseling for families and meal services for low-income and disabled children serving approximately 1,207 children and families and delivers approximately 455,160 meals..
46	Community Action Programs	D	M	4,472,116	4,171,692	300,424	22.0	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
47	Housing & Energy	D	M	2,318,063	2,318,063	0	5.0	No	Federally-funded program that provides utility bill payment assistance, energy education, and weatherization services to approximately 5,177 low-income residents of the County.
48	Child Development Fund	D	M	25,764,256	25,764,256	0	118.0	No	State-funded Preschool and General Child Care program serving 1,180 children in 12 centers with 48 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.
49	Childcare Enterprise Fund	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									
50	Zero Tolerance for Domestic Violence	D	D	3,143,937	1,115,690	2,028,247	0.0	No	Coordinated Services designed to reduce domestic and family violence and elder abuse.
51	Zero Tolerance for Domestic Violence - Special Revenue Fund	M	D	440,095	440,095	0	4.0	No	Provides oversight and coordination of domestic violence programs. Supported by recording fees authorized by State law (SB 968)
52	Domestic Violence - 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									
53	Administrative Services	D	D	5,833,026	5,518,943	314,083	214.0	Yes	Provides administrative support to all areas of the Department

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
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General Purpose Revenue

1	General County Revenues	M	D	0	409,229,000	(409,229,000)	0.0	No	Receives revenues which are not attributable to a specific County services and which are available for County General Fund expenditures.
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Health Services

<i>Hospital & Ambulatory Care Centers</i>									
1	Administrative Services	D	D	21,298,497	21,298,497	0	157.8	Yes	Provides centralized Department-wide administrative support to all Health Services divisions, e.g. IT, Payroll, Personnel.
2	Ambulatory Care Centers	M	M	126,332,220	123,922,171	2,410,049	709.7	No	Provides for operation of the 12 medical ambulatory care centers located throughout the County.
3	Charges from Other County Depts	M	D	14,047,172	0	14,047,172	0.0	Yes	Provides centralized charges to Health Services Department from other County departments, e.g. GSD.
4	Emergency Medical Services	M	M	1,469,842	1,469,842	0	6.0	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	19,978,590	19,978,590	0	0.0	No	Debt services principal payments, and acquisition of new and replacement capital equipment.
6	Hospital & Emergency Care	M	M	260,052,798	255,091,752	4,961,046	1,290.1	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	105,284,503	103,275,983	2,008,520	274.0	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	513,654,870	513,654,870	0	181.0	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	149,316,525	149,316,525	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 Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
10	Charges from Other County Depts	D	D	3,090,629	3,090,629	0	0.0	No	Provides centralized charges to Health Services Department from other County departments, e.g. GSD.
Contra Costa Community Health Plan - EF3									
11	Commercial Groups, including Basic Health Care	D	M	63,026,884	63,026,884	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.
12	In-Home Supportive Services	D	M	14,651,866	10,915,578	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 Drugs									
13	Narcotic Treatment Program	D	D	6,736,386	6,736,386	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	1,016,508	1,016,508	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	1,585,197	1,585,197	0	6.0	No	Provides alcohol and other drugs education, drug-free activities, community-based initiatives, problem identification and referral for youth and adults.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
16	Residential Services Program	D	D	2,339,357	2,139,357	200,000	17.0	No	Provides recovery services for men, women, women and their children, and adolescents, and detoxification for adults.
17	Special Programs	D	D	5,883,375	5,652,922	230,453	0.0	No	Time-limited federal and State special initiatives and demonstration projects.
18	Support Services and Countywide Prevention	D	D	1,547,950	1,267,950	280,000	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	1,409,328	870,495	538,833	6.5	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	826,344	688,344	138,000	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	4,683,471	3,945,182	738,289	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	1,341,840	1,341,840	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
23	Contra Costa Youth Continuum of Services for Runaway and Homeless Youths	D	D	1,286,201	1,031,400	254,801	1.0	No	Contra Costa's Youth Continuum of Services provides outreach, shelter, transitional, and permanent housing and services to youth ages 14-21.
24	Homeless Management Information System	D	D	288,469	227,034	61,435	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	53,363,681	44,583,372	8,780,309	121.0	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	53,653,957	52,822,741	831,216	83.0	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	10,807,738	7,689,200	3,118,538	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 Source	General Fund NCC	FTE	Support	Explanation
28	Medi-Cal Managed Care	M	M	8,422,516	8,422,516	0	19.0	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	12,632,487	8,089,377	4,543,110	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	157.0	No	Expands Mental Health care programs for children, transition age youth, adults and older adults. (Proposition 63)
31	Support Services	D	D	12,309,697	12,309,697	0	69.0	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	9,181,266	5,952,902	3,228,364	50.0	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	2,798,191	2,276,507	521,684	19.8	No	Provides for prevention of chronic disease and injuries.
34	Family, Maternal & Child Health	M/D	D	8,943,203	6,857,727	2,085,476	74.3	No	Promotes health and welfare of families and children.
35	PH Administration & Management	D	D	7,298,957	1,372,243	5,926,714	32.8	Yes	Provides program oversight.
36	Public Health Clinical Services	D	D	17,091,841	9,839,226	7,252,615	106.2	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.
37	AIDS/HIV and STD Program	M/D	D	4,719,381	3,758,174	961,207	32.5	No	Provides access to care, monitoring and surveillance, community education and prevention services

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
38	Senior Nutrition Program	D	D	4,230,275	4,203,793	26,482	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									
39	Environmental Health	M	M	10,238,330	10,375,448	(137,118)	57.0	No	Provides retail food programs, consumer protection programs, solid waste program, medical waste program and land use programs.
40	Fixed Assets	D	D	50,000	50,000	0	0.0	No	Provides for acquisition of capital equipment and for needed capital improvement projects.
41	Hazardous Materials Program	M	M	10,537,170	10,678,280	(141,110)	37.0	No	Provides emergency response, hazardous waste, hazardous material, underground tank and accidental release programs.
	Detention Facility Program								
42	Detention Facility Med Services	M	D	21,438,510	1,054,918	20,383,592	57.2	No	Provides primary care medical services for inmates in County detention facilities.
43	Detention Facility MH Services	M	D	1,956,200	71,730	1,884,470	14.0	No	Provides assistance to Sheriff's Department in identification and management of mentally ill in the main County detention facility.
44	Juvenile Hall Medical Services	M	D	1,910,170	1,738,567	171,603	9.8	No	Provides primary care medical services to inmates at Juvenile Hall. Expenditures are transferred to the Probation Department.
45	Juvenile Justice Facilities	D	D	714,968	714,968	0	0.0	No	Crisis intervention, medication evaluation and consultation.
California Children's Services Program									
46	California Children's Services	M	M	10,148,932	7,368,702	2,780,230	59.8	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.
	Conservatorship/Guardianship Program								

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
47	Conservatorship/ Guardianship	M	M	3,491,591	403,859	3,087,732	20.0	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.
Public Administrator									
48	Public Administrator	M	D	482,352	392,352	90,000	3.5	No	Investigates and administers the estates of persons who are County residents at the time of death and have no will or appropriate person willing or able to administer their estate.
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	202,963	202,963	0	0.0	No	Funds EMS first responder medical and communication equipment, supplies, and training of medical dispatchers.
55	Zone B	D	M	4,809,816	4,809,816	0	9.0	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 Source	General Fund NCC	FTE	Support	Explanation
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Human Resources

1	Employee Benefits Administration	M	D	5,761,596	5,761,596	0	16.0	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	1,530,568	1,892,036	(361,468)	5.0	Yes	Develops, administers and maintains merit and exempt employment systems.
4	Personnel Services	M	M	3,725,182	159,714	3,565,468	27.0	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	3,031,031	491,031	2,540,000	3.0	Yes	Develops and installs automated info systems for justice departments.
2	Automated ID & Warrant	D	M	3,094,425	3,094,425	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	SLESF - Front Line Law Enforcement-City	M	M	2,936,492	2,936,492	0	0.0	No	Provides for the pass-through of State Supplemental Law Enforcement funding to Contra Costa cities.
5	DNA Identification	D	M	300,000	300,000	0	0.0	No	Provides for the collection of DNA specimens, samples and print impressions.
6	Local Community Corrections	M	D	25,484,570	25,484,570	0	0.0	No	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
7	SLESA - AB109	M	M	7,506,917	7,506,917	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	6,090,477	6,090,477	0	20.0	No	Provides administrative, shipping, and volunteer services management while organizing and directing the operation of the County Library.
2	Countywide Services	D	D	1,734,914	1,734,914	0	10.4	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	17,606,975	17,606,975	0	122.4	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	4,378,956	4,378,956	0	27.0	No	Support Services includes automation, Virtual Library, circulation, technical services, and collection management.
5	Casey Library Gift	D	D	150	150		0.0	No	Established from proceeds from the estate of Nellie Casey. Funds are restricted for use in the Ygnacio Valley Library.

Probation

<i>Care of Court Wards</i>									
1	Out-of-Home Placement	M	M	10,135,000	5,306,000	4,829,000	0.0	No	Court-ordered board and care costs for minors placed outside of County facilities by the Juvenile Court.
2	California Dept. of Juv. Justice Fees	M	M	450,000	0	450,000	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	2,453,535	335,000	2,118,535	0.0	No	Fees paid to Health Services for medical care of juvenile residents in County facilities.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
Juvenile Facilities									
4	Juvenile Hall	M	M	19,305,676	3,500	19,302,176	115.5	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	7,051,690	7,550,534	(498,844)	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	296,654	382,000	(85,346)	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	151,654	3,827,397	(3,675,743)	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.
8	School Lunch Program	D	D	1,435,675	450,000	985,675	4.0	No	Federally assisted meal program. Provides nutritionally balanced, low-cost or free lunches to children each school day.
Probation Programs									
9	Adult Investigations & Supervision	M	D	10,684,994	8,222,990	2,462,004	67.0	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.
10	Drug Enforcement	D	M	179,151	0	179,151	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 Source	General Fund NCC	FTE	Support	Explanation
11	Vehicle Theft (Adult)	D	M	180,752	180,967	(215)	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.
12	Domestic Violence	D	M	493,561	2,500	491,061	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)
13	Office of Traffic Safety DUI Program	D	M	339,452	280,000	59,452	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.
14	Juvenile Investigation/Supervision/Special Services	M	D	6,314,873	726,765	5,588,108	43.0	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.
15	Field Services Support	D	D	2,139,563	0	2,139,563	24.0	No	Provides support services to Deputy Probation Office staff in adult and juvenile programs.
16	School Probation Officers	D	M	1,508,801	1,622,891	(114,090)	10.0	No	Case management services for juveniles referred by school districts as well as those on active probation.
17	Community Probation	D	M	839,201	1,292,167	(452,966)	5.0	No	Partners deputy probation officers with eight police jurisdictions to provide intensive supervision to high-risk youth.
18	Youthful Offender Treatment Program	D	M	797,620	445,468	352,152	5.0	No	Aftercare supervision for institution commitment treatment program for male youthful offenders.
19	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 Source	General Fund NCC	FTE	Support	Explanation
20	Administration/ Personnel / Info Tech	M	D	8,712,278	0	8,712,278	17.0	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.
21	Probation Collections Unit	D	D	500,062	790,000	(289,938)	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.
<i>Special Funds</i>									
22	Supplemental Law Enforcement Services Fund	D	D	3,415,592	3,415,592	0	0.0	No	Provides state resources from the Juvenile Justice Crime Prevention Act of 2000 to support juvenile prevention initiatives.
23	Probation Ward Welfare	D	D	229,808	229,808	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.
24	Community Corrections Performance Incentives Fund	D	D	3,748,949	3,748,949	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	4,281,334	0	4,281,334	9.0	No	Provides management, administrative support, and oversight of all Departmental functions.
2	Investigations	M	D	1,526,910	0	1,526,910	12.0	No	Conducts defense investigations of adult criminal and juvenile cases as needed to ensure effective representation of all clients.
3	Criminal Defense	M	M	12,080,588	44,751	12,035,837	63.8	No	Provides effective assistance of counsel for all qualifying adults and juveniles charged with criminal offenses.
4	AB 109	M	D	1,838,670	1,838,670	0	11.0	No	Provides support and services to reduce recidivism for low level felony offenders; furthers the goals of AB109.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
5	Alternate Defender Office	M	D	2,963,919	0	2,963,919	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.
	Special Fund								
6	AB109-Public Defender	M	D	267,762	267,762	0	0.0	No	Special fund to provide legal representation at parole revocation hearings for State parolees transferring to county jurisdiction under public safety realignment (AB 109).

Public Works

1	Public Works Services /Administration (0650)	M	D	46,282,988	45,107,592	1,175,396	269.8	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	2,653,000	2,653,000	0	0.0	No	Non-county road construction projects funded by other governmental agencies.
3	County Drainage Maintenance (0330)	M	D	730,000	30,000	700,000	0.0	No	Drainage maintenance for County owned drainage facilities.
4	Rd Fund-Construction & Road Planning/Admin.	M	D	28,717,228	28,717,228	0	0.0	No	Road construction projects for county roads. Includes administration and planning costs.
5	Rd Fund Maintenance & Misc. Property	M	D	17,431,644	17,431,644	0	0.0	No	Maintenance for county streets and roads.
6	PW Land Development	M	M	2,627,500	2,627,500	0	0.0	No	Engineering services and regulation of land development.
7	Airport	D	D	6,800,725	6,800,725	0	17.0	No	Operation and capital development of airports.
8	Other Special Rev. Funds	D	M	2,451,949	2,451,949	0	0.0	No	Use based on special revenue agreements.
9	Development Funds	D	M	11,588,971	11,588,971	0	0.0	No	Revenue from permits & developers for construction and Conditions of Approval.
10	Southern Pacific Railway	D	M	4,901,378	4,901,378	0	0.0	No	Sale of easements & license agreements used for maintenance of Iron Horse Corridor.
11	Navy Transportation Mitigation	D	M	5,599,819	5,599,819	0	0.0	No	Proceeds from the Navy for the sale of a portion of Port Chicago Hwy.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
12	Area of Benefit Fees	D	M	2,176,200	2,176,200	0	0.0	No	Fees on development for future road projects.
13	Purchasing	M	D	1,084,916	459,916	625,000	6.0	Yes	Purchasing services for all County departments.
14	Fleet Services/	D	D	16,021,478	16,021,478	0	18.0	Yes	Maintenance, repair, and vehicle acquisition for County departments & fire district.
	Fleet Services ISF								
15	General County Building Occupancy	D	D	15,613,152	147,594	15,465,558	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.
16	GSD Outside Agency Services	D	D	785,984	785,984	0	0.0	Yes	Outside Agency services. This program area includes occupancy costs, print & mail services, and fleet services.
17	Facilities Maintenance	D	D	106,655,174	106,546,674	108,500	177.0	Yes	General maintenance and repairs of County buildings & facilities.
Building & Grounds									
18	Print and Mail Services	D	D	5,341,920	5,341,920	0	20.0	Yes	Copy, printing, and mail services for County departments.
19	Keller Surcharge/Mitigation	M	D	414,546	122,000	292,546	0.0	Yes	Recycling services for County departments.

Sheriff-Coroner

Administrative Services Bureau									
1	Central Administration	D	D	18,111,263	1,371,480	16,739,783	49.0	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	3,265,536	33,266,881	(30,001,345)	16.0	No	Provides inmate classification, training, and other detention management services.
3	Martinez Detention Facility	M	M	27,004,458	147,126	26,857,332	139.0	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
4	West County Detention Facility	M	M	25,790,516	65,022	25,725,494	124.0	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.
5	Marsh Creek Detention Facility	M	M	3,792,493	1,500	3,790,993	19.0	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	3,935,254	1,300,000	2,635,254	22.0	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	4,323,577	3,500	4,320,077	20.0	No	Provides inmate transportation between detention facilities and the Courts.
8	AB109 Program	M	M	11,716,325	11,716,325	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	16,520,667	16,520,667	0	72.0	No	Contract city law enforcement services provided in the cities of Danville, Lafayette, and Orinda; and to AC transit and Diablo.
10	Coroner	M	D	2,866,885	185,000	2,681,885	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	236,273	230,000	6,273	1.0	No	Provides Investigation services to the District Attorney's Office.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
12	Investigations	M	D	9,371,855	350,805	9,021,050	43.0	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	667,620	94,000	573,620	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	3,646,392	1,210,239	2,436,153	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	160,329	120,000	40,329	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	1,448,707	1,448,707	0	0.0	No	Provides air support throughout the County and through contract with the City of Vallejo.
17	Unincorporated Patrol	M	D	30,283,747	44,367,802	(14,084,055)	151.0	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	4,551,107	4,551,107	0	30.0	No	Contract facility security services for the Health Services Department and the Employment and Human Services Department.
19	Court Security	M	M	14,527,788	14,527,788	0	81.0	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 Source	General Fund NCC	FTE	Support	Explanation
Support Services Bureau									
20	Sheriff's Recruiting	M	D	3,020,207	8,000	3,012,207	16.0	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 background information.
21	Resources/Plans/Standards	D	D	2,592,251	224,000	2,368,251	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	2,601,391	420,000	2,181,391	15.0	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	85,018	85,018	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	Communication s/ Dispatch	M	M	7,805,729	2,995,261	4,810,468	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.
26	Automated Regional Information Exchange Systems (ARIES)	D	D	722,743	722,743	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
27	Criminalistics	M	M	9,538,288	3,489,179	6,049,109	41.0	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	6,484,060	276,000	6,208,060	17.0	No	Provides communication and programming for networks, jail management, communication system and ARIES.
29	Records	M	M	2,385,449	211,000	2,174,449	24.5	No	Provides for the release, inspection and production of law enforcement records, and fingerprint identification.
30	CAL-ID	D	D	3,557,863	3,557,863	0	17.0	No	Operates a computerized system for the identification of fingerprints.
31	Technical Services Administration	D	D	536,855	292,317	244,538	1.0	No	Provides administrative oversight for the Technical Services Division and administration of federal grants.
32	Vehicle Anti-Theft Program	D	D	3,720	474,500	(470,780)	0.0	No	Investigates and gathers evidence on stolen vehicles throughout Contra Costa County.
Office of Emergency Services									
33	Emergency Services Support	D	D	1,120,367	32,500	1,087,867	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.
34	Emergency Services	D	D	2,446,398	215,000	2,231,398	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	1,311,225	1,311,225	0	3.0	No	Manages the countywide all hazard Community Warning System. The CWS is funded entirely from private industry funds and/or fines.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
36	Homeland Security Grants	D	D	1,350,000	1,350,000	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	5,018,436	5,018,436	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	1,456,356	1,456,356	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	123,741	123,741	0	0.0	No	Provides criminalistics laboratory analysis of controlled substances, in order to increase the effectiveness of criminal investigation and prosecution.
41	Law Enforcement Training Center	D	D	1,828,159	1,828,159	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	929,763	929,763	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
43	Prisoners Welfare Summary	D	M	1,103,865	1,103,865	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	747,807	747,807	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	397,891	397,891	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	15,324,876	15,324,876	0	0.0	No	Provides AB 109 Public Safety Realignment (State) funding for bailiff and court security services for the Superior Court.
47	Countywide Gang and Drug Trust	D	D	1,317,271	1,317,271	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 Programs

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.
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Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
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	17,144,476	6,887,976	10,256,500	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	260,500	260,500	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	601,300	601,300	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.
7	Family Law Center - Debt Service	D	M	0	0	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	1,428,273	56,600	1,371,673	7.7	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	3,720,301	2,721,470	998,831	20.6	No	Collects property taxes and special levies for all cities, school districts, special districts and County government.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
3	Business License	M	D	157,046	124,550	32,496	1.3	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	1,285,700	290,700	995,000	10.0	No	Provides assistance to veterans, their dependents and survivors in obtaining veteran's benefits.
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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 Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
1	HSD - Contra Costa Health Plan - EF2	Medi-Cal Members	M	M	513,654,870	513,654,870	0	181.0	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 Centers	Hospital & Emergency Care	M	M	260,052,798	255,091,752	4,961,046	1,290.1	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 Centers	Ambulatory Care Centers	M	M	126,332,220	123,922,171	2,410,049	709.7	No	Provides for operation of the 12 medical ambulatory care centers located throughout the County.
4	HSD - Hospital & Ambulatory Care Centers	Physician Services	M	M	105,284,503	103,275,983	2,008,520	274.0	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 Bureau	Medi-Cal Eligibility	M	M	58,291,030	58,291,030	0	383.6	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.
6	EHSD - Workforce Services Bureau	CalWORKs Cash Assistance (TANF) Temporary Assistance to Needy Families	M	M	54,980,913	53,954,427	1,026,486	0.0	No	Provides cash assistance to eligible families based on income levels. Eligibility limited to a maximum of 24 months.
7	EHSD - Children and Family Services Bureau	Child Welfare Services	M	M	45,369,150	44,420,260	948,890	295.5	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 Bureau	CalFresh Eligibility	M	M	41,352,263	-15,802,910	57,155,173	241.0	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	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
9	EHSD - Aging and Adult Services Bureau	In-Home Supportive Services Payments	M	M	30,014,893	25,380,751	4,634,142	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.
10	EHSD - Children and Family Services Bureau	Foster Care and Other Out of Home Care Payments	M	M	28,342,934	28,274,362	68,572	0.0	No	Federal, state and county funded program that provides payment for care of foster children in the custody of the county.
11	Sheriff-Coroner - Custody Services	Martinez Detention Facility	M	M	27,004,458	147,126	26,857,332	139.0	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	25,790,516	65,022	25,725,494	124.0	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 Bureau	CalWORKs Eligibility Services	M	M	19,504,160	19,504,160	0	210.1	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 - Care of Court Wards	Juvenile Hall	M	M	19,305,676	3,500	19,302,176	115.5	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	18,769,093	18,769,093	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	EHSD - Children and Family Services Bureau	Aid to Adoptions Program	M	M	17,928,030	17,928,030	0	0.0	No	Provides payments to families in the adoption process or who have adopted children .

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
17	Superior Court Programs	Trial Ct. Programs	M	M	17,144,476	6,887,976	10,256,500	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.
18	Sheriff-Coroner - Contract Services	Court Security	M	M	14,527,788	14,527,788	0	81.0	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 Bureau	Covered California Call Center (Under Contract)	M	M	14,411,997	14,411,997	0	167.0	No	The only county-operated statewide Call Center which provides healthcare enrollment services under the Affordable Care Act to California residents.
20	HSD - Behavioral Health Division - Mental Health	Crisis Stabilization	M	M	12,632,487	8,089,377	4,543,110	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	12,080,588	44,751	12,035,837	63.8	No	Provides effective assistance of counsel for all qualifying adults and juveniles charged with criminal offenses.
22	Sheriff-Coroner - Custody Services	AB109 Program	M	M	11,716,325	11,716,325	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.
23	HSD - Behavioral Health Division - Mental Health	Local Hosp Inpatient Psychiatric	M	M	10,807,738	7,689,200	3,118,538	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	HSD - Environmental Health	Hazardous Materials Program	M	M	10,537,170	10,678,280	(141,110)	37.0	No	Provides emergency response, hazardous waste, hazardous material, underground tank and accidental release programs.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
25	HSD - Environmental Health	Environmental Health	M	M	10,238,330	10,375,448	(137,118)	57.0	No	Provides retail food programs, consumer protection programs, solid waste program, medical waste program and land use programs.
26	HSD - California Children's Services	California Children's Services	M	M	10,148,932	7,368,702	2,780,230	59.8	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.
27	Probation - Care of Court Wards	Out-of-Home Placement	M	M	10,135,000	5,306,000	4,829,000	0.0	No	Court-ordered board and care costs for minors placed outside of County facilities by the Juvenile Court.
28	Clerk – Recorder	Elections	M	M	10,110,563	3,526,023	6,584,540	33.5	No	Conducts Federal, State, local and district elections in an accurate and timely manner and according to State and Federal law.
29	Sheriff-Coroner - Support Services	Criminalistics	M	M	9,538,288	3,489,179	6,049,109	41.0	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.
30	HSD - Behavioral Health Division - Mental Health	Medi-Cal Managed Care	M	M	8,422,516	8,422,516	0	19.0	No	Provides community-based acute psychiatric inpatient hospital services and outpatient specialty mental health services for Medi-Cal eligible adults and children.
31	Conservation and Development	Housing Successor Agency	M	M	8,200,000	8,200,000	0	0.0		Provide funding for all Successor Agency-related obligations and activities pursuant to the terms of the Dissolution Act.
32	Sheriff-Coroner - Support Services	Communication s/ Dispatch	M	M	7,805,729	2,995,261	4,810,468	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 Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
33	Animal Services	Animal Care & Housing	M	M	7,766,140	4,891,486	2,874,654	50.0	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.
34	Justice System Development/ Planning	SLESA - AB109	M	M	7,506,917	7,506,917	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.
35	Conservation and Development	Building Inspection Services	M	M	7,377,554	7,377,554	0	30.0	No	Review plans, issue building permits, and inspect the construction of buildings.
36	EHSD - Workforce Services Bureau	CalWORKs Child Care Program - Stage One	M	M	6,112,494	6,112,494	0	18.0	No	Eligibility and ongoing case management under Stage One subsidized child care.
37	EHSD - Aging and Adult Services Bureau	General Assistance Eligibility	M	M	4,377,725	0	4,377,725	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.
38	Clerk – Recorder	Recorder	M	M	4,244,110	5,578,650	(1,334,540)	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. Produces and maintains indices of all records held by the County Clerk-Recorder.
39	EHSD - Children and Family Services Bureau	Foster Care/Adoption Assistance Eligibility	M	M	4,015,277	3,825,677	189,600	24.6	No	Provides eligibility determination for cash assistance for care of children placed in out of home care.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
40	Sheriff-Coroner - Custody Services	Custody Alternative/County Parole Program	M	M	3,935,254	1,300,000	2,635,254	22.0	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	Sheriff-Coroner - Custody Services	Marsh Creek Detention Facility	M	M	3,792,493	1,500	3,790,993	19.0	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.
42	Human Resources	Personnel Services	M	M	3,725,182	159,714	3,565,468	27.0	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	Treasurer-Tax Collector	Tax Collections	M	M	3,720,301	2,721,470	998,831	20.6	No	Collects property taxes and special levies for all cities, school districts, special districts and County government.
44	HSD - California Children's Services	Conservatorship/ Guardianship	M	M	3,491,591	403,859	3,087,732	20.0	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.
45	County Counsel	Social Service Probate	M	M	2,972,166	2,972,166	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.)
46	Justice System Development/ Planning	SLESF - Front Line Law Enforcement-City	M	M	2,936,492	2,936,492	0	0.0	No	Provides for the pass-through of State Supplemental Law Enforcement funding to Contra Costa cities.
47	Public Works	PW Land Development	M	M	2,627,500	2,627,500	0	0.0	No	Engineering services and regulation of land development.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
48	Sheriff-Coroner - Support Services	Civil	M	M	2,601,391	420,000	2,181,391	15.0	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.
49	Probation - Care of Court Wards	Medical Services in Juvenile Facilities	M	M	2,453,535	335,000	2,118,535	0.0	No	Fees paid to Health Services for medical care of juvenile residents in County facilities.
50	Sheriff-Coroner - Support Services	Records	M	M	2,385,449	211,000	2,174,449	24.5	No	Provides for the release, inspection and production of law enforcement records, and fingerprint identification.
51	HSD - Hospital & Ambulatory Care Centers	Emergency Medical Services	M	M	1,469,842	1,469,842	0	6.0	Yes	Provides overall coordination of the emergency ambulance services throughout the County, and coordination of medical disaster response efforts.
52	Sheriff-Coroner - Field Operations	Property and Evidence Services	M	M	667,620	94,000	573,620	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.
53	EHSD - Workforce Services Bureau	CalWORKs Family Stabilization Program	M	M	660,406	660,406	0	3.8	No	Provides comprehensive evaluations and wraparound services to Welfare-to-Work families who are experiencing identified situations and/or crises.
54	Probation - Care of Court Wards	California Dept. of Juv. Justice Fees	M	M	450,000	0	450,000	0.0	No	Fees paid to the California Division of Juvenile Justice for incarceration costs of juveniles.
55	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.
56	District Attorney - Special Funds	Supplemental Law Enforcement Services Fund - DA	M	M	407,026	407,026	0	0.0	No	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.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
57	Sheriff-Coroner - Special Funds	Traffic Safety	M	M	397,891	397,891	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.
58	EHSD - Workforce Services Bureau	Work Incentive Nutritional Supplement Program	M	M	381,551	381,551	0	0.0	No	Provides a \$10 per month additional food supplement for eligible CalFresh and California Food Assistance Program households.
59	Probation - Care of Court Wards	Home Supervision	M	M	296,654	382,000	(85,346)	1.0	No	Provides electronic monitoring / GPS support to juvenile probation deputies and intensive supervision to minors released to the community prior to sentencing.
60	District Attorney - Special Funds	AB109-District Attorney	M	M	267,762	267,762	0	0.0	No	Special fund to provide legal representation at parole revocation hearings for State parolees transferring to county jurisdiction under public safety realignment (AB 109).
61	EHSD - Workforce Services Bureau	Standard Utility Assistance Subsidy Program	M	M	241,870	241,870	0	0.0	No	Provides an annual \$20.01 utility assistance benefit to eligible CalFresh households.
62	Central Support	LAFCO	M	M	218,000	0	218,000	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.
63	EHSD - Workforce Services Bureau	Refugee Programs Cash Assistance	M	M	157,628	157,628	0	0.0	No	Provides funds for cash assistance payments for immigrants.
64	EHSD - Workforce Services Bureau	Refugee Programs Eligibility	M	M	140,415	140,415	0	1.0	No	Provides eligibility determination and grant maintenance activities for the Refugee Cash Assistance (RCA) and Cash Assistance Program for Immigrants (CAPI) programs.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
65	EHSD - Zero Tolerance - Domestic Violence	Domestic Violence - 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.
66	EHSD - Aging and Adult Services Bureau	Indigent Interment	M	M	111,713	17,743	93,970	0.0	No	Provides cremation and burial, in cemetery lots or niches, of indigent decedents.
67	EHSD - Workforce Services Bureau	Work Incentive Nutritional Supplement Eligibility	M	M	97,550	97,550	0	0.7	No	Provides eligibility determination for eligible CalFresh and California Food Assistance Program households.
68	Sheriff-Coroner - Support Services	AB 1109 Vehicle Program	M	M	85,018	85,018	0	0.0	No	Restricted funding for vehicle usage by the Civil unit.
69	EHSD - Workforce Services Bureau	CalWORKs SB 1569	M	M	58,459	58,459	0	0.2	No	Provides case management of CalWORKs recipients who are victims of trafficking or crime.
70	HSD - Behavioral Health Division - Mental Health	Child & Adolescent Services	M	D	53,653,957	52,822,741	831,216	83.0	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.
71	HSD - Behavioral Health Division - Mental Health	Adult Services	M	D	53,363,681	44,583,372	8,780,309	121.0	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.
72	Public Works	Public Works Services /Administration (0650)	M	D	46,282,988	45,107,592	1,175,396	269.8	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.
73	HSD - Behavioral Health Division - Mental Health	Mental Health Services Act	M	D	43,114,746	43,114,746	0	157.0	No	Expands Mental Health care programs for children, transition age youth, adults and older adults. (Proposition 63)

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
74	Sheriff-Coroner - Field Operations	Unincorporated Patrol	M	D	30,283,747	44,367,802	(14,084,055)	151.0	No	Provides patrol services throughout the unincorporated area of the County using a community based policing model.
75	Public Works	Rd Fund-Construction & Road Planning/Admin.	M	D	28,717,228	28,717,228	0	0.0	No	Road construction projects for county roads. Includes administration and planning costs.
76	EHSD - Workforce Services Bureau	CalWORKs Employment Services	M	D	26,526,597	26,526,597	0	149.0	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.
77	Justice System Development/ Planning	Local Community Corrections	M	D	25,484,570	25,484,570	0	0.0	No	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.
78	District Attorney	Mainline Prosecution	M	D	25,168,169	16,077,779	9,090,390	122.0	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
79	HSD - Environmental Health	Detention Facility Med Services	M	D	21,438,510	1,054,918	20,383,592	57.2	No	Provides primary care medical services for inmates in County detention facilities.
80	Public Works	Rd Fund Maintenance & Misc. Property	M	D	17,431,644	17,431,644	0	0.0	No	Maintenance for county streets and roads.
81	Sheriff-Coroner - Special Funds	Trial Court Security	M	D	15,324,876	15,324,876	0	0.0	No	Provides AB 109 Public Safety Realignment (State) funding for bailiff and court security services for the Superior Court.
82	HSD - Hospital & Ambulatory Care Centers	Charges from Other County Depts	M	D	14,047,172	0	14,047,172	0.0	Yes	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	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
83	Probation - Probation Programs	Adult Investigations & Supervision	M	D	10,684,994	8,222,990	2,462,004	67.0	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.
84	Central Support	Risk Management	M	D	9,891,970	5,391,970	4,500,000	35.0	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.
85	EHSD - Aging and Adult Services Bureau	In-Home Supportive Services Administration	M	D	9,724,033	8,344,103	1,379,930	71.8	No	Funds for administration to determine eligibility for recipients who are unable to care for themselves at home.
86	Sheriff-Coroner - Field Operations	Investigations	M	D	9,371,855	350,805	9,021,050	43.0	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.
87	Probation - Probation Programs	Administration/ Personnel / Info Tech	M	D	8,712,278	0	8,712,278	17.0	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.
88	Assessor	Support Services	M	D	8,179,150	819,150	7,360,000	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,

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
89	EHSD - Workforce Development Board	Workforce Innovation & Opportunity Act (WIA) Employment & Training/Adult/Dislocated Worker Programs	M	D	7,479,000	7,479,000	0	9.0	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.
90	Board of Supervisors	Legislation & Policy Direction	M	D	7,250,579	286,579	6,964,000	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	Assessor	Appraisal	M	D	6,845,592	685,592	6,160,000	47.0	No	Secured property appraisal mandated by R&T Code Sections 50-93, 101-2125.
92	Conservation and Development	Current Planning	M	D	6,769,685	6,769,685	0	28.0	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.
93	County Counsel	General Law	M	D	6,527,040	3,527,040	3,000,000	24.0	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.
94	Probation - Probation Programs	Juvenile Investigation/Supervision/Special Services	M	D	6,314,873	726,765	5,588,108	43.0	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.
95	EHSD - Aging and Adult Services Bureau	Adult Program Services	M	D	5,888,401	5,860,890	27,511	45.8	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.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
96	Human Resources	Employee Benefits Administration	M	D	5,761,596	5,761,596	0	16.0	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.
97	EHSD - Aging and Adult Services Bureau	Area Agency on Aging	M	D	4,984,127	4,362,621	621,506	8.0	No	Provides supportive social services, congregate meals, home delivered meals, in-home services and elder abuse prevention to over 19,500 seniors annually.
98	District Attorney	Special Prosecution	M	D	4,669,496	3,735,083	934,413	23.0	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
99	Employee/Retiree Benefits	Employee Benefits	M	D	4,585,360	93,000	4,492,360	0.0	Yes	Funds PeopleSoft Project (Payroll).
100	County Administrator	Board Support & Gen Administration	M	D	4,397,226	452,891	3,944,335	17.0	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
101	Public Defender	Administration	M	D	4,281,334	0	4,281,334	9.0	No	Provides management, administrative support, and oversight of all Departmental functions.
102	Conservation and Development	Application & Permit Center	M	D	4,055,483	4,055,483	0	32.0	No	Manage and help process applications and permits.
103	District Attorney	Investigation	M	D	3,842,283	381,800	3,460,483	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.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
104	EHSD - Workforce Services Bureau	CalWORKs Expanded Subsidized Employment	M	D	3,772,588	3,772,588	0	12.0	No	Provides funds for wage, non-wage and operational costs for six-month job placements for Welfare-to-Work clients.
105	Conflict Defense	Conflict Defense	M	D	3,750,000	0	3,750,000	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.
106	District Attorney	Administration	M	D	3,564,056	34,000	3,530,056	17.5	No	Operations, fiscal, personnel, procurement, and facilities management, and resource development
107	Animal Services	Field Enforcement	M	D	3,476,427	2,189,620	1,286,807	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.
108	EHSD - Aging and Adult Services Bureau	General Assistance Cash Assistance Payments	M	D	3,335,527	0	3,335,527	0.0	No	Provides cash assistance to adults not eligible for state or federal assistance.
109	Sheriff-Coroner - Custody Services	Custody Services Admin	M	D	3,265,536	33,266,881	(30,001,345)	16.0	No	Provides inmate classification, training, and other detention management services.
110	Sheriff-Coroner - Support Services	Sheriff's Recruiting	M	D	3,020,207	8,000	3,012,207	16.0	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 background information.
111	Auditor-Controller	Disbursements	M	D	3,009,053	2,225,872	783,181	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.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
112	Agriculture/Weights & Measures	Agricultural Division	M	D	2,992,846	2,852,902	139,944	24.0	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.
113	Public Defender	Alternate Defender Office	M	D	2,963,919	0	2,963,919	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.
114	Assessor	Property Tax Administration Program	M	D	2,926,780	2,926,780	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.
115	Sheriff-Coroner - Field Operations	Coroner	M	D	2,866,885	185,000	2,681,885	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.
116	Auditor-Controller	Administration/Systems	M	D	2,721,357	261,436	2,459,921	10.0	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.
117	Public Works	Non-County Funded Road Construction (0661)	M	D	2,653,000	2,653,000	0	0.0	No	Non-county road construction projects funded by other governmental agencies.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
118	EHSD - Aging and Adult Services Bureau	IHSS Public Authority	M	D	2,291,901	2,291,901	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.
119	EHSD - Workforce Services Bureau	Mental Health/Substance Abuse	M	D	2,208,242	2,208,242	0	0.0	No	Provides CalWORKS case management and treatment services for mental health and substance abuse.
120	Conservation and Development	Transportation Planning	M	D	2,112,796	2,112,796	0	5.0	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.
121	HSD - Environmental Health	Detention Facility MH Services	M	D	1,956,200	71,730	1,884,470	14.0	No	Provides assistance to Sheriff's Department in identification and management of mentally ill in the main County detention facility.
122	County Administrator	Labor Relations	M	D	1,937,198	398,434	1,538,764	6.0	Yes	Administers County's labor management relations programs including the collective bargaining process, grievance investigation, training and counseling.
123	County Counsel	Risk Mgt/Tort Unit	M	D	1,931,217	1,931,217	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.
124	HSD - Environmental Health	Juvenile Hall Medical Services	M	D	1,910,170	1,738,567	171,603	9.8	No	Provides primary care medical services to inmates at Juvenile Hall. Expenditures are transferred to the Probation Department.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
125	Auditor-Controller	Property Tax/Special Accounting	M	D	1,848,577	1,739,672	108,905	11.0	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.
126	Public Defender	AB 109	M	D	1,838,670	1,838,670	0	11.0	No	Provides support and services to reduce recidivism for low level felony offenders; furthers the goals of AB109.
127	District Attorney	AB 109	M	D	1,808,483	1,904,559	(96,076)	8.0	No	Public Safety Realignment Act which transfers responsibility for supervising specific low-level inmates and parolees from CDCR to counties, including parole revocation proceedings.
128	Assessor	Business	M	D	1,742,514	174,514	1,568,000	12.0	No	Unsecured property appraisal mandated by R&T Code Sections 2901-2928.1.
129	Conservation and Development	Administration	M	D	1,543,817	1,543,817	0	3.0	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.
130	Human Resources	Administration	M	D	1,530,568	1,892,036	(361,468)	5.0	Yes	Develops, administers and maintains merit and exempt employment systems.
131	Public Defender	Investigations	M	D	1,526,910	0	1,526,910	12.0	No	Conducts defense investigations of adult criminal and juvenile cases as needed to ensure effective representation of all clients.
132	Conservation and Development	Code Enforcement	M	D	1,470,077	1,470,077	0	11.0	No	Respond to building and zoning complaints, perform on-site investigations, abate hazards, and perform inspections.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
133	Treasurer-Tax Collector	Treasurer	M	D	1,428,273	56,600	1,371,673	7.7	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	Conservation and Development	Conservation/Solid Waste	M	D	1,426,870	1,426,870	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.
135	Agriculture/Weights & Measures	Weights & Measures	M	D	1,414,082	895,766	518,316	12.0	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 licensure of device service agents.
136	Agriculture/Weights & Measures	Administration	M	D	1,354,441	0	1,354,441	4.0	No	Provides direction and financial control, develop and implement policies and procedures in support of the operations of the department.
137	Auditor-Controller	General Accounting	M	D	1,173,666	1,580,705	(407,039)	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.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
138	Central Support	Clerk of the Board	M	D	1,086,575	93,575	993,000	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
139	Public Works	Purchasing	M	D	1,084,916	459,916	625,000	6.0	Yes	Purchasing services for all County departments.
140	Employee/Retiree Benefits	Retiree Health Benefits	M	D	1,057,640	50,000	1,007,640	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.
141	Assessor	Administrative Services	M	D	1,013,503	101,503	912,000	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.
142	District Attorney	Victim/Witness Advocacy	M	D	945,939	1,086,321	(140,382)	10.5	No	Victim liaison providing assistance in obtaining protective orders and restitution, advice to the Bench on bail levels, and victim advocacy
143	Auditor-Controller	Internal Audit	M	D	873,709	57,677	816,032	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.
144	EHSD - Children and Family Services Bureau	Independent Living Skills Program	M	D	774,220	774,220	0	7.0	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.
145	Public Works	County Drainage Maintenance (0330)	M	D	730,000	30,000	700,000	0.0	No	Drainage maintenance for County owned drainage facilities.
146	EHSD - Workforce Services Bureau	CalWORKs Cal-Learn	M	D	585,731	585,731	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.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
147	HSD - California Children's Services	Public Administrator	M	D	482,352	392,352	90,000	3.5	No	Investigates and administers the estates of persons who are County residents at the time of death and have no will or appropriate person willing or able to administer their estate.
148	EHSD - Zero Tolerance - Domestic Violence	Zero Tolerance for Domestic Violence - Special Revenue Fund	M	D	440,095	440,095	0	4.0	No	Provides oversight and coordination of domestic violence programs. Supported by recording fees authorized by State law (SB 968)
149	Public Works - Building & Grounds	Keller Surcharge/Mitigation	M	D	414,546	122,000	292,546	0.0	Yes	Recycling services for County departments.
150	Public Defender - Special Fund	AB109-Public Defender	M	D	267,762	267,762	0	0.0	No	Special fund to provide legal representation at parole revocation hearings for State parolees transferring to county jurisdiction under public safety realignment (AB 109).
151	Conservation and Development	Advance Planning	M	D	258,836	258,836	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.
152	Superior Court Programs	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.
153	Animal Services	Animal Licensing	M	D	233,802	233,802	0	1.0	No	Licensing program for dogs throughout the County to assist in identification of lost animals and control of rabies.
154	District Attorney	Public Assistance Fraud	M	D	201,116	230,000	(28,884)	0.5	No	Works with personnel from various social service agencies to detect, investigate and successfully prosecute individuals who attempt to defraud various public assistance programs.
155	Conservation and Development	Fish and Game Protection	M	D	175,000	175,000	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.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
156	Treasurer-Tax Collector	Business License	M	D	157,046	124,550	32,496	1.3	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.
157	Superior Court Programs	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.
158	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)
159	Central Support	Merit Board	M	D	90,959	30,959	60,000	0.5	Yes	Hears and makes determinations on appeals of employees and oversees merit system to ensure that merit principles are upheld.
160	Superior Court Programs	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.
161	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.
162	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.
163	General Purpose Revenue	General County Revenues	M	D	0	409,229,000	(409,229,000)	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 Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
164	Clerk – Recorder	Recorder Micro/Mod/VRIP/Redaction/ERDS (Dedicated funds)	M/D	M	9,021,516	9,021,516	0	11.0	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.
165	HSD - Public Health	Communicable Disease Control	M/D	D	9,181,266	5,952,902	3,228,364	50.0	No	Identification, investigation and treatment of persons who have communicable disease or who have been exposed or are at risk for a communicable disease.
166	HSD - Public Health	Family, Maternal & Child Health	M/D	D	8,943,203	6,857,727	2,085,476	74.3	No	Promotes health and welfare of families and children.
167	HSD - Public Health	AIDS/HIV and STD Program	M/D	D	4,719,381	3,758,174	961,207	32.5	No	Provides access to care, monitoring and surveillance, community education and prevention services
168	HSD - Contra Costa Health Plan - EF3	Medi-Cal Seniors and Persons with Disabilities Members	D	M	149,316,525	149,316,525	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.
169	HSD - Contra Costa Community Health Plan - EF3	Commercial Groups, including Basic Health Care	D	M	63,026,884	63,026,884	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.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
170	Debt Service	Retirement/UAL Bond Fund	D	M	38,485,860	38,485,860	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.
171	EHSD - Community Services Bureau	Child Development Fund	D	M	25,764,256	25,764,256	0	118.0	No	State-funded Preschool and General Child Care program serving 1,180 children in 12 centers with 48 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.
172	Sheriff-Coroner - Field Operations	Cities/Districts Contracts	D	M	16,520,667	16,520,667	0	72.0	No	Contract city law enforcement services provided in the cities of Danville, Lafayette, and Orinda; and to AC transit and Diablo.
173	EHSD - Community Services Bureau	Head Start	D	M	16,030,507	16,030,507	0	73.5	No	Federally-funded childcare services that provide part-day and full-day educational and comprehensive services for children ages 3-5, serving 1,501 income eligible and disabled children and families.
174	HSD - Contra Costa Community Health Plan - EF4	In-Home Supportive Services	D	M	14,651,866	10,915,578	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.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
175	Public Works	Development Funds	D	M	11,588,971	11,588,971	0	0.0	No	Revenue from permits & developers for construction and Conditions of Approval.
176	EHSD - Community Services Bureau	Child Start	D	M	9,707,569	9,707,569	0	64.0	No	Combines Head Start, Early Head Start, and Child Development funds to provide full-day, full-year childcare for 858 children of low-income working parents.
177	Probation - Care of Court Ward	Orin Allen Youth Rehabilitation	D	M	7,051,690	7,550,534	(498,844)	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)
178	Conservation and Development	HUD Block Grant	D	M	5,766,422	5,766,422	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.
179	Public Works	Navy Transportation Mitigation	D	M	5,599,819	5,599,819	0	0.0	No	Proceeds from the Navy for the sale of a portion of Port Chicago Hwy.
180	Sheriff-Coroner - Special Funds	Central ID Bureau	D	M	5,018,436	5,018,436	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.
181	EHSD - Community Services Bureau	Early Head Start	D	M	4,955,073	4,955,073	0	7.0	No	Federally-funded childcare program for infants and toddlers ages 0-3, serving 383 income eligible and disabled infants and toddlers and their families.
182	Public Works	Southern Pacific Railway	D	M	4,901,378	4,901,378	0	0.0	No	Sale of easements & license agreements used for maintenance of Iron Horse Corridor.
183	HSD - Ambulance Services Areas	Zone B	D	M	4,809,816	4,809,816	0	9.0	No	Provides funds for pre-hospital care coordinators, EMS data analyst, EMS first responder equipment, communications equipment, hazardous materials charges and ambulance services.
184	Sheriff-Coroner - Contract Services	Facility Security Contracts	D	M	4,551,107	4,551,107	0	30.0	No	Contract facility security services for the Health Services and Employment and Human Services Department.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
185	EHSD - Community Services Bureau	Community Action Programs	D	M	4,472,116	4,171,692	300,424	22.0	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.
186	Justice System Development/ Planning	Automated ID & Warrant	D	M	3,094,425	3,094,425	0	0.0	No	Special fund to finance a Countywide warrant system and to replace and enhance the automated fingerprint identification equipment.
187	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).
188	EHSD - Children and Family Services Bureau	Adoption Services	D	M	2,727,222	2,719,807	7,415	18.7	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.
189	Public Works	Other Special Rev. Funds	D	M	2,451,949	2,451,949	0	0.0	No	Use based on special revenue agreements.
190	EHSD - Community Services Bureau	Housing & Energy	D	M	2,318,063	2,318,063	0	5.0	No	Federally-funded program that provides utility bill payment assistance, energy education, and weatherization services to approximately 5,177 low-income residents of the County.
191	Public Works	Area of Benefit Fees	D	M	2,176,200	2,176,200	0	0.0	No	Fees on development for future road projects.
192	EHSD - Community Services Bureau	Child Nutrition	D	M	1,514,089	1,514,089	0	12.0	No	Nutritional counseling for families and meal services for low-income and disabled children serving approximately 1,207 children and families and delivers approximately 455,160 meals..
193	Probation - Probation Programs	School Probation Officers	D	M	1,508,801	1,622,891	(114,090)	10.0	No	Case management services for juveniles referred by school districts as well as those on active probation.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
194	Conservation and Development	Private Activity Bond	D	M	1,495,000	1,495,000	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.
195	EHSD - Children and Family Services Bureau	Foster Home Licensing	D	M	1,280,271	1,280,271	0	6.7	No	Processes applications for county foster home licenses and provides support services to licensed foster care parents.
196	EHSD - Children and Family Services Bureau	Family Preservation Program	D	M	1,221,407	1,151,741	69,666	0.0	No	Provides intensive social work services to children and families when the child is at risk of out-of-home placement.
197	Sheriff-Coroner - Special Funds	Prisoners Welfare Summary	D	M	1,103,865	1,103,865	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.
198	Conservation and Development	HUD Neighborhood Preservation	D	M	1,085,508	1,085,508	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.
199	Justice System Development/ Planning	Vehicle Theft Program	D	M	930,000	930,000	0	0.0	No	Provides local funding programs relating to vehicle theft crimes.
200	Sheriff-Coroner - Special Funds	Narcotic Forfeiture	D	M	929,763	929,763	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.
201	HSD Emergency Medical Services SB-15	Physicians	D	M	845,042	845,042	0	0.0	No	Payments to physicians for emergency services to indigents.
202	Probation - Probation Programs	Community Probation	D	M	839,201	1,292,167	(452,966)	5.0	No	Partners deputy probation officers with eight police jurisdictions to provide intensive supervision to high-risk youth.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
203	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.
204	Probation - Probation Programs	Youthful Offender Treatment Program	D	M	797,620	445,468	352,152	5.0	No	Aftercare supervision for institution commitment treatment program for male youthful offenders.
205	Sheriff-Coroner - Special Funds	Supplemental Law Enforcement Services Funds	D	M	747,807	747,807	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.
206	EHSD - Aging and Adult Services Bureau	Senior Community Service Employment Program	D	M	671,858	543,406	128,452	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.
207	Conservation and Development	Affordable Housing	D	M	650,000	650,000	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.
208	Superior Court Programs	Criminal Justice Facility Construction	D	M	601,300	601,300	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 Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
209	Probation - Probation Programs	Domestic Violence	D	M	493,561	2,500	491,061	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)
210	EHSD - Workforce Development Board	WIA Small Business Development Center	D	M	400,000	400,000	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.
211	HSD Emergency Medical Services SB-14	Hospitals	D	M	364,241	364,241	0	0.0	No	Payments to hospitals for emergency room care provided to indigents.
212	Probation - Probation Programs	Office of Traffic Safety DUI Program	D	M	339,452	280,000	59,452	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.
213	EHSD - Children and Family Services Bureau	Child Abuse Prevention Contracts	D	M	319,489	287,540	31,949	0.0	No	Provides child abuse prevention services authorized by AB 1733; supports the Zero Tolerance for Domestic Violence implementation plan.
214	Conservation and Development	HOME Investment Partnership Act	D	M	300,000	300,000	0	0.0		Provide funding from HOME Program loan repayments for the development and rehabilitation of affordable housing.
215	Justice System Development/ Planning	DNA Identification	D	M	300,000	300,000	0	0.0	No	Provides for the collection of DNA specimens, samples and print impressions.
216	Superior Court Programs	Courthouse Construction	D	M	260,500	260,500	0	0.0	Yes	Special fund created for penalty assessments levied on court fines for the purpose of courthouse construction.
217	HSD Emergency Medical Services SB-13	Emergency Medical Services	D	M	247,687	247,687	0	0.0	No	Reimbursement for County operated Emergency Medical Services program.
218	Sheriff-Coroner - Field Operations	Special Investigations	D	M	236,273	230,000	6,273	1.0	No	Provides Investigation services to the District Attorney's Office.
219	HSD - Ambulance Services Areas	Zone A	D	M	202,963	202,963	0	0.0	No	Funds EMS first responder medical and communication equipment, supplies, and training of medical dispatchers.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
220	Probation - Probation Programs	Vehicle Theft (Adult)	D	M	180,752	180,967	(215)	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.
221	Probation - Probation Programs	Drug Enforcement	D	M	179,151	0	179,151	1.0	No	Intensive monitoring of drug usage and supervision of 75 offenders annually.
222	Sheriff-Coroner - Field Operations	Avoid the 25	D	M	160,329	120,000	40,329	0.0	No	Avoid the 25 is a grant sponsored by the State of California to fight DUIs on County roadways.
223	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.
224	Probation - Care of Court Wards	Youthful Offender Treatment Program	D	M	151,654	3,827,397	(3,675,743)	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.
225	EHSD - Community Services Bureau	Childcare Enterprise Fund	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.
226	HSD Emergency Medical Services SB-16	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.
227	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.
228	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	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
229	Debt Service	County/State West Contra Costa Healthcare District (WCCHCD)	D	M	0	2,500,000	(2,500,000)	0.0	Yes	To account for the West Contra Costa Healthcare District's allocation of property tax revenue.
230	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.
231	Superior Court Programs	Family Law Center - Debt Service	D	M	0	0	0	0.0	Yes	Provides for the Superior Court's share of the annual debt service payment obligations for the Family Law Center.
232	Public Works - Fleet Services/ISF	Facilities Maintenance	D	D	106,655,174	106,546,674	108,500	177.0	Yes	General maintenance and repairs of County buildings & facilities.
233	HSD - Hospital & Ambulatory Care Centers	Administrative Services	D	D	21,298,497	21,298,497	0	157.8	Yes	Provides centralized Department-wide administrative support to all Health Services divisions, e.g. IT, Payroll, Personnel.
234	HSD - Hospital & Ambulatory Care Centers	Hospital Capital Project	D	D	19,978,590	19,978,590	0	0.0	No	Debt services principal payments, and acquisition of new and replacement capital equipment.
235	Sheriff-Coroner - Administrative Services	Central Administration	D	D	18,111,263	1,371,480	16,739,783	49.0	No	Comprised of the Sheriff's executive, fiscal, and personnel units which provide centralized administrative oversight of the Office of the Sheriff.
236	Library	Lib-Community Services	D	D	17,606,975	17,606,975	0	122.4	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.
237	HSD - Public Health	Public Health Clinical Services	D	D	17,091,841	9,839,226	7,252,615	106.2	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.
238	Public Works	Fleet Services/	D	D	16,021,478	16,021,478	0	18.0	Yes	Maintenance, repair, and vehicle acquisition for County departments & fire district.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
239	Public Works - Fleet Services/ISF	General County Building Occupancy	D	D	15,613,152	147,594	15,465,558	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.
240	HSD - Behavioral Health Division - Mental Health	Support Services	D	D	12,309,697	12,309,697	0	69.0	No	Provides personnel administration, contract negotiation, program planning and development, monitoring service delivery and quality assurance, and interagency coordination.
241	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).
242	Contingency Reserve	Contingency Reserve	D	D	10,750,000	0	10,750,000	0.0	Yes	Provide funding for unforeseen emergencies or unanticipated new expenditures occurring during the fiscal year, which have no other funding source.
243	Department of Information Technology	Telecommunications	D	D	9,774,140	9,679,140	95,000	19.0	Yes	Responsible for planning, operating, maintaining, and managing the County's communication systems including radio, telephone, voice mail and microwave.
244	HSD - Public Health	PH Administration & Management	D	D	7,298,957	1,372,243	5,926,714	32.8	Yes	Provides program oversight.
245	Public Works	Airport	D	D	6,800,725	6,800,725	0	17.0	No	Operation and capital development of airports.
246	HSD - Behavioral Health Division - AODS	Narcotic Treatment Program	D	D	6,736,386	6,736,386	0	0.0	No	Provides outpatient methadone maintenance for opiate dependent adults, especially those persons at risk of HIV infection through IV drug use.
247	Sheriff-Coroner - Support Services	Information Services	D	D	6,484,060	276,000	6,208,060	17.0	No	Provides communication and programming for networks, jail management, communication system and ARIES.
248	Library	Administration	D	D	6,090,477	6,090,477	0	20.0	No	Provides administrative, shipping, and volunteer services management while organizing and directing the operation of the County Library.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
249	HSD - Behavioral Health Division - AODS	Special Programs	D	D	5,883,375	5,652,922	230,453	0.0	No	Time-limited federal and State special initiatives and demonstration projects.
250	County Administrator	AB109	D	D	5,852,441	5,852,441	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.
251	EHSD - Administration	Administrative Services	D	D	5,833,026	5,518,943	314,083	214.0	Yes	Provides administrative support to all areas of the Department
252	Public Works - Building & Grounds	Print and Mail Services	D	D	5,341,920	5,341,920	0	20.0	Yes	Copy, printing, and mail services for County departments.
253	Department of Information Technology	Systems and Programming	D	D	5,242,261	5,242,261	0	23.0	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.
254	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.
255	HSD - Behavioral Health Division - Homeless	Interim Housing and Support Services	D	D	4,683,471	3,945,182	738,289	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.
256	District Attorney - Special Funds	Consumer Protection	D	D	4,674,404	4,674,404	0	0.0	No	Receives <i>Cy pres</i> 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.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
257	Department of Information Technology	Operations	D	D	4,381,358	4,381,357	1	9.0	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.
258	Library	Support Services	D	D	4,378,956	4,378,956	0	27.0	No	Support Services includes automation, Virtual Library, circulation, technical services, and collection management.
259	Conservation and Development	Business and Information Services	D	D	4,334,796	4,334,796	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.
260	Sheriff-Coroner - Custody Services	Detention Transportation	D	D	4,323,577	3,500	4,320,077	20.0	No	Provides inmate transportation between detention facilities and the Courts.
261	HSD - Public Health	Senior Nutrition Program	D	D	4,230,275	4,203,793	26,482	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.
262	Conservation and Development	Service Contracts/Satellite Locations	D	D	3,881,560	3,881,560	0	5.0	No	Inspection services to various contract cities and remote locations within the unincorporated county.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
263	Probation - Special Funds	Community Corrections Performance Incentives Fund	D	D	3,748,949	3,748,949	0	0.0	No	Provides revenue realized by the California Department of Corrections and Rehabilitation to be used for evidence-based probation supervision activities.
264	Department of Information Technology	Wide-Area-Network Services	D	D	3,685,624	3,710,623	(24,999)	6.0	Yes	Insures on-going support and maintenance of the County's Wide-Area-Network (WAN) Infrastructure.
265	Sheriff-Coroner - Field Operations	Marine Patrol	D	D	3,646,392	1,210,239	2,436,153	12.0	No	Responsible for patrol of the navigable waterways within the County and enforcement of all applicable laws.
266	Conservation and Development	HUD Home Block Grants	D	D	3,591,772	3,591,772	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.
267	Sheriff-Coroner - Support Services	CAL-ID	D	D	3,557,863	3,557,863	0	17.0	No	Operates a computerized system for the identification of fingerprints.
268	Probation - Special Funds	Supplemental Law Enforcement Services Fund	D	D	3,415,592	3,415,592	0	0.0	No	Provides state resources from the Juvenile Justice Crime Prevention Act of 2000 to support juvenile prevention initiatives.
269	EHSD - Zero Tolerance - Domestic Violence	Zero Tolerance for Domestic Violence	D	D	3,143,937	1,115,690	2,028,247	0.0	No	Coordinated Services designed to reduce domestic and family violence and elder abuse.
270	HSD - Contra Costa Health Plan - EF4	Charges from Other County Depts	D	D	3,090,629	3,090,629	0	0.0	No	Provides centralized charges to Health Services Department from other County departments, e.g. GSD.
271	Conservation and Development	Measure WW Grant Project	D	D	3,046,374	3,046,374	0	0.0		Funding through general obligation bonds, for local parks as approved by voters of Alameda and Contra Costa.
272	Justice System Development/ Planning	Law & Justice System Dev	D	D	3,031,031	491,031	2,540,000	3.0	Yes	Develops and installs automated info systems for justice departments.
273	HSD - Public Health	Community Wellness & Prevention	D	D	2,798,191	2,276,507	521,684	19.8	No	Provides for prevention of chronic disease and injuries.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
274	Sheriff-Coroner - Support Services	Resources/Plans/Standards	D	D	2,592,251	224,000	2,368,251	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.
275	District Attorney - Special Funds	Environmental/OSHA	D	D	2,549,712	2,549,712	0	0.0	No	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.
276	Sheriff-Coroner - Office of Emergency Services	Emergency Services	D	D	2,446,398	215,000	2,231,398	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.
277	HSD - Behavioral Health Division - AODS	Residential Services Program	D	D	2,339,357	2,139,357	200,000	17.0	No	Provides recovery services for men, women, women and their children, and adolescents, and detoxification for adults.
278	Probation - Probation Programs	Field Services Support	D	D	2,139,563	0	2,139,563	24.0	No	Provides support services to Deputy Probation Office staff in adult and juvenile programs.
279	Conservation and Development	Transportation Improvement - Measure J	D	D	2,000,000	2,000,000	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.
280	Sheriff-Coroner - Special Funds	Law Enforcement Training Center	D	D	1,828,159	1,828,159	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	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
281	Department of Information Technology	Network Services	D	D	1,819,507	1,844,507	(25,000)	6.0	Yes	Provides business and technical assistance, including overall IT infrastructure design, implementation, project mgmt, system integration, storage services, e-mail & internet access.
282	Library	Countywide Services	D	D	1,734,914	1,734,914	0	10.4	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.
283	Conservation and Development	Federal Programs, CDBG, Successor Agency	D	D	1,734,889	1,734,889	0	7.0	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.
284	Conservation and Development	HUD Neighborhood Stabilization	D	D	1,652,747	1,652,747	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.
285	HSD - Behavioral Health Division - AODS	Prevention Services	D	D	1,585,197	1,585,197	0	6.0	No	Provides alcohol and other drugs education, drug-free activities, community-based initiatives, problem identification and referral for youth and adults.
286	HSD - Behavioral Health Division - AODS	Support Services and Countywide Prevention	D	D	1,547,950	1,267,950	280,000	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.
287	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.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
288	Sheriff-Coroner - Special Funds	County Law Enforcement Capital Projects	D	D	1,456,356	1,456,356	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.
289	Sheriff-Coroner - Field Operations	Sheriff's Helicopter Program	D	D	1,448,707	1,448,707	0	0.0	No	Provides air support throughout the County and through contract with the City of Vallejo.
290	EHSD - Workforce Services Bureau	CalWORKs Housing Support Program	D	D	1,441,509	1,441,509	0	0.0	No	Provides funds for support services and administrative activities for homeless CalWORKs families.
291	Probation - Care of Court Wards	School Lunch Program	D	D	1,435,675	450,000	985,675	4.0	No	Federally assisted meal program. Provides nutritionally balanced, low-cost or free lunches to children each school day.
292	HSD - Behavioral Health Division - Homeless	Administration	D	D	1,409,328	870,495	538,833	6.5	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.
293	Conservation and Development	HOPWA Grant	D	D	1,360,410	1,360,410	0	0.0	No	Provide housing opportunities for people with HIV/AIDS.
294	Sheriff-Coroner - Office of Emergency Services	Homeland Security Grants	D	D	1,350,000	1,350,000	0	0.0	No	Homeland Security grant management and centralization.
295	HSD - Behavioral Health Division - Homeless	Supportive Housing Program	D	D	1,341,840	1,341,840	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.
296	Sheriff-Coroner - Special Funds	Countywide Gang and Drug Trust	D	D	1,317,271	1,317,271	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.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
297	Sheriff-Coroner - Office of Emergency Services	Community Warning System	D	D	1,311,225	1,311,225	0	3.0	No	Manages the countywide all hazard Community Warning System. The CWS is funded entirely from private industry funds and/or fines.
298	Conservation and Development	Keller Canyon Mitigation Fee	D	D	1,290,000	1,290,000	0	0.0	No	Funding for mitigation programs within East County community.
299	HSD - Behavioral Health Division - Homeless	Contra Costa Youth Continuum of Services for Runaway and Homeless Youths	D	D	1,286,201	1,031,400	254,801	1.0	No	Contra Costa's Youth Continuum of Services provides outreach, shelter, transitional, and permanent housing and services to youth ages 14-21.
300	Veterans Service	Veterans Service	D	D	1,285,700	290,700	995,000	10.0	No	Provides assistance to veterans, their dependents and survivors in obtaining veteran's benefits.
301	County Administrator	CCTV & Public Info	D	D	1,219,068	1,219,068	0	7.0	No	Administers cable franchises and community access (CCTV). Supported by cable TV franchise fees.
302	Sheriff-Coroner - Office of Emergency Services	Emergency Services Support	D	D	1,120,367	32,500	1,087,867	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.
303	HSD - Behavioral Health Division - AODS	Non-Residential Program	D	D	1,016,508	1,016,508	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.
304	Conservation and Development	Water Planning	D	D	955,416	955,416	0	6.0	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.
305	Conservation and Development	Weatherization	D	D	954,570	954,570	0	10.0	No	Free home weatherization services to low income residents.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
306	HSD - Behavioral Health Division - Homeless	Outreach and Engagement Services	D	D	826,344	688,344	138,000	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.
307	Conservation and Development	Livable Communities	D	D	811,000	811,000	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.
308	Central Support	Mgmt Info System	D	D	807,000	200,000	607,000	0.0	Yes	Computer support to small depts, Productivity Investment Fund, Geographic Information System Program.
309	Public Works - Fleet Services/ISF	GSD Outside Agency Services	D	D	785,984	785,984	0	0.0	Yes	Outside Agency services. This program area includes occupancy costs, print & mail services, and fleet services.
310	Animal Services	Spay/Neuter Clinic	D	D	744,983	657,444	87,539	1.0	No	Provides low cost pet spay/neuter services to the public.
311	Sheriff-Coroner - Support Services	Automated Regional Information Exchange Systems (ARIES)	D	D	722,743	722,743	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.
312	HSD - Environmental Health	Juvenile Justice Facilities	D	D	714,968	714,968	0	0.0	No	Crisis intervention, medication evaluation and consultation.
313	District Attorney - Special Funds	Real Estate Fraud Proescution	D	D	700,000	700,000	0	0.0	No	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.
314	Department of Information Technology	Information Security	D	D	697,418	697,419	(1)	1.0	Yes	Maintains the Countywide Information Security Program including Information Security Awareness, Risk Assessment and Business Resumption programs.
315	Department of Information Technology	Administration	D	D	575,612	575,613	(1)	12.0	Yes	Provides accounting and administrative services to Dept. Provides a Customer Service Center and an Electronic Government Liaison to coordinate Countywide Internet Efforts.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
316	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.
317	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.
318	Sheriff-Coroner - Support Services	Technical Services Administration	D	D	536,855	292,317	244,538	1.0	No	Provides administrative oversight for the Technical Services Division and administration of federal grants.
319	Conservation and Development	Housing Rehabilitation & Sustainability Program	D	D	535,000	250,000	285,000	1.0	No	Financial assistance to low and moderate-income families performing housing rehabilitation. Develop organizational capacity in Sustainability Programs.
320	Central Support	Economic Development/Arts Commission	D	D	506,550	41,550	465,000	0.0	No	Provides funding to the Arts Commission to promote the arts throughout the County.
321	Probation - Probation Programs	Probation Collections Unit	D	D	500,062	790,000	(289,938)	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.
322	Department of Information Technology	GIS Support	D	D	466,171	416,171	50,000	2.0	Yes	Supports Countywide Geographic Information System program.
323	District Attorney - Special Funds	Narcotics Forfeiture	D	D	438,433	438,433	0	0.0	No	State law requires that the District Attorney Office's portion of distributed forfeited narcotics assets be used for enhancement of prosecution.
324	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.
325	Sheriff-Coroner - Office of Emergency 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.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
326	County Administrator	Affirmative Action	D	D	371,901	100,000	271,901	2.0	No	Coordinates various state, federal and locally approved affirmative action programs.
327	HSD - Behavioral Health Division - Homeless	Homeless Management Information System	D	D	288,469	227,034	61,435	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.
328	District Attorney - Special Funds	DA Federal Forfeiture-DOJ	D	D	276,792	276,792	0	0.0	No	Federal law requires that the District Attorney Office's portion of distributed forfeited narcotics assets be used for enhancement of prosecution.
329	Conservation and Development	HUD Emergency Shelter	D	D	266,000	266,000	0	0.0	No	Emergency Shelter Grant program provides homeless persons with basic shelter and essential supportive services.
330	Probation - Special Funds	Probation Ward Welfare	D	D	229,808	229,808	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.
331	Conservation and Development	Energy Upgrade CA	D	D	208,000	208,000	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	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
332	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.
333	Agriculture/Weights & Measures	Cooperative Extension	D	D	193,299	0	193,299	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.
334	EHSD - Children and Family Services Bureau	County Children's Trust Fund	D	D	185,000	185,000	0	0.0	No	Provides child abuse prevention services.
335	HSD Emergency Medical Services SB-12	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.
336	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.
337	Conservation and Development	Vehicle Abatement Program	D	D	131,000	131,000	0	0.0	No	Inspection services to remove abandoned vehicles that possess a hazard or public nuisance.
338	Sheriff-Coroner - Special Funds	Controlled Substance Analysis	D	D	123,741	123,741	0	0.0	No	Provides criminalistics laboratory analysis of controlled substances, in order to increase the effectiveness of criminal investigation and prosecution.
339	EHSD - Children and Family Services Bureau	Ann Adler Children and Family Trust	D	D	80,000	80,000	0	0.0	No	Provides support programs for care of abused, neglected and at risk children.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
340	HSD - Environmental Health	Fixed Assets	D	D	50,000	50,000	0	0.0	No	Provides for acquisition of capital equipment and for needed capital improvement projects.
341	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.
342	EHSD - Workforce Services Bureau	Service Integration Team / Sparkpoint	D	D	35,000	35,000	0	0.0	No	Provides integrated delivery of human services provided by various county departments.
343	Conservation and Development	Residential Rental Inspection	D	D	11,531	11,531	0	0.0	No	Inspection services for all rental units in unincorporated portions of the County
344	Sheriff-Coroner - Support Services	Vehicle Anti-Theft Program	D	D	3,720	474,500	(470,780)	0.0	No	Investigates and gathers evidence on stolen vehicles throughout Contra Costa County.
345	Library	Casey Library Gift	D	D	150	150		0.0	No	Established from proceeds from the estate of Nellie Casey. Funds are restricted for use in the Ygnacio Valley Library.
346	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
347	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

Mandatory/Discretionary Program Listing – By Service and Level

County Fund Definitions

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.

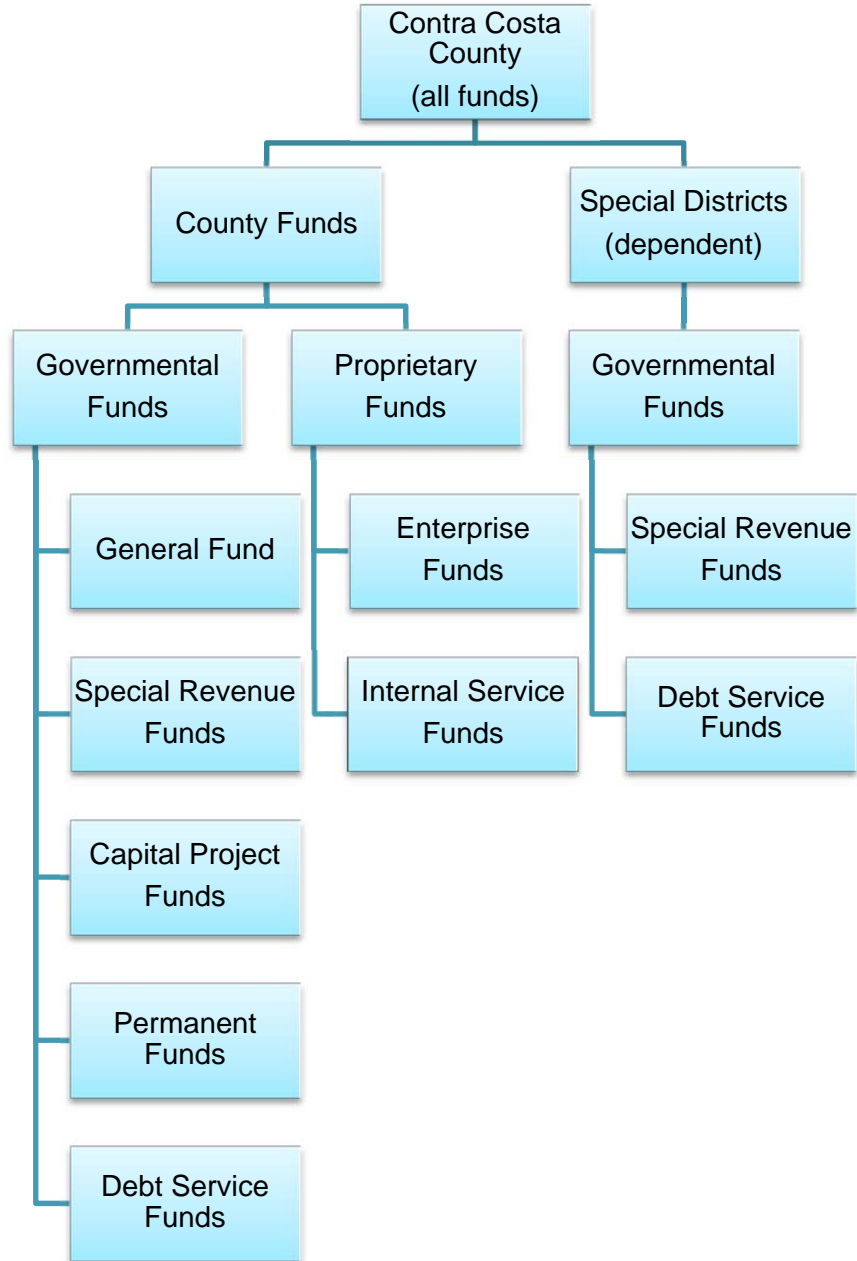
Types of Proprietary funds include: Enterprise and Internal Service Funds

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.

County Fund Definitions

Budgetary Fund Structure



Budgetary Fund Structure

Table of Funds – Financial Fund Order

FUND CATEGORY

Fund Type	Fund Number	Fund Title	Fund Description
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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
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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
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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
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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	115400	OBSCENE MATTERS-MINORS	To account for the deposit of fines collected on violations of offenses relating to obscene matter involving minors, in which the violation is committed on or via government property or equipment (C.A. Penal Code §311.12).
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).

Table of Funds – Financial Fund Order

FUND CATEGORY

Fund Type	Fund Number	Fund Title	Fund Description
Special Revenue	115900	L/M HSG ASSET FD-LMIHAF	To account for winding down of the County's former redevelopment activities in accordance with Assembly Bill 1484 and as codified in the State of California's Health and Safety Code.

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).

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FUND CATEGORY

Fund Type	Fund Number	Fund Title	Fund Description
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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
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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
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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
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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
110900 - Transportation Improvement	Conservation & Development
111000 - Sans Crainte Drainage	Public Works
111100 - Private Activity Bond	Conservation & Development
111300 - Affordable Housing Special Revenue	Conservation & Development

Fund – Department Relationship

Fund	Department
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
114700 - Prisoners Welfare Fund	Sheriff-Coroner
114800 - Comm Coll Child Dev-Fund	Employment & Human Services
114900 - Probation Officers Special Fund	Probation
115000 - Automated Sys Development	General County Services Auditor-Controller

Fund – Department Relationship

Fund	Department
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
115400 – Obscene Matters-Minors	Justice System Planning
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 Benef	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 Benef	Public Works
132800 - County Childrens	Employment & Human Services
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

Fund – Department Relationship

Fund	Department
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 (AAL) - as assessed by an actuary, relating to benefits, represents the present value of fully projected benefits attributable to service credit that has been earned (or accrued) as of the valuation date. The portion attributed to future employee service is excluded. For retirees, this is equal to the present value of benefits. For active employees, this is equal to the present value of benefits prorated by service to date over service at the expected retirement age.

Ad Valorem Tax (AV) - An ad valorem tax is a tax based on the assessed value of real estate or personal property. Ad valorem taxes can be property tax or even duty on imported items. Property ad valorem taxes are the major source of revenue for state and municipal governments.

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.

Annual Required Contribution (ARC) - an employer’s periodic required contribution, which is the sum of two parts: (1) Normal Cost, which is the cost for the benefit attributable to the current period of services, and (2) an amortization payment, which is a catch-up payment for past services costs.

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

Glossary of Acronyms & Terms

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.

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

CAFR - Comprehensive Annual Financial Report (CAFR) is a set of government financial statements comprising the financial report of a state, municipal or other governmental entity that complies with the accounting requirements promulgated by the Governmental Accounting Standards Board (GASB).

CalSTRS – California State Teachers’ Retirement System

Capital Assets – long-lived tangible and intangible assets obtained or controlled as a result of past transactions, events or circumstances. Capital assets include buildings, equipment, improvements other than buildings, infrastructure, and land.

Capital Expenditures - 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

Component Unit - legally separate organizations for which the elected officials of the primary government are financially accountable.

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.

Glossary of Acronyms & Terms

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

Fiduciary Funds - used to account for resources held by the government in a trustee or agency capacity for others and therefore cannot be used to support the government's own programs.

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 – A major object for budgeting purposes. Previously used for tangible items of long-term character such as land, buildings, furniture, and other equipment with a unit cost in excess of \$5,000. With implementation of GASB Statement No. 34, the term fixed asset became capital asset.

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 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.

GAAP - Generally Accepted Accounting Principles, a common set of accounting principles, standards and procedures that companies use to compile their financial statements.

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 Obligation Bond - a municipal bond backed by the credit and “taxing power” of the issuing jurisdiction rather than the revenue from a given project.

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.

GFOA - Government Finance Officers Association, founded in 1906, represents public finance officials throughout the United States and Canada. The GFOA’s mission is to enhance and promote the professional management of governmental financial resources by identifying, developing, and advancing fiscal strategies, policies, and practices for the public benefit.

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.

Grant - a sum of money given by an organization, especially a government, for a particular purpose.

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

Liability - a claim against the assets, of legal obligations of a person or organization, arising out of past or current transactions or actions, which require a mandatory transfer of assets, or provision of services, at specified dates or in determinable future.

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

Major Fund - funds whose revenues, expenditures/expenses, assets, or liabilities are at least 10 percent of corresponding totals for all governmental or enterprise funds and

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at least 5 percent of the aggregate amount for all governmental and enterprise funds.

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.

Mission Statement - a formal summary of the aims and values of a company, organization, or individual.

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.

Normal Cost - The Normal Cost is that portion of the County provided benefit attributable to employee service in the current year. Employees are assumed to have an equal portion of the present value of benefits attributed to each year of service from date of hire to expected retirement age.

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.

Other Post Employment Benefits (OPEB) - benefits that an employee will begin to receive upon retirement, such as health insurance; does not include pension benefits paid to the employee.

Performance Measures - ongoing monitoring and reporting of program accomplishments, particularly progress towards pre-established goals.

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

Real Estate and Asset Management Program (RAMP) – 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 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).

Unassigned Fund Balance - the residual classification for the government's general fund, including all spendable amounts not contained in the other classifications.

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Unfunded Accrued Actuarial Liability (UAAL)- as relating to pension costs/benefits, the present value of benefits earned to date that are not covered by plan assets

Unincorporated - a region of land that is not governed by its own local municipal corporation, but rather is administered as part of larger administrative divisions, such as a township, parish, borough, county, city, canton, state, province, or country.

Use of Money and Property - a Revenue class that contains funds received from interest, rent payments or proceeds from the sale of property.

Vision Statement - an aspirational description of what an organization would like to achieve or accomplish in the mid-term or long-term future and is intended to serve as a guide for choosing current and future courses of action.

VLF - Vehicle License Fees

WCDF - West County Detention Facility

WFS – Workforce Services