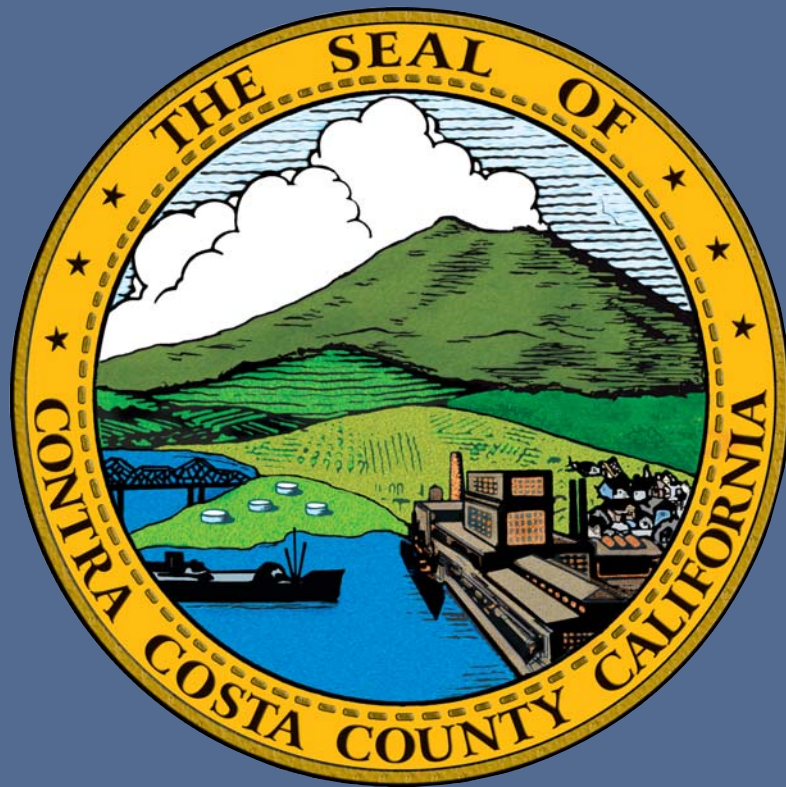


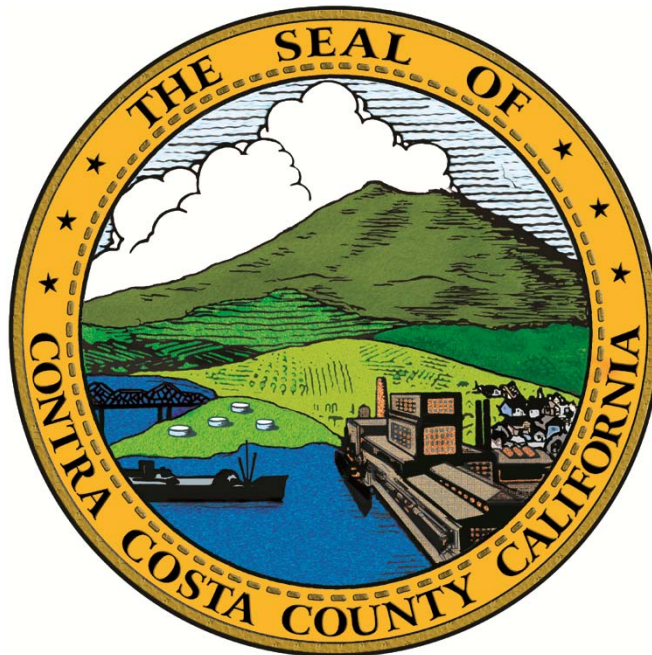
Fiscal Year 2017 – 2018
Recommended Budget



County of
Contra Costa
California

COUNTY OF CONTRA COSTA

RECOMMENDED BUDGET 2017-2018



Presented to the Board of Supervisors

FEDERAL D. GLOVER

Chair

Supervisor, District V

JOHN M. GIOIA

Supervisor, District I

DIANE BURGIS

Supervisor, District III

CANDACE ANDERSEN

Supervisor, District II

KAREN MITCHOFF

Supervisor, District IV

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, 2016

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Jeffrey R. Emmer

Executive Director

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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

Diane Burgis
3rd District

Karen Mitchoff
4th District

Federal D. Glover
5th District

April 1, 2017

Board of Supervisors
Contra Costa County
Martinez, CA 94553

Dear Board Members:

Fiscal Year 2016-17 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 Board of Supervisors, the County Administrator's Office, 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 both technically and structurally balanced.

Cautious and thoughtful fiscal management has placed us on solid economic footing. Now, however, we face major uncertainty due to a new Administration in Washington that is looking to repeal and replace the Affordable Care Act (ACA), possibly block granting many of the funding programs counties rely on to provide critical health and human services programs to our residents. It is almost a certainty that there will be less funding available to counties. Adding to our concerns is Governor Brown's proposal to undo the Coordinated Care Initiative (CCI) and shift over \$600 Million in costs to counties. Contra Costa County could see increased costs of over \$12 Million as a result of that shift.

In spite of this uncertainty, our goal is to continue to be fiscally conservative 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 budget that includes recommendations for appropriation increases of \$200 million to \$3.5 billion (\$1.6 billion General Fund) for FY 2017-18 and beyond.

In addition to a structurally balanced budget for the sixth consecutive year, there were a number of key accomplishments this past year to be justifiably proud of:

- Recruited a new County Librarian, County Probation Officer, Director of Child Support Services, and Human Resources Director, and entered into an agreement with Alameda County to share the services of their Agricultural Commissioner. These positions will continue the County's efforts to provide quality leadership to County Departments and to ensure succession planning.
- Received the Government Finance Officers' Association Certificate of Achievement for Excellence in Financial Reporting award.
- Established the Office of Reentry & Justice in the County Administrator's Office to oversee the AB 109-funded Community Programs (which provide housing, job training, mentoring, and family reunification services for returning citizens and launched the Reentry Success Center and the Reentry Network of Services), the development of a countywide Ceasefire Program, the update of the County's Reentry Strategic Plan, the implementation of the County's Youth Justice Initiative, and the facilitation and data analysis services for the Racial Justice Task Force.
- Increased access to primary care by expanding our health centers, increasing the number of clinics and hours of operation, integrating our care teams, and continuing our telephone consultation clinic in partnership with our 24-hour advice nurse line.
- Completed a memorandum of understanding with 14 cities within the County to conduct a Technical Study of Community Choice Energy. A Draft Study was completed in November 2016. The Draft Study evaluates several options for potentially implementing a Community Choice Energy program within the County. The Final Study is expected to be completed and presented to the Board in the spring of 2017.
- Increased the live animal release rate from 63% to 76% over the last two years, while also decreasing the number of owner-surrendered animals.
- Maintained our AAA credit rating by exercising strong financial management, which allowed us to close a \$99.8 million lease revenue bond transaction. Ultimately, the County negotiated a 10-year term at an interest rate of 2.33%, saving taxpayers more than \$9.1 million in today's dollars.

The County's long-term, strategic goal continues to be the provision of public services that 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 2017-18 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 24 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 second year in a row, we have contracts in place with all of our labor unions, and for the first time in many years, reached agreement prior to the expiration of the previous contracts. With our employees’ 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 are able to propose additional resources to augment departmental staff in the upcoming budget.

However, several key labor contracts will expire within the next nine months: Physicians and Dentists Organization, United Chief Officers Association, United Professional Firefighters, and California Nurses Association. These bargaining units represent employees in Health and Human Services and the Contra Costa County Fire Protection District. 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.

Capital Projects

The County Administrator’s Office has filled the Chief Assistant County Administrator position designated specifically for the purpose of updating the County Capital Improvement Plan (CIP). On January 31, 2017, the County Board of Supervisors received a capital improvement plan with recommendations to replace the County’s emergency operation center and administration building. At the February 7, 2017 meeting, the Board affirmed the sites selected for these projects and authorized the next steps in planning for the approximately \$100 million in new construction for these facilities. The financing for these facilities will require debt service of approximately \$8 million per year for the twenty year life of the bonds.

In addition, the Board discussed policies for the next five-year plan to help reduce the County’s backlog of deferred maintenance by setting priorities for reducing the County inventory of owned facilities. The Chief Assistant County Administrator will lead efforts in the next year to introduce a more centralized management structure to improve strategic decision making regarding leasing, construction and rehabilitation of County facilities, improve the information systems to support that strategic management effort, and produce an initial list of properties to remove from the inventory. More information of this subject can be found in the Capital Improvement Plan section of this document on page 490.

Economic Projection

The economy in Contra Costa County and the Bay Area continues to improve; 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. Threatening our recovery is the uncertainty of how changes in federal policies and priorities will affect our local economy. Governor Jerry Brown cited the English poet John Donne in his 2017 State of the State Address making it clear that California is not an island and America's future is inextricably tied to California's future: "When California does well, America does well. And when California hurts, America hurts." I would be remiss not to add a County impact to the Governor's comment: "when the State sneezes, counties catch the cold."

Each department was asked to submit a budget that balanced its requirements to provide services with the County's goals of adopting a FY 2017-18 budget that balances annual expenses and revenues, addresses revenue constraints and 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 and refinement of County operations to cope with economic challenges. In our assessment of County operations – and at every opportunity – we continue to make changes to deliver services in ways 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 sound financial footing and the continuation of that strategy.

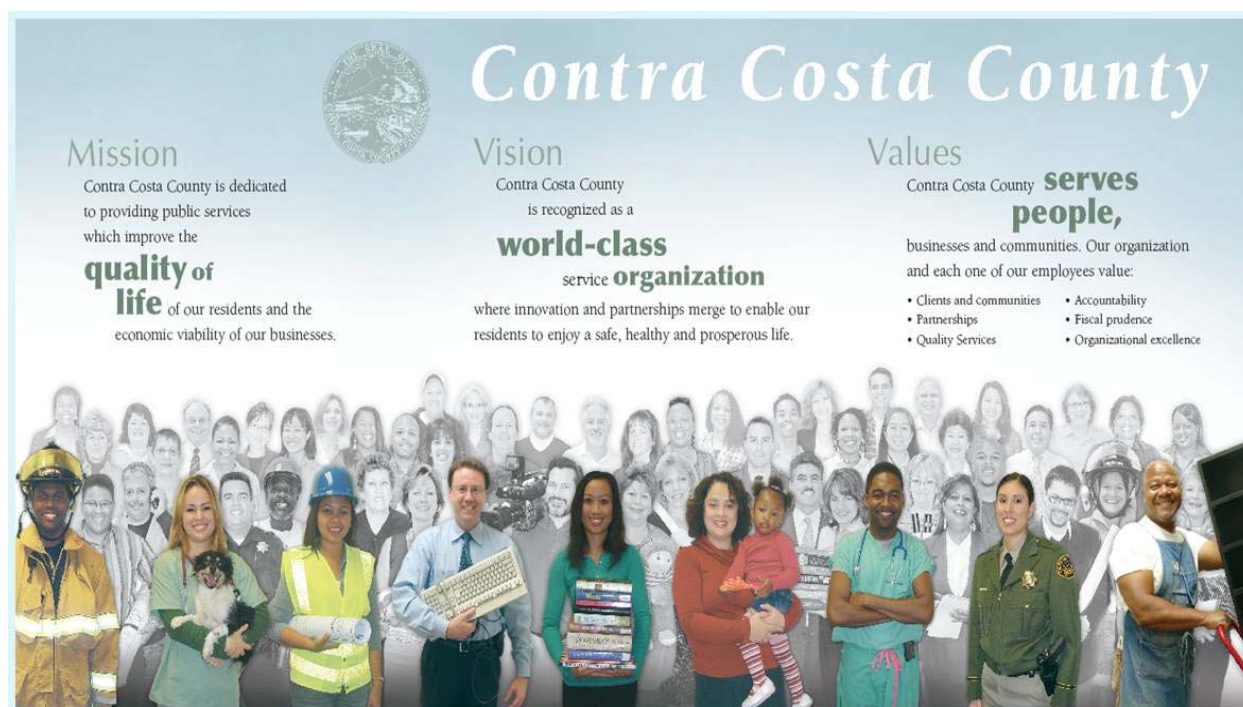
The following proposed budget is recommended to the Contra Costa County Board of Supervisors.

Sincerely,



DAVID TWA
County Administrator

DT:LD



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, Sheriff-Coroner and Treasurer-Tax Collector (the ‘County Treasurer’). The County Administrator, David Twa, is appointed by the Board and is responsible for running the day-to-day business of the County. The County Administrator is also responsible for presenting the Board with a Recommended Budget for consideration of adoption as the Final (Adopted) Budget, which will serve as the foundation of the County’s financial planning and control.

Contra Costa County Elected Officials

Name	Office	Expiration of Current Term
John M. Gioia	Supervisor, District 1	January 7, 2019
Candace Andersen	Supervisor, District 2	January 4, 2021
Diane Burgis	Supervisor, District 3	January 4, 2021
Karen Mitchoff	Supervisor, District 4	January 7, 2019
Federal D. Glover	Supervisor, District 5	January 4, 2021
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	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 1,123,429 as of January 1, 2016. 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)**

	2012 ⁽²⁾	2013 ⁽²⁾	2014 ⁽²⁾	2015 ⁽²⁾	2016
Antioch	105,257	108,224	110,028	111,973	112,968
Brentwood	52,838	53,785	55,353	57,072	58,784
Clayton	10,963	10,995	11,096	11,159	11,209
Concord	124,130	125,704	126,851	128,063	129,707
Danville	42,095	41,814	42,145	42,491	42,865
El Cerrito	23,748	23,803	23,980	24,132	24,378
Hercules	24,233	24,264	24,430	24,578	24,791
Lafayette	24,046	24,001	24,321	24,732	24,924
Martinez	36,117	36,254	36,497	36,931	37,057
Moraga	16,157	16,222	16,337	16,434	16,513
Oakley	36,850	37,926	38,864	39,609	40,141
Orinda	17,828	17,911	18,083	18,578	18,749
Pinole	18,482	18,447	18,560	18,660	18,739
Pittsburg	64,629	65,030	66,053	67,119	67,817
Pleasant Hill	33,399	33,472	33,708	33,918	34,077
Richmond	105,842	107,563	108,447	109,568	110,378
San Pablo	29,404	29,903	30,196	30,498	30,829
San Ramon	74,418	75,575	76,472	77,470	78,363
Walnut Creek	65,954	67,225	67,954	68,652	70,018
Subtotal	906,390	918,118	929,375	941,637	952,307
Unincorporated	163,587	165,222	167,797	169,506	171,122
Total	1,069,977	1,083,340	1,097,172	1,111,143	1,123,429

⁽¹⁾ Columns may not total due to independent rounding

⁽²⁾ Revised

Source: California Department of Finance

The percent of population with Bachelor or Graduate Degree, according to the U.S. Census Bureau, was 39.6% up from 37.6% in 2009.

Population Demographics

Gender		Race and Hispanic Origin*	
Male	48.8%	<u>One Race</u>	94.8%
Female	51.2%	White	66.8%
		Black or African American	9.6%
		American Indian and Alaskan Native	1.0%
		Asian	16.8%
		Native Hawaiian and Other Pacific Islander	0.6%
Age		<u>Two or More Races</u>	5.2%
0 - 5 years	5.8%		
5-18 years	17.4%		
18 - 65 years	62.2%		
65 years and over	14.6%		

* Hispanics may be of any race and are included in applicable race categories (25.3%).

Source: US Census Bureau, July 1, 2015, Contra Costa County.

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.

**2016 Principal Employers
(Excluding Government Employers)**

Employer	Estimated Employees	Percentage of Total County Employment
Chevron Corporation	10,000 +	1.90 %
AAA Northern California, Nevada & Utah	5,000 - 9,999	1.42
Bay Alarm Co.	1,000 - 4,999	0.47
Bay Area Rapid Transit	1,000 - 4,999	0.47
Bio-Rad Laboratories, Inc.	1,000 - 4,999	0.47
John Muir Medical Center	1,000 - 4,999	0.47
Kaiser Permanente	1,000 - 4,999	0.47
La Raza Market	1,000 - 4,999	0.47
St. Mary's College of California	1,000 - 4,999	0.47
USS-POSCO Industries	1,000 - 4,999	1.47
All Others	489,500	92.92
Total	527,000 ⁽¹⁾	100.00 %

Source: State of California Employment Development Department, June 2016

**Employment by Industry
Annual Averages (in thousands) - Ranked for 2016**

	2011	2012	2013	2014	2015
Wage & Salary Employment					
Farm	0.8	0.8	0.8	0.8	0.8
Goods Producing	35.4	37.2	37.1	37.1	37.8
Trade, Transportation & Utilities	56.5	57.4	58.7	60.4	62.4
Information	9.0	8.4	8.6	8.3	8.3
Financial Activities	24.8	25.3	25.3	25.0	26.2
Professional & Business Services	45.9	48.1	52.1	53.2	50.2
Education & Health Services	54.3	56.4	59.5	61.5	63.9
Leisure & Hospitality	32.3	33.5	35.4	36.3	38.4
Other Services	12.4	12.4	12.1	12.5	12.6
Government	47.8	47.9	48.2	49.2	49.4
Total	319.2	327.4	337.8	344.3	350.0

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

Overview

Between 2014 and 2016 the County's jobless rate decreased from 6.2% to 4.0%, significantly below the statewide averages of 7.5% and 5.4%, 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>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
County Civilian Labor Force	536.6	539.3	542.8	549.9	556.0
Employment	488.6	498.9	509.4	522.4	531.4
Unemployment	48.0	40.4	33.4	27.5	24.7
Unemployment Rate					
County	8.9%	7.5%	6.2%	5.0%	4.4%
State of California	10.4%	8.9%	7.5%	6.3%	5.4%

Source: State of California, Employment Development Department, Local Area Unemployment Statistics

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 2011 through 2015.

Personal Income

(thousands of dollars)	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015*</u>
County	60,779	66,544	69,376	70,850	70,850
California	1,691,003	1,768,039	1,849,505	1,939,528	2,061,337
United States	12,949,905	13,729,063	14,151,427	14,708,582	15,458,500
Per Capita Income (dollars)					
County	59,053	31,638	63,403	63,752	66,348
California	44,852	47,614	48,471	50,988	53,741
United States	42,298	43,735	44,462	46,414	48,112

* Most recent year for which annual data is available

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

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

Principal Property Taxpayers Ranked by Assessed Value (in Thousands) Fiscal Year Ended June 30, 2016

	<u>Total Assessed Value Secured and Unitary</u>	<u>Percentage of Taxable Assessed Value</u>
Chevron USA	\$3,410,625	2.02 %
Equilon Enterprises LLC	1,516,729	0.90
Tesoro Refining & Marketing	1,273,356	0.75
Tosco Corporation	1,048,546	0.62
NRG Delta LLC	669,335	0.40
SDC 7	642,914	0.38
First Walnut Creek Mutual	585,049	0.35
BRE Properties, Inc.	534,903	0.32
Sierra Pacific Properties Inc.	464,005	0.27
Shapell Industries, Inc.	385,772	0.23
	<u>\$10,531,234</u>	<u>6.24 %</u>

Source: Comprehensive Annual Financial Report – June 30, 2016

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*

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. The County will be implementing

GASB 75 for the June 30, 2018 Comprehensive Annual Financial Report (CAFR).

- 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 Pages 67-68 and 490-495.
- 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 included or 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-contracostacounty.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 and reviewed in November 2016, 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 impacts 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. 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. This capital improvement plan should be updated every five years and will integrate operating cost of new facilities and capital life-cycle costs.
14. Each fall, 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.
15. 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

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.

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.
 - f. Special Revenues: Collectively, all of the preceding revenues.
16. 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.
17. Pursue opportunities to secure new mitigation and community benefit fees, where appropriate.

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 2016-17, \$995,000, \$1,003,000, \$844,000 and \$1,135,000 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 to be available for customer service and better overall service to the County as a whole.

In FY 2017-18, departments requested over \$2 million and the County Administrator is recommending \$1.1 million for projects that include:

- Customer service enhancements for Employment and Human Services' Community Services Bureau through self-service kiosks and Interactive Voice Response & Short Message Service; and
- Technology improvements/upgrades in nine departments.

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 August 2, 2016. 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

Overview

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, 2016. The Investment Pool was assigned a fund credit quality rating of "AAAf" and a fund volatility rating of "S1+." The "AAAf" rating is S & P's highest fund credit quality rating with the "S1+" volatility rating reflecting low sensitivity to changing market conditions. The Investment Pool has maintained its AAAf and S1+ ratings since first rated in November 2007.

General Fund Reserve Policy 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, that was 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 2015-2016 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 21, 2017, to clarify procurement policies for engaging bond consultants and requesting credit ratings.

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 and Tax counsel, disclosure counsel and underwriters

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 distributed to the established underwriter pool so that 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.
- B. Defeasance.** The County may refinance outstanding debt, either by advance refunding to the first call or by defeasance to maturity, when the public policy benefits of replacing such debt outweigh the costs associated with new issuance as well as any increase in annual debt service.

VII. CREDIT RATINGS

- A. Rating Agency Relationships.** The County Finance Director, or designee, is responsible for maintaining relationships with the rating agencies that assign ratings to the County's various debt obligations. This effort includes providing periodic updates on the County's general financial condition along with coordinating meetings and presentations in conjunction with a new debt issuance.
- B. Quality of Ratings.** The County shall request ratings prior to the sale of securities from at least two major rating agencies for public issuances of municipal bonds. Currently, there are three major rating agencies providing ratings to municipal issuers, including Moody's Investors Service ("Moody's), Standard & Poor's Global Ratings (S&P) and Fitch Ratings. The County is currently rated by Moody's and S&P. The County shall provide a written and/or oral presentation to the rating agencies to help each credit analyst make an informed evaluation of the County's financial condition and to present details of the proposed issuance. The County shall make every reasonable effort to maintain its implied general obligation bond credit ratings. The County may, on a case by case basis, decide to obtain one or no ratings prior to a bond issuance if, after consulting with its financial advisor, bond counsel and disclosure counsel, it is determined that this is in the best interest of the County.

VIII. MANAGEMENT PRACTICES. The County has instituted sound management practices and will continue to follow practices that will reflect positively on it in the rating process. Among these are the County development of and adherence to long-term financial and capital improvement plans, management of expense growth in line with revenues and maintenance of an adequate level of operating reserves.

- A. Formal Fiscal Policies.** The County shall continue to establish, refine, and follow formal fiscal policies such as: Investment Policy, General Fund Reserve Policy, Budget Policy, and this Debt Management Policy.
- B. Rebate Reporting and Continuing Covenant Compliance.** The County Finance Director, or designee, is responsible for maintaining a system of record keeping and reporting to meet the arbitrage rebate compliance requirements of the federal tax code and/or contracting for such service. This effort includes tracking investment earnings on debt proceeds, calculating rebate payments in compliance with tax law, and remitting any rebatable earnings to the federal government in a timely manner in order to preserve the tax- exempt status of the County's outstanding debt issues. Additionally, general financial reporting and certification requirements embodied in bond covenants are monitored to ensure that all covenants are complied with.
- C. Reporting Practices.** The County will comply with the standards and best practices of the Government Finance Officers Association for financial reporting and budget presentation and the disclosure requirements of federal regulatory agencies including the Securities and Exchange Commission and Internal Revenue Service; state agencies charged with the regulation of municipal securities, including the State Treasurer's Office; and self-regulatory organizations such as the Municipal Standards Rulemaking Board.

Overview

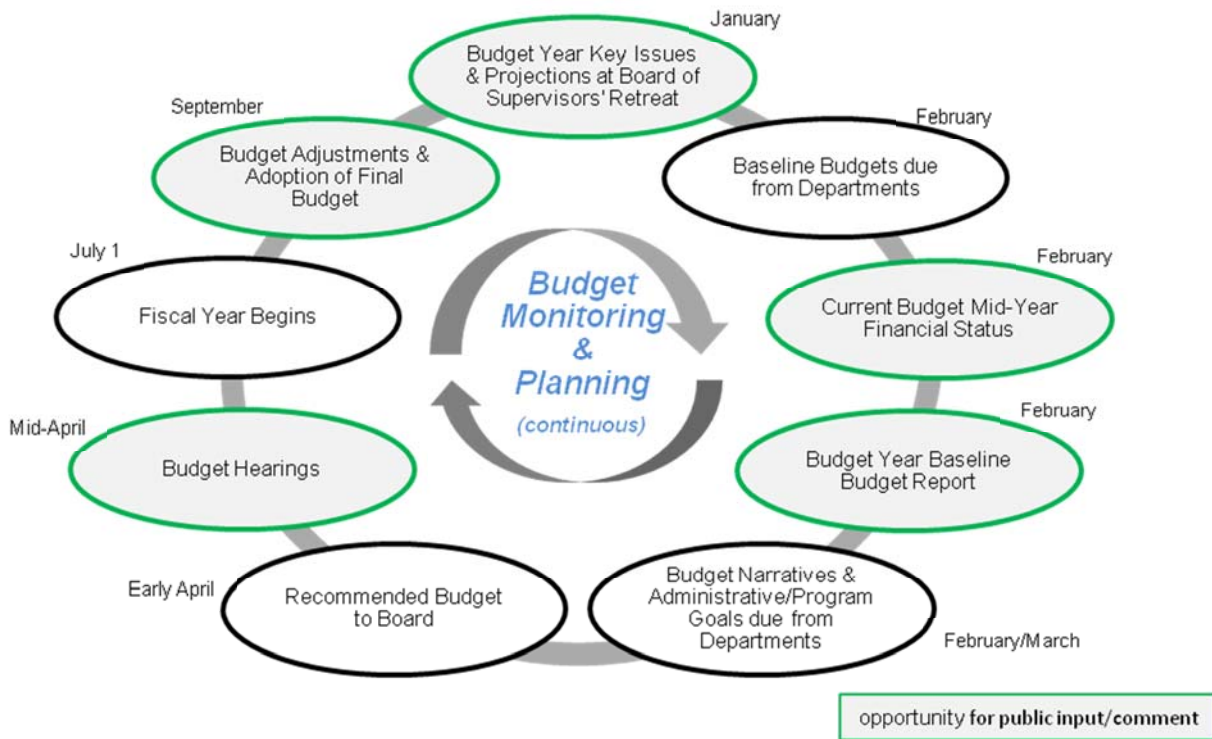
- D. **Post-Issuance Tax Compliance Procedures.** To assure it manages its debt obligations in accordance with all federal tax requirements, the County will comply with the Post-Issuance Compliance Tax Procedures set forth in the policy appendix.
- E. **Continuing Disclosure Policies and Procedures.** To assure it manages its debt obligations in accordance with the terms of Continuing Disclosure Agreements included in individual bond issuances and federal and state regulations, the County has adopted policies and procedures set forth in the policy appendix.

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' 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 2015-16 and was in excess of 81%. Presently, the County pays approximately \$14.4 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.

Employee Compensation. Employee compensation is governed by a variety of ordinances, policies and Memoranda of Understanding. Each of these documents are available for review at <https://ca-contracostacounty2.civicplus.com/1340/Labor-Relations>

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 2017-2018 Budget Development Calendar

2017 Dates	Key Budget Meetings/Activities/Deliverables
November 14, 2016 and January 20	Department Head meeting discussing 2017-18 budget preparation
January 3 – 5	Personnel Cost Forecasting training for Departmental fiscal staff
January 9	Board of Supervisor's retreat (Board Chambers*): Economic Outlook – Focus on Contra Costa by Beacon Economics and Drivers and Trends Shaping What's Next: The Art and Adventure of Crossing to the Future presented by Global Foresight
January 11	Personnel position count, salary & benefits cost projections due from Departments
January 16	Budget preparation instructions to Departments
January 17	Board of Supervisors set Budget Schedule (Board Chambers*)
January 16 – February 10	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 18 – 20	Budget system training sessions for Departmental fiscal staff
January 31	Board of Supervisor's retreat (District V*): Capital Improvement Plan, Budget & Key Issues Analysis and Budget Projections for 2017-18 and Beyond
February 10	Baseline Budgets due from Departments
February 23	Venture Capital Project Requests (optional) due from Departments
February 23	Program/Recommended Budget Narrative and Administrative and Program Goals due from Departments
March 7	Mid-Year Current Budget Status and Baseline Budget Report presentation (Board Chambers*)
April 7	Public Notice of Hearing Recommended Budget to Board of Supervisors and posted on County website
April 18	State Controller's Office Recommended Budget Adopted by Board of Supervisors (Board Chambers*)
April 18	Budget Hearings on County Recommended Budget (Board Chambers*)
May 4	Budget Adoption Board Order to Board of Supervisors
May 9	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 term "basis of accounting" refers to the timing of recognition of assets, liabilities, revenues and expenditures. The basis of accounting used for financial reporting in accordance with generally accepting accounting principles (GAAP) is not necessarily the same as used in preparing the budget ("basis of budgeting"). Some of the differences include:

- Under GAAP, revenues are recognized as soon as they are both "measurable" and "available", however revenue recognition under the basis of budgeting may be deferred until the amounts are received in cash.
- Encumbrances are treated as expenditures in the budget but not under GAAP.
- Budgeted revenues and expenditures may include items classified as "other financing sources" and "other financing uses" under GAAP.
- The receipt of long-term debt proceeds, capital outlays and debt service payments on principal are reported in the budget, but under GAAP for proprietary funds, these are not reported under operations and instead are recorded as allocations for depreciation and amortization expense.
- Under the GAAP basis of accounting, changes in the fair value of investments are treated as adjustments to revenue, which is not the case under the budgetary basis of 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 obligated 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

Overview

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 82.8% of General Purpose revenues and 23.1% 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.

Year-over-year for the three year period between 2009-10 and 2011-12 total actual assessed value declined by 9.5%. For Fiscal Year 2015-16, the County's total assessed valuation base was \$181.1 billion and the growth rate of total assessed valuation in the County was 7.3%, the fourth fiscal year increase since Fiscal Year 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 9.4% over the last 25 years and a year-over-year growth of 4.1% over the past 5 years. Assessed valuation fell by a cumulative 9.46% 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. 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 FY 2016-17 total assessed value growth was 5.87%. The current forecast is projected upon continued property tax recovery. The County is projecting growth of 5% for FY 2017-18 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 employees hired after specified dates. This action substantially reduced our long-term liability relating to the provision of retiree health care. This action, in combination with pre-funding, significantly reduced growth in the County's OPEB liability. The FY 2017-18 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. The County has significantly reduced its OPEB liability and annual required contribution. As of the January 1, 2016 valuation, the current Other Post-Employment Benefits liability fell from \$2.6 billion in 2006 to \$764 million and the annual required contribution fell from \$216.3 million in 2006 to \$89.2 million. The County's OPEB liability and ARC will continue to decline over time. 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. On March 15, 2016, the Board of Supervisors adopted Resolution No. 2016/124, approving the proposed settlement agreement. On November 1, 2016, the court gave final approval to the class action settlement, and the lawsuit was dismissed with prejudice. The settlement was fully implemented for the 2017 plan year, creating a \$676,000 increase in the Annual Required Contribution and an \$8,593,000 increase in the total Actuarial Accrued Liability. The settlement class 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 challenge 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. The next valuation is scheduled for Summer 2018.

- **Pension Benefits:** A major issue for Fiscal Year 2017-18 continues to be the impact of the Actuarial Accrued Unfunded Liability (UAAL) on the employees' and employers' contribution rates. As of December 31, 2000, the Contra Costa County Employees Retirement Association (CCCERA) reported a UAAL of \$288 million and a funded ratio of 89.1%. As of December 31, 2015, the UAAL increased to \$1.3 billion and the funded ratio decreased to 84.5%. At the end of 2015, the County's portion of the UAAL was \$980 million (\$1.034 billion including the Contra Costa County Fire Protection District). Those figures do not include \$212.77 million in outstanding pension obligations bonds (as of June, 2016). 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% and a further reduction to 7.00% in April of 2016 (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 Governor's \$122 billion budget proposal for 2017-18 notes that state revenues are beginning to lag after surging for several years and that the budget faces a nearly \$2 billion deficit if action is not taken. The two main factors causing this deficit are a revenue forecast that is \$5.8 billion lower than expected and a current-year shortfall in the Medi-Cal program. That deficit would reportedly be billions worse if not for the passage of a number of ballot measures at the November 2016 election, including Proposition 52 (hospital fee), Proposition 56 (tobacco tax), and Proposition 57 (prison reform). Also, the Governor states that across the board, each of the state's "big three" revenues — the income, sales, and corporation taxes — are showing weakness.

To close the budget deficit and rebuild the state's operating reserve, the Budget proposes \$3.2 billion in budget solutions. According to the Governor, those proposed actions seek to "temper" spending growth based on the lower revenue projections. The Budget also seeks to prioritize the protection of what the Governor sees as the most significant accomplishments of the past four years — steady growth for education, the creation of the state's first earned income tax credit, a minimum wage that will responsibly increase to \$15 per hour, and the expansion of health care coverage to millions of Californians.

With regards to the future, while the Budget assumes the continued expansion of the economy, the Governor notes that average expansion has been about five years. The current expansion is approaching three years longer than the average, and a moderate recession is expected to drop state revenues by about \$20 billion annually for several years. State Controller Betty T. Yee further reported on March 10, 2017 that February revenues fell short of projections in the Governor's proposed 2017-18 budget by \$772.7 million, or 10.6 percent.

Lastly, the Budget also assumes the continuation of existing federal fiscal policy. The current presidential administration and leaders in Congress have suggested major changes to Medicaid, trade and immigration policy, and the federal tax structure. It is unclear what exactly those changes are, when they will take effect, or the fiscal impact they will have.

- **Capital Improvement Plan:** 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. This budget continues, and slightly increases the funding allocated to lowering the level of deferred maintenance and making improvements to extend the useful life of County facilities and promote the health and safety of employees and the public who utilize our facilities. Beginning in FY 2012-13 funding was allocated 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; \$16.5 million in the FY 2016-17 Budget and increased this budget to a proposed level of approximately \$19 million from all sources. The County is also moving forward with two major capital projects to construct a new administration building and a new emergency operations center and administration building for the Sheriff. For detailed information on the County's capital program and progress, see the Capital Improvements Departmental Budget Summary, Page 67, and the Capital Improvement Plan, Page 490.
- **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, 2016 the County’s outstanding bonded debt was \$301.0 million leaving a statutory margin of \$8.48 billion and a Constitutional margin of \$1.89 billion. (See Current Debt Position, Page 496 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.

Subsequently, 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.

Since 2011, Contra Costa County has built a comprehensive program infrastructure to provide services to offenders who became the responsibility of the County following Realignment. In October 2014, the Realignment Allocation Committee, a committee composed of representatives of the County Administrator’s Association of California (CAOAC) recommended a new three-year funding formula that significantly reduced the annual allocation of 2011 Realignment fund to the County for community corrections services. Over the past two years, and again in the FY 2017-18 Recommended Budget, 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 six years.

On February 6, 2017, the Public Protection Committee approved a \$25.4 million budget package to continue funding the infrastructure put in place following 2011 Realignment. The budget includes recommendations approved by the CCP-Executive Committee plus an additional \$8,000 for the Jail to Community program operated by two vendors contracted by the Sheriff’s Office. No additional one-time funding was authorized for FY 2017-18. Funding allocations approved by the Public Protection Committee have been integrated into departmental budgets reflected in the FY 2017-18 Recommended Budget.

- **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%) resulted in 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 three times. The chart below summarizes the net impact of market experience and the assumed investment rate since the 2008 market crash:

Overview

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%
2016	7.40%	7.00%	0.40%

In a letter dated March 13, 2017, CCCERA's actuary issued a report which projected employer contribution rate changes based on an estimated 7.4% gross market value investment return for 2016 and other changes in economic assumptions. The projection is derived from the December 31, 2015 actuarial valuation results, which are the most current available. A new five-year projection will be available in the Fall using December 31, 2016 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 assumptions. The four most significant variables are demographic experience, local and regional economy, stock market performance, and the regulatory environment.

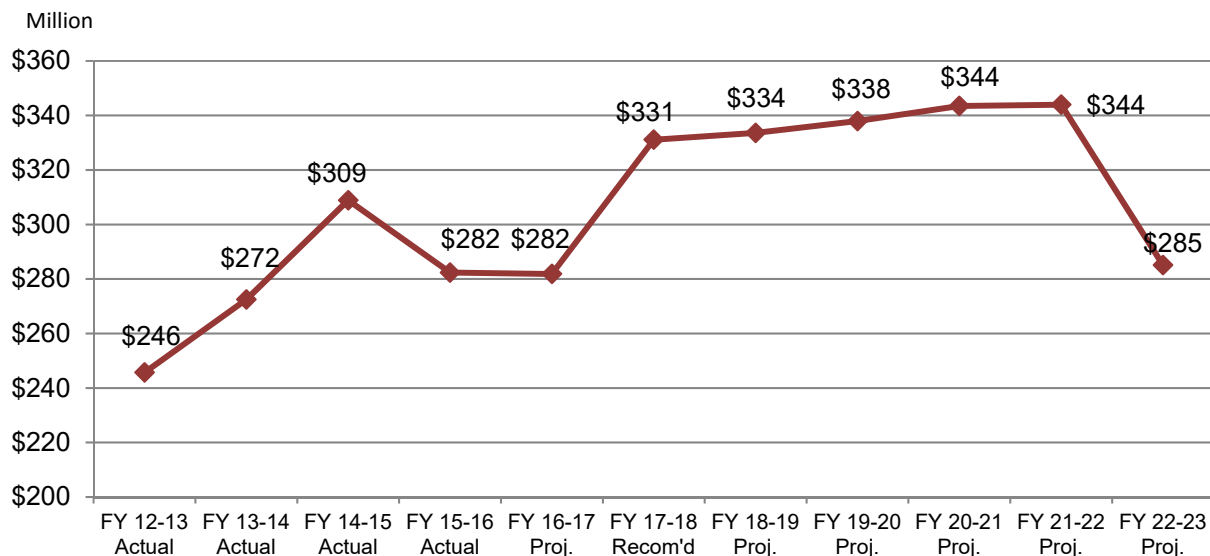
As can be seen in the chart below, the cumulative impact of smoothing gains and losses for the aggregate plan is projected to be 2.08% (as of December 31, 2020). These projected rate changes are implemented 18 months after the actuarial date. Therefore, the projected decrease of 0.11% in the chart below for 2016 will be implemented on July 1, 2018.

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 0.08% for 2016 (rate decrease date of July 1, 2018), a County Safety employee by 0.20%, and a Contra Costa County Fire District Safety employee by 0.14%. 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)				
	2016	2017	2018	2019	2020
Deferred (Gains)/Losses	-0.06%	-0.09%	0.52%	0.90%	0.36%
Loss of Investment Income on (Gain)/Loss of Investment Income on Difference Between AVA and MVA	0.13%	0.13%	0.13%	0.09%	0.03%
18 Month Rate Delay	-0.18%	-0.03%	0.00%	0.05%	0.10%
Incremental Rate Change	-0.11%	0.01%	0.65%	1.04%	0.49%
Cumulative Rate Change	-0.11%	-0.10%	0.55%	1.59%	2.08%

The following chart, which County Administration staff and the Auditor prepared together, uses all of the latest information available for a new five-year projection of total County pension costs, including Fire. The cumulative effect of the market rate improvements is dramatic. Presented in the chart are four years' of actual data, a projection of the current year (straight-lining eight months of actual data), the Recommended Budget for FY 2017-18, and a projection based on the Recommended Budget of FY 2017-18 and beyond (no increases in FTE or wages for FY 2018-19 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 7.00% assumed investment rate of return, all pension obligations bonds and 2016 market impacts. A significant note is that the chart now includes the year after 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



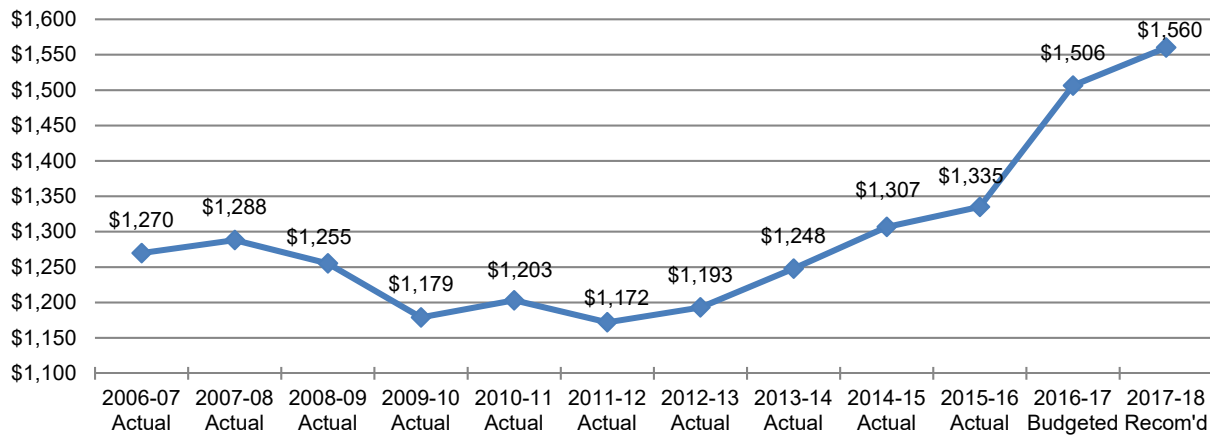
HISTORICAL PERSPECTIVE

General Fund

Between FY 2005-06 and FY 2007-08, total expenditures for the General Fund grew by an average of 3.4%. 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 the number of vacant positions.

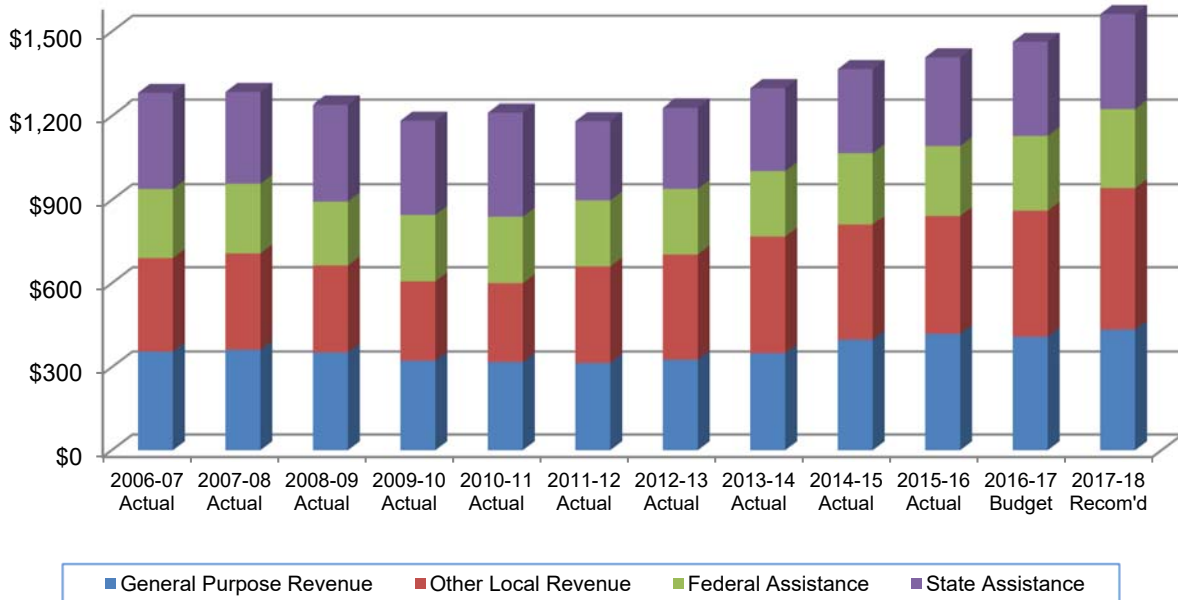
Overview

10 Year Actual Expenditure History (in millions)



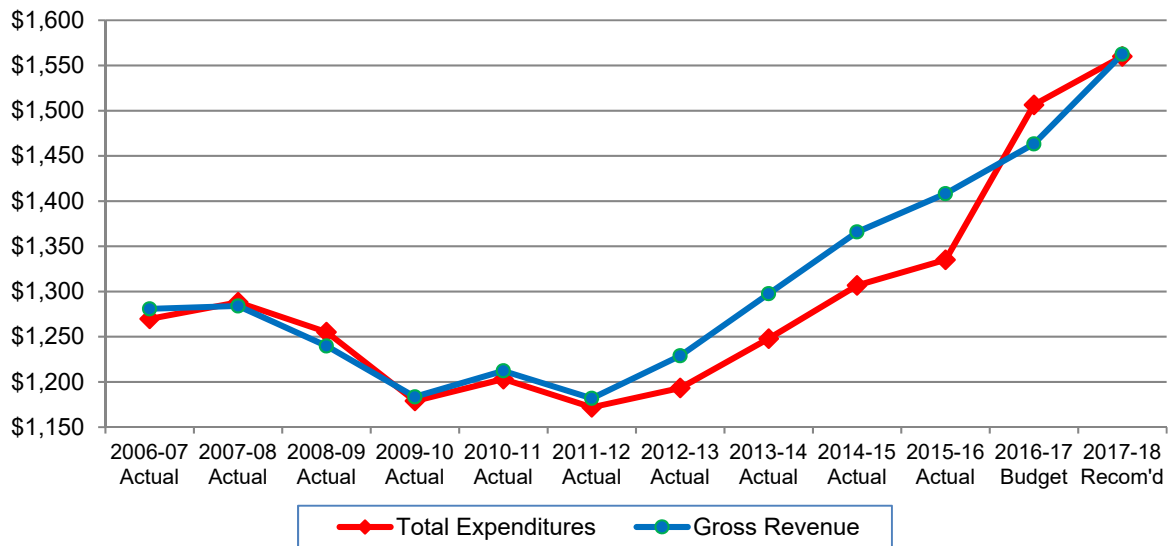
As depicted in the following chart, total revenues began a two-year decline in FY 2008-09 and were relatively flat until FY 2012-13 when they began to steadily increase. Growth of 6.8% is included in the Recommended Budget; the majority of this growth is from General Purpose revenue. These revenues are 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 struggled with maintaining a structurally balanced budget in the past; however, all Recommended Budgets since FY 2012-13 have been structurally balanced. The 2016-17 Budget figures reflect capital carryover funding. State impacts on FY 2017-18 are currently unknown. Appropriations for Contingency have been budgeted to address mid-year unanticipated issues.

Change in General Fund Actual Status (in millions)

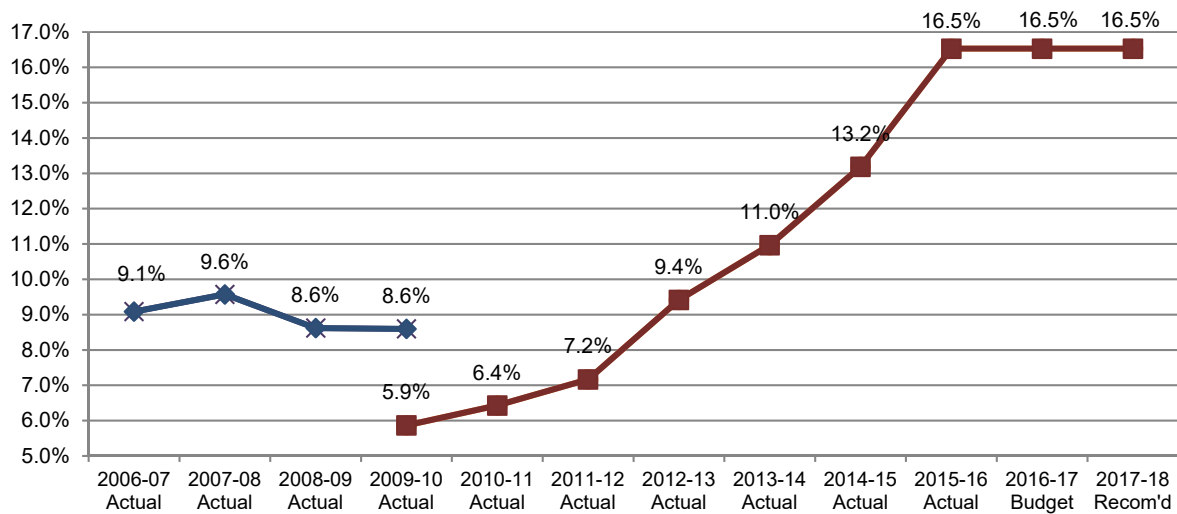


Prior to the housing market collapse, the County had reversed the declining reserves trend experienced in the last decade and achieved a balanced General Fund budget in fiscal year 2006-07. However, as is their purpose, reserves were spent in FY 2007-08 and FY 2008-09 to alleviate two fiscally difficult years. In FY 2009-10 and FY 2010-11, due to Federal Stimulus funding and negotiated compensation concessions, the budgets were balanced. Since FY 2012-13 Budgets did not anticipate reserve spending for on-going program expenses and in fact projected a \$2.5 to \$3 million repayment of reserves from reallocation of property tax revenues to the West Contra Costa Healthcare District (Doctor’s Hospital). The reallocation of \$2.5 million is included in the FY 2017-18 Recommended Budget as a revenue.

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 16.5% of total General Fund Revenues on June 30, 2016).

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, budget for contingency (\$10 million) and budgeted reallocation of property tax revenue (\$2.5 million). Fund balance is shown as a percentage of total General Fund revenues, which are projected to increase in the current and budget year. Although it is anticipated that unassigned fund balance will increase as an absolute dollar amount, growth in the ratio to revenues is not expected as revenue will grow as well.

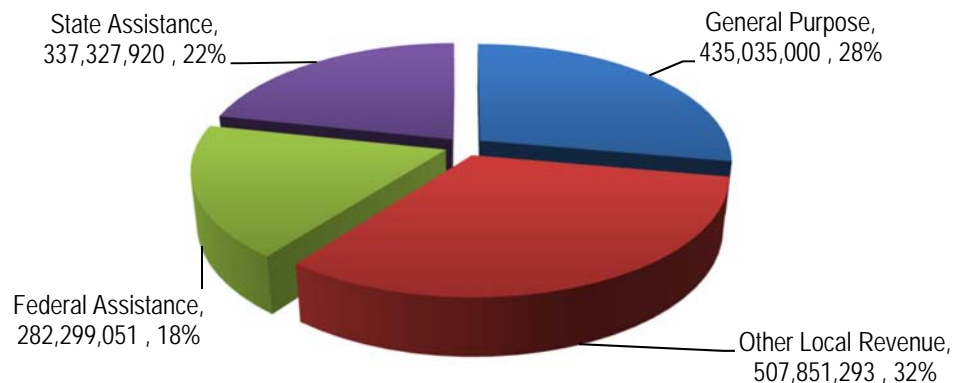
Unreserved/Unassigned Fund Balance (as of June 30)



General Fund Revenue and Appropriations

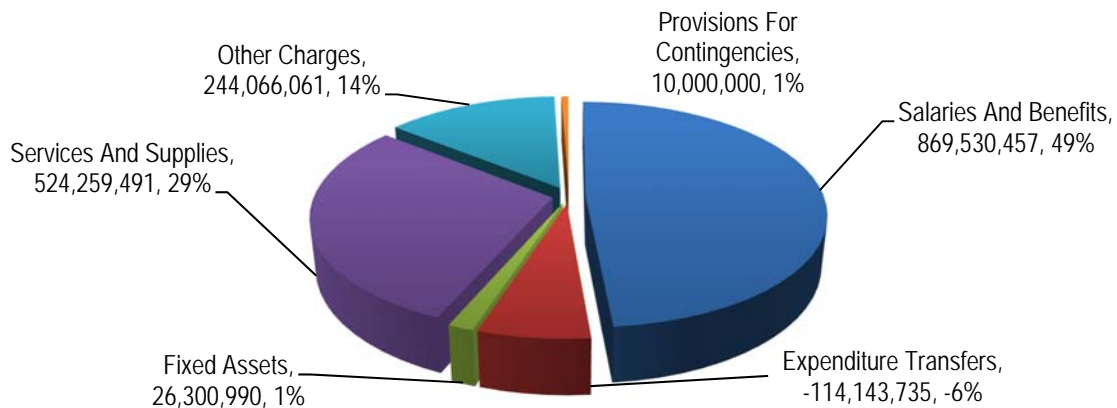
The County Summary Information available beginning on page 437 depicts history and recommendations for all revenue sources and uses for all County funds. The recommended General Fund budget of \$1.56 billion is supported by local, federal, and State resources. Almost half of the revenue, \$678.1 million, or 43.5%, is dependent upon State and federal allocations (very close to the 41.6% of last year). General Purpose revenue available from sources such as property tax and interest income is \$435.0 million, all but \$1.7 million (State revenue) is categorized as Other Local revenue. The remaining 'Other Local' revenue is generated primarily by fees, fines, and licenses. In the two fiscal years prior to 2007-08, the assessed valuations of the County's tax rolls had increased by double digits due to the strong housing market. The economic downturn slowed growth in assessed valuation and had reduced most revenue sources. This trend has turned around and the County is experiencing modest, yet consistent, revenue growth.

Total Revenues: \$1.563 Billion



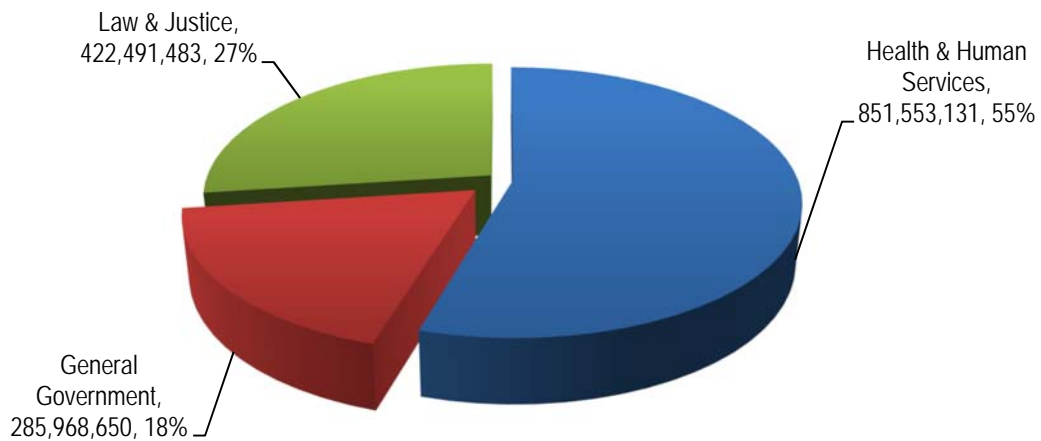
These revenue sources are used to fund programs throughout the County. All categories below are self-explanatory, except 'Other Charges', which includes contributions to other funds such as the Enterprise Funds and interest expense on bonds and other debt. The pie chart is used to show the size of the 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: \$1.560 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 2017-18 Recommended Budget. Distribution of resources has tracked very closely to these ratios for many years.

Distribution of Expenditures: \$1.560 Billion



Other County Funds

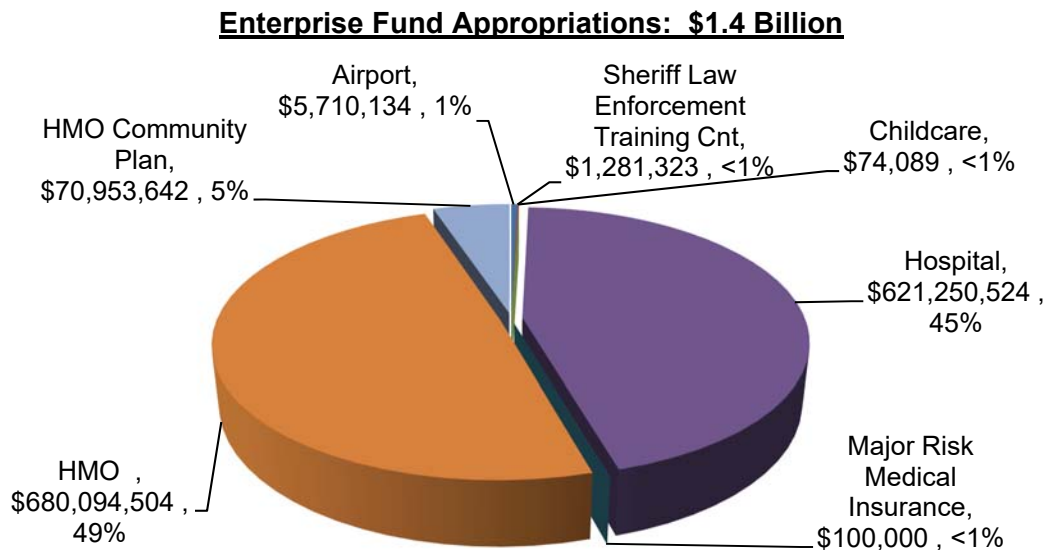
The County Summary Information beginning on page 437 depicts history and recommendations for all revenue sources and uses for all County funds. Of the \$3.5 billion represented, \$1.56 billion is within the General Fund and \$1.9 billion is from other funds. There are five County Enterprise funds, which make-up \$1.4 billion of the \$1.9 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.

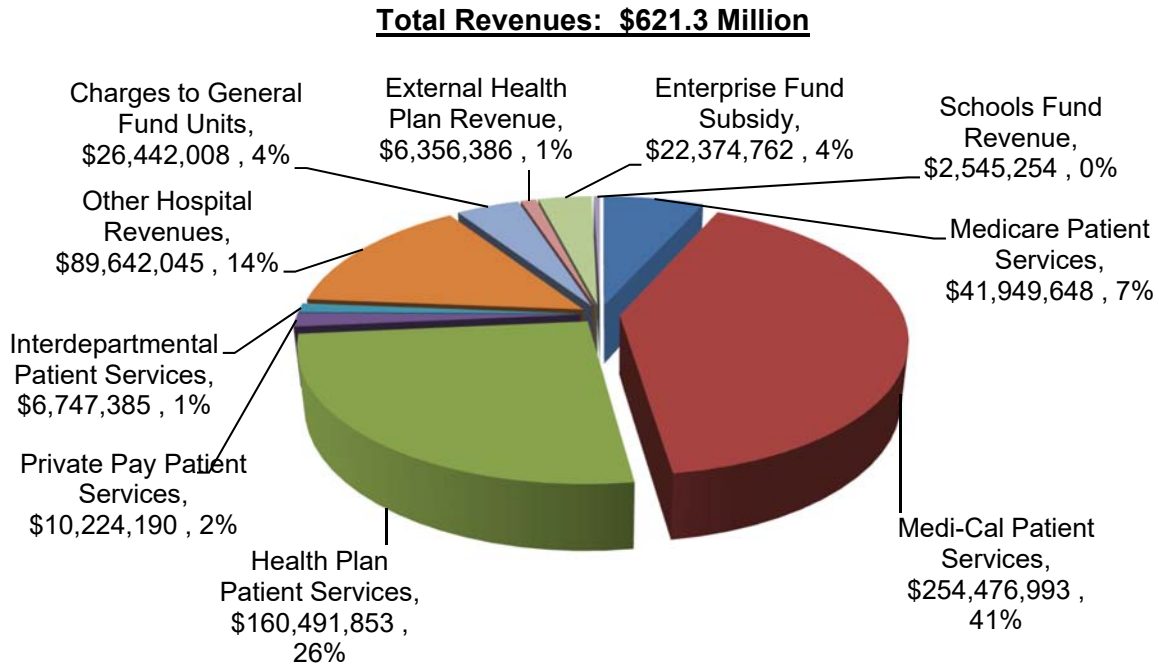
- 1) Hospital Enterprise, Page 251
- 2) HMO Enterprise, Page 257
- 3) HMO Enterprise-Community Plan, Page 260
- 4) Major Risk Medical Insurance, Page 263
- 5) Airport Enterprise, Page 172
- 6) Sheriff Law Enforcement Training Center, Page 411
- 7) Childcare Enterprise, Page 232

The total Recommended Budget for Enterprise Funds is \$1.4 billion.

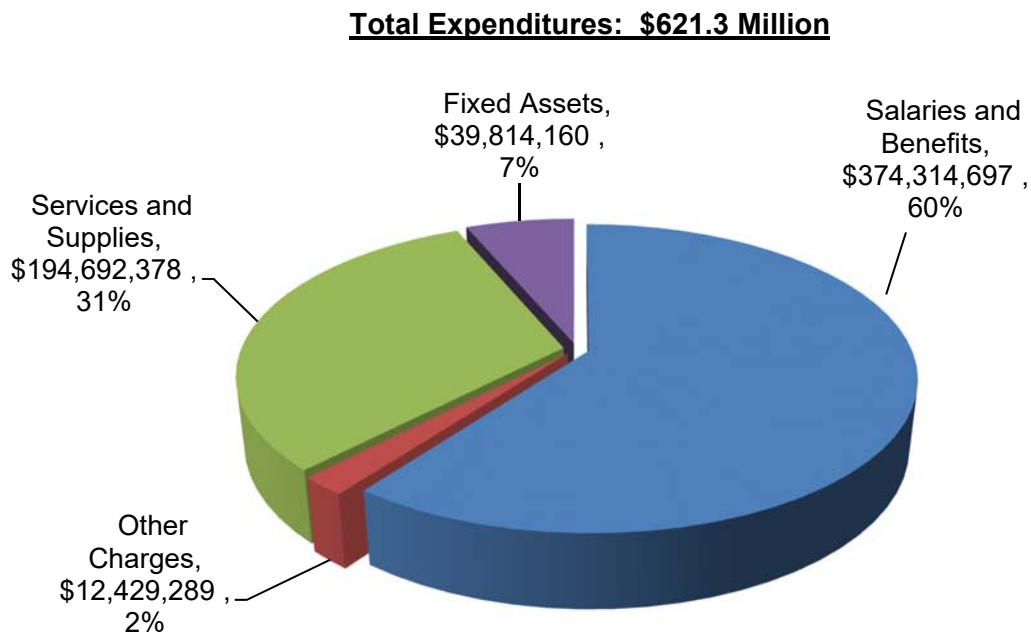


The largest of the Enterprise funds are the HMO Enterprise and Hospital Enterprise Funds. The HMO fund is used to account for all the premiums and expenditures related to Medi-Cal enrollees. The fund includes the Contra Costa Health Plan and Medi-Cal products. The Contra Costa Health Plan is a County-operated, 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,

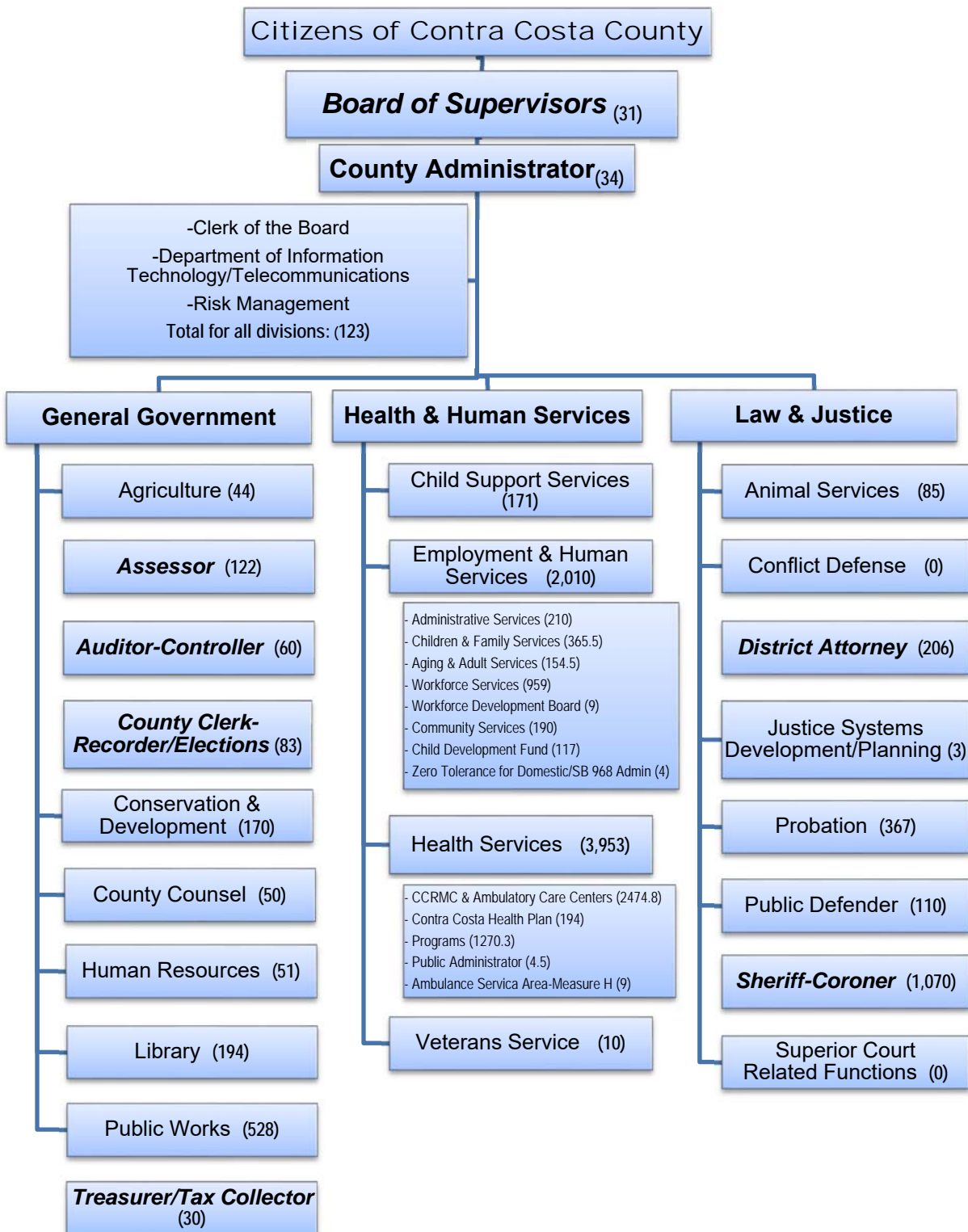
department-wide administration, and fixed assets. The following chart is of Hospital Enterprise Fund revenue.



The majority of the expense in this Fund, 60%, is for salaries and benefits costs to operate the hospitals and clinics.



ORGANIZATIONAL CHART OF CONTRA COSTA COUNTY

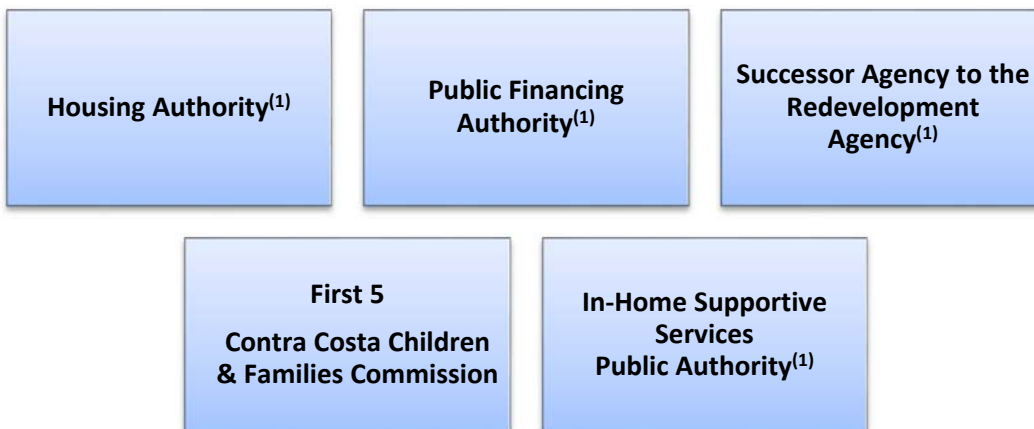


= Elected Officials (shown in functional area)
 = (Total FTE) per Recommended Budget

**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*

Affordable Housing Finance Committee	Agricultural Advisory Task Force	Airport Land Use Commission	Alamo-Lafayette Cemetery District	Alamo Municipal Advisory Council**	Alamo Police Services Advisory Committee (CSA P-2B)
Alcohol and Other Drugs Advisory Board	Area Agency on Aging (Advisory Council)	Arts & Cultures Commission	Assessment Appeals Board	Aviation Advisory Committee	Bay Point Municipal Advisory Council**
Bethel Island Municipal Advisory Council**	Bicycle Advisory Committee	Byron-Brentwood-Knightsen Union Cemetery District	Byron Municipal Advisory Council**	Central Contra Costa (County Connection) Transit Authority	Commission for Women
Community Corrections Partnership	CSA M-16 Citizens Advisory Committee	CSA P-2A Citizens Advisory Committee	CSA P-5 Citizens Advisory Committee	CSA P-6 Committee for Discovery Bay Zones	CCC Council on Homelessness
CCC Employees' Retirement Association (CCCERA)	CCC Fish & Wildlife	CCC Merit Board	CCC Treasury Oversight Commission	Contra Costa Centre Municipal Advisory Council**	Contra Costa Fire Protection District
Contra Costa Mosquito & Vector Control District	Contra Costa Resource Conservation District	County Planning Commission	Contra Costa Transit Authority	Crockett-Carquinez Fire Protection Commission	Developmental Disabilities Area Board
Diablo Municipal Advisory Council**	East Contra Costa Fire Protection District	East Contra Costa (Tri Delta Transit) Transit Authority	Economic Opportunity Council	El Sobrante Municipal Advisory Council**	Emergency Medical Care Committee
Equal Employment Opportunity Advisory Council	Family & Children's Trust Committee	Hazardous Materials Commission	Historical Landmarks Advisory Committee	Integrated Pest Management Advisory Commission	Iron Horse Corridor Management Commission
Juvenile Justice & Delinquency Commission	Keller Canyon Mitigation Fund Review Commission	Kensington Municipal Advisory Council**	Knightsen Town Advisory Council**	Library Commission	Local Enforcement Agency Independent Hearing Panel
Local Planning & Advisory Council for Early Care & Education	Managed Care Commission	Mental Health Commission	North Richmond Municipal Advisory Council**	North Richmond Waste & Recovery Mitigation Fee Commission	Oversight Board for Successor Agencies
Pacheco Municipal Advisory Council**	Public Law Library	Racial Justice Task Force	Rodeo R-10 Citizens Advisory Commission	Rodeo Redevelopment Agency	Rodeo Municipal Advisory Council**
	Sustainability Advisory Committee		Western Contra Costa (WestCAT) Transit Authority	Workforce Development Board	

*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. Information on each of these bodies may be found at <https://ca-contracostacounty2.civicplus.com/6408/Boards-and-Commissions-Database>.

**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 63.

ORGANIZATION OF THE RECOMMENDED BUDGET BOOK

This Fiscal Year 2017-18 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 2017-18 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 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.

FIRE DISTRICTS

Similar to the Departmental Budget Summaries, this section includes a variety of information about each of the two Fire Districts governed by the Board of Supervisors, 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 2017-18 Administrative and Program Goals.
- 8** This area summarizes recommended service additions and/or reductions by program.

General Fund	2015-16 Actual	2016-17 Budget	2017-18 Baseline	2017-18 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	

Overview



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.

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	

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.

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.



Administrative and Program Goals

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



2017-18 Program Modification List

Order	Reference to Mand/Disc List	Program Name	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

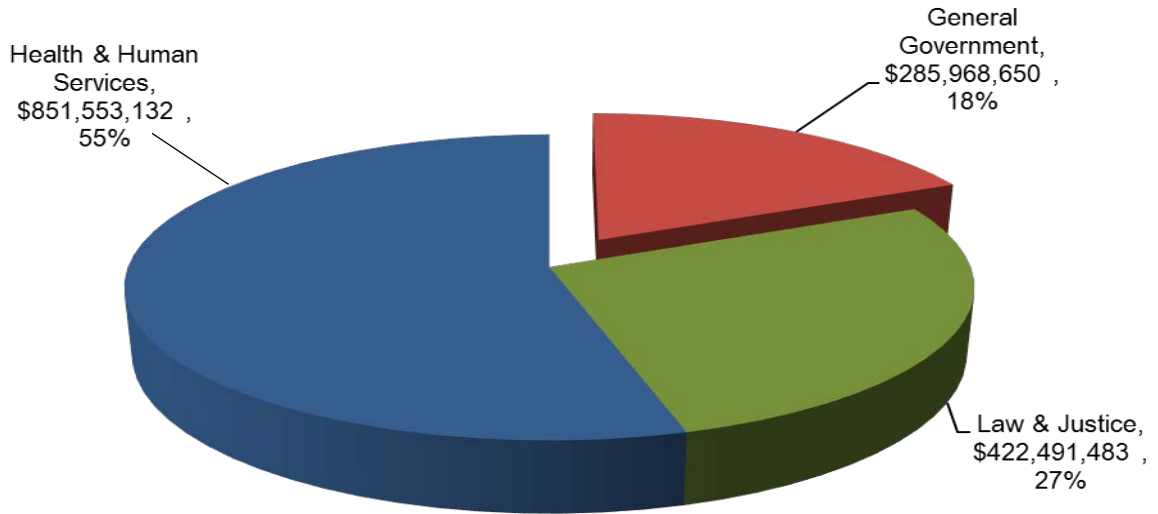
Administrator, County Counsel, Crockett/Rodeo Revenues, Debt Service, Department of Information Technology, Employee/Retiree Benefits, Human Resources, Public Works, and Treasurer-Tax Collector. (Some of departments may have non-General Fund activity as well.) The Recommended Net County Cost figure includes \$435.0 million in General Purpose Revenue.

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	120,553,309	143,896,791	150,338,163	151,638,281	1,300,118
Services And Supplies	136,343,722	178,717,737	151,746,867	152,431,839	684,972
Other Charges	43,190,232	43,084,619	42,714,784	50,714,784	8,000,000
Fixed Assets	11,785,759	23,428,365	19,021,545	19,021,545	0
Provisions For Contingencies	0	9,365,335	10,000,000	10,000,000	0
Expenditure Transfers	(86,994,342)	(93,090,639)	(96,675,357)	(97,837,799)	(1,162,442)
Expense Total	224,878,679	305,402,208	277,146,002	285,968,650	8,822,648
Revenue					
Other Local Revenue	560,061,751	554,934,788	584,702,287	585,407,484	705,197
Federal Assistance	7,146,907	13,214,914	14,232,773	14,232,773	0
State Assistance	6,998,220	4,464,411	5,071,226	5,084,145	12,919
Revenue Total	574,206,878	572,614,113	604,006,286	604,724,402	718,116
Net County Cost (NCC):	(349,328,198)	(267,211,905)	(326,860,284)	(318,755,752)	8,104,532
Allocated Positions (FTE)	1,066.9	1,080.4	1,085.5	1,107.5	22.0
Financial Indicators					
Salaries as % of Total Exp	54%	47%	54%	53%	
% Change in Total Exp		36%	(9%)	3%	
% Change in Total Rev		(0%)	5%	0%	
% Change in NCC		(24%)	22%	(2%)	
Compensation Information					
Permanent Salaries	66,508,492	81,882,879	85,847,425	86,360,619	513,194
Temporary Salaries	2,726,201	1,947,519	1,769,164	1,769,164	0
Permanent Overtime	1,421,933	997,758	1,129,523	1,129,523	0
Deferred Comp	724,746	1,034,506	1,173,487	1,165,526	(7,961)
Comp & SDI Recoveries	(333,563)	(298,671)	(285,230)	(285,230)	0
FICA/Medicare	5,081,746	6,042,506	6,575,642	6,667,229	91,587
Ret Exp-Pre 97 Retirees	251,519	309,399	302,240	302,240	0
Retirement Expense	21,701,549	25,306,683	27,143,347	27,532,296	388,949
Excess Retirement	25,646	0	0	0	0
Employee Group Insurance	9,291,162	13,462,043	13,268,275	13,538,648	270,373
Retiree Health Insurance	6,344,940	6,557,488	6,508,276	6,508,276	0
OPEB Pre-Pay	3,880,528	3,772,316	3,806,517	3,806,517	0
Unemployment Insurance	207,254	222,044	187,694	192,038	4,344
Workers Comp Insurance	2,721,157	2,746,311	2,911,803	2,951,435	39,632
Labor Received/Provided	0	(85,990)	0	0	0

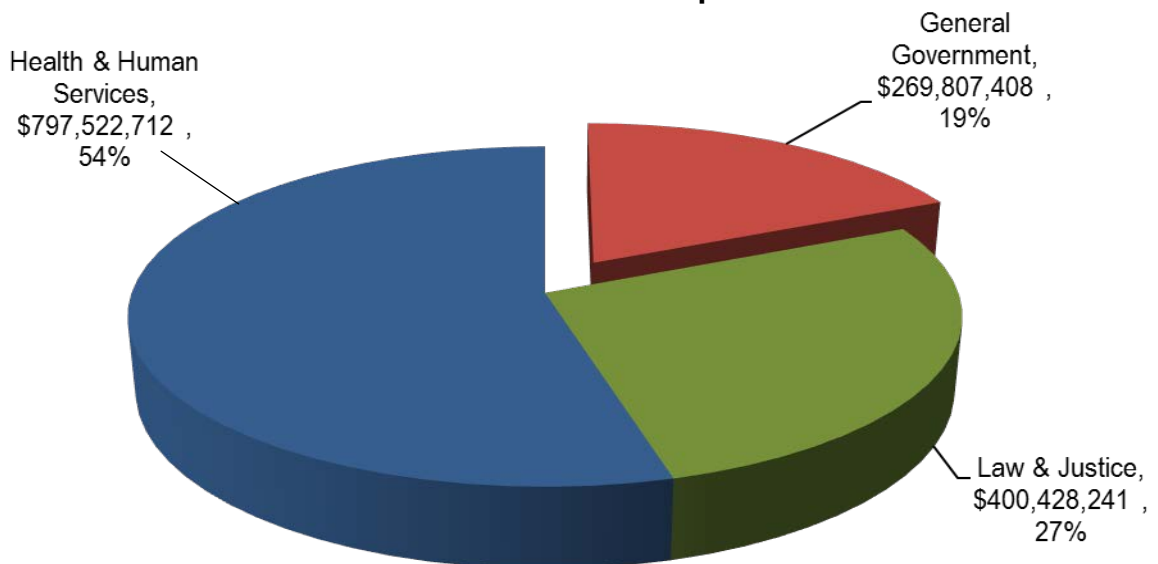
Functional Group Summary

General Government

FY 2017-18
Recommended General Fund Expenditures



FY 2016-17
Recommended General Fund Expenditures



Agriculture General Government

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	4,385,651	4,748,810	4,946,614	4,446,994	(499,620)
Services And Supplies	690,575	840,886	1,306,082	1,055,127	(250,955)
Other Charges	0	13,616	13,616	13,616	0
Fixed Assets	77,608	0	0	0	0
Expenditure Transfers	416,568	393,356	462,802	464,355	1,553
Expense Total	5,570,402	5,996,668	6,729,114	5,980,092	(749,022)
Revenue					
Other Local Revenue	657,026	1,082,258	1,082,258	1,094,762	12,504
State Assistance	2,642,836	2,666,411	2,666,411	2,679,330	12,919
Revenue Total	3,299,862	3,748,668	3,748,668	3,774,092	25,423
Net County Cost (NCC):	2,270,540	2,247,999	2,980,445	2,206,000	(774,445)
Allocated Positions (FTE)	40.6	40.6	44.2	44.2	0.0
Financial Indicators					
Salaries as % of Total Exp	79%	79%	74%	74%	
% Change in Total Exp		8%	12%	(11%)	
% Change in Total Rev		14%	0%	1%	
% Change in NCC		(1%)	33%	(26%)	
Compensation Information					
Permanent Salaries	2,667,694	2,878,617	3,060,599	2,740,990	(319,609)
Temporary Salaries	0	31,000	31,000	31,000	0
Permanent Overtime	10,126	0	0	0	0
Deferred Comp	25,245	30,300	38,280	30,319	(7,961)
FICA/Medicare	198,421	218,779	234,136	209,685	(24,451)
Ret Exp-Pre 97 Retirees	8,793	9,350	9,350	9,350	0
Retirement Expense	786,905	794,134	813,736	723,619	(90,117)
Employee Group Insurance	280,192	372,304	322,561	278,056	(44,505)
Retiree Health Insurance	193,059	191,448	208,104	208,104	0
OPEB Pre-Pay	104,588	104,588	104,588	104,588	0
Unemployment Insurance	8,067	7,768	6,733	6,029	(704)
Workers Comp Insurance	102,561	110,522	117,527	105,254	(12,273)

Department Description

The preceding table is a summary of expenditures, revenues and net County costs for five budget units administered by the Agriculture/Weights and Measures Department. Included are data for the following cost centers:

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

Agriculture

General Government

Major Department Responsibilities

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

Administration

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

The Agriculture Commissioner – Director of Weights and Measures position is currently vacant, but the department will be able to adjust to the demands with the support of an interim director. Additionally, the Department will be establishing a partnership with Alameda County to provide professional oversight while the Department is recruiting for a replacement.

Administration Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$1,728,614
Financing:		0
Net County Cost:		1,728,614
Funding Sources:		
General Fund	100.0%	1,728,614
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.

The Department increased the time the Permanent Intermittent pest detection staff. The increase will allow the pest detection staff to complete contract deliverables.

Agricultural Division Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$2,953,319
Financing:		2,842,669
Net County Cost:		110,651
Funding Sources:		
State	90.1%	\$2,661,660
Fees	4.5%	132,781
Interfund Revenue	1.0%	31,000
Other	0.5%	13,378
Forfeitures/Penalties	0.1%	3,850
General Fund	3.8%	110,651
FTE: 31.2		

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.

The Weights and Measures Division will adjust to the additional management and administration demands.

Weights and Measures Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$1,126,541	
Financing:	931,423	
Net County Cost:	195,118	
Funding Sources:		
State	1.6%	\$17,670
Fees	76.9%	865,753
Forf/Penalties	4.2%	48,000
General Fund	17.3%	195,118
FTE:	8.0	

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 the County has increased to an estimated \$14:\$1 ratio.

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

and education on critical nutrition issues including food security, childhood obesity and chronic disease prevention.

Cooperative Extension Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$171,618	
Financing:	0	
Net County Cost:	171,618	
Funding Sources:		
General Fund	100.0%	171,618
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). These revenue streams continue to be unstable. In order to prevent layoffs, the Department of Agriculture has held 3 senior level positions vacant, resulting in \$499,620 savings in salaries and benefits. The Department will continue this practice until the revenue streams stabilize.

The closure of the Pleasant Hill Library administration office has necessitated the relocation of the University of California Cooperative Extension. A new location has been identified which will result in a \$550,000 increase in annual occupant expense. The Agriculture Department will offset this increase by holding the aforementioned senior positions vacant and rent savings of \$100,000 from when the Department vacates the current facility.

The FY 2017-18 Recommended Budget for the Department of Agriculture is balanced while maintaining current service levels. The department is accommodating the increased overhead expenses by temporarily keeping key administrative positions vacant. The

Agriculture

General Government

department's professional staffs are able to maintain current service levels. The Department will contract with Alameda County to provide required professional oversight.

California Food and Agricultural Code (FAC) Section 224 (g) states that counties must maintain a certain level of County General Fund support of Agriculture Department. Any additional reductions may result in a reduction of unclaimed gas tax revenue.

Performance Measurement

- The Department inspects nurseries, farms, and other areas to monitor for the Light Brown Apple Moth to ensure it does not spread out of Contra Costa County, while keeping the lines of commerce open for local businesses.
- Although Contra Costa County is generally infested with the plant pathogen responsible for Sudden Oak Death (*Phytophthora ramorum*), Contra Costa's program, after intensive sampling, found all shipping nurseries in compliance and completely free of this pathogen. The pest free certification allows these nurseries to ship to un-infested areas within California and other States and Countries.
- The Department works to ensure that the Pest Detection program complies with the state's protocols by inviting the state to conduct training with staff, reworking all of the paperwork to better mirror the states program and checking the work of staff to ensure they are keeping their work up to the standards set by the state. The countywide pest detection program found 1 Oriental Fruit Fly which has a long list of fruit that it will infest. The Department also found 1 Gypsy Moth that when left unchecked, can defoliate entire forests. No new infestations of these insects have been found. The Department places and services 11 different types of exotic insect traps with a total of 5,819 individual traps.
- The Department currently has 2 staff members in the areas of Heavy Capacity

and Industrial Scales Inspection and is training additional staff to assist these programs. All Weights and Measures staff attends training for different aspects of Weights and Measures programs, including hearing and investigations, to keep them up with the ever changing industry.

- Staff performed 406 point-of-sale (Price Verification) inspections in 2016. 126 violation notices and 16 administrative actions were issued involving \$13,800 in fines.
- UCCE has many personal contacts with farmers in the form of farm visits, office visits, e-mails, and telephone calls. Organized or co-organized meetings and delivered presentations reaching over 1000 growers. Produced grower newsletters and authored or co-authored other grower oriented publications. Set up an Agricultural Resources website with a wealth of sound, science based information relevant to all aspects of growing crops in Contra Costa County.
- The UCCE Horticulture Program Coordinator trained and managed 257 Master Gardener volunteers who contributed 21,596 hours (valued by the Independent Sector at \$539,900) 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. The Master Gardener Program continues to increase its volunteer base and outreach into West and East County.
- The UCCE 4-H Youth Development Program trained and managed 200 volunteers, who deliver the program and in the process, donated an estimated 15,000 hours (valued at \$413,850), engaged and enrolled 573 youth in the yearlong 4-H program. Youth participating in 4-H are 1.6 times more likely to report better grades (B

or better), 1.8 times more likely to go to college and 3 times more likely to contribute to their communities. 4-H girls were 2 times more likely to have plans to pursue science careers versus non 4-H girls.

Engaged/educated future farmers and consumers on the importance of agriculture. For example, at the annual Contra Costa County fair, various 4-H educational presentations and exhibits reached over 4,000 individuals.

- The Canine Program continues to be a success. The two teams continue to work regionally in 12 Greater Bay Area counties at FedEx and UPS. The Canine Program continues to work in two U.S. Post Office facilities and will be working at more facilities in the future. The canine teams have successfully intercepted packages that could have severe economic impact to California's agriculture and environment in parcel facilities throughout the state.
- The Department has benefited the agriculture and horticultural communities. The Glassy-Winged Sharpshooter / Pierce's Disease Control Program continues to be a very successful program in Contra Costa County. The sharpshooter was eradicated in 2003 (only 5 pests were found at nurseries in 2016). Though there was some reduction in this state contract, increased program efficiencies has resulted in retaining the effectiveness of the program.
- The Department continues to work closely with the Integrated Pest Management (IPM) Coordinator to improve upon the county's pest management programs.
- The pest management program surveyed and/or treated 57 historically invasive noxious weed infested sites for the 18 target species of the program.
- Surveys were completed of 49 sites which were historically infested with Japanese Dodder, an A-rated parasitic weed. No new occurrences of this weed have been found for three consecutive years. The Department considers this pest to be eradicated from Contra Costa County.
- For the second year in a row, the department has received a CDFA contract to conduct a trapping program for Asian Citrus Psyllid (ACP). This relatively new pest of citrus already infests much of Southern California and has been found in three neighboring bay area counties. This insect pest has yet to be detected in Contra Costa County.
- The Department's pesticide use enforcement program involves inspections of operations by growers, pest control operators, agencies and others that use and store pesticides. The program involved 358 inspections and 36 investigations of alleged misuse or exposure. Education is a basic component of the enforcement program. Besides one-on-one interaction with many growers, operators and agencies. The department reached 574 individuals through 9 training sessions, some of which were given in Spanish.
- The Weights & Measures Division conducted 45 investigations last year and filed 36 administrative actions to correct the problems found. These actions serve to protect consumers and businesses in the county.
- UCCE Agriculture Program spearheaded an aggressive program which successfully eradicated Cherry Buckskin Disease from the county and received an IPM Achievement Award from the CA Dept. of Pesticide Regulation in recognition of this significant accomplishment. UCCE also developed a comprehensive management and grower education program for controlling another new cherry pest, the Spotted Wing Drosophila, preventing millions of dollars in loss to the county's \$2.6 million dollar cherry industry. The UCCE 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.
- UCCE Expanded Food and Nutrition Education Program provided 5,340 low-

Agriculture

General Government

income students, an average of 9 hours of nutrition education. 76% showed improvement in their diet quality. In addition, 295 low-income parents, with children, learned how to eat healthy on a limited budget. Evaluations showed that 88% of parents improved their nutrition habits and 76% improved their food budgeting practices. The Nutrition, Family, and Consumer Sciences Advisor contribute to other extension and research projects to address child obesity, chronic disease, and food insecurity to improve the health status of Contra Costa residents.

- The UCCE Urban Integrated Pest Management (IPM) Program, led by UC Cooperative Extension Urban IPM Advisor Andrew Sutherland, trained thousands of clients: including structural pest control operators, professional landscape managers, pest control advisers, urban agriculture practitioners, municipal staff, UC Master Gardeners and the general public about specific IPM strategies and tactics, invasive pest species awareness and preparation and urban surface water concerns related to pest management.
- The UCCE Urban Forestry Program organized 3 meetings in Contra Costa County focused on landscape trees maintenance during drought and participated in four other professional conferences. 257 professionals were educated on managing drought stress in trees, evaluating tree water-use and providing appropriate drought-conscious irrigation to preserve mature trees.

- Find efficiencies and new sources of funding for the noxious weed management program.
- Work with California Department of Food and Agriculture and other county agriculture departments to help improve the compliance at farmers markets so the public knows where their food is grown.
- Inform and help train growers and the pesticide industry on the changes in laws and regulations that will affect how they conduct their businesses within the county.
- Ensure staff is trained on inspecting the new commercial weighing and measuring devices so the department is prepared when they are used in Contra Costa County.
- Continue emphasis on gaining compliance with price verification within the county.
- Improve farming efficiencies by educating farmers on how to reduce costs and improve operations.
- 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.

Administrative and Program Goals

- Enforce regulations preventing the movement of the Light Brown Apple Moth and Sudden Oak Death to new locations in the county and state.
- Improve the effectiveness and efficiency of the department by adopting new technologies that are available to assist and improve the quality of the work.

**FY 2017-18
Program Modification List**

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	1	Administration	Administration	0.0	(\$499,620)	Savings attributed vacancy of administrative positions: the Commissioner, and the Deputy Commissions for Weights and Measures and Agriculture..
2	1	Administration	Service & Supplies	0.0	(\$250,955)	Reduction in the purchasing of small tool, & rodenticide. Savings from requested maintenance and rent in the new facility.
3	4	Cooperative extension	Expenditure Transfer	0.0	1,553	Small increase for vehicle costs. No major impact.
			Totals	0.0	(\$749,022)	

Agriculture
General Government

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	13,055,033	15,491,911	16,141,214	15,348,642	(792,572)
Services And Supplies	2,902,216	2,273,948	2,354,828	2,354,828	0
Other Charges	0	4,900	4,900	4,900	0
Fixed Assets	0	10,000	10,000	10,000	0
Expenditure Transfers	(173,442)	(248,575)	(248,270)	(248,270)	0
Expense Total	15,783,806	17,532,184	18,262,672	17,470,100	(792,572)
Revenue					
Other Local Revenue	1,118,654	1,532,184	1,470,100	1,470,100	0
Revenue Total	1,118,654	1,532,184	1,470,100	1,470,100	0
Net County Cost (NCC):	14,665,153	16,000,000	16,792,572	16,000,000	(792,572)
Allocated Positions (FTE)	122.0	122.0	122.0	122.0	0
Financial Indicators					
Salaries as % of Total Exp	83%	88%	88%	88%	
% Change in Total Exp		11%	4%	(4%)	
% Change in Total Rev		37%	(4%)	0%	
% Change in NCC		9%	5%	(5%)	
Compensation Information					
Permanent Salaries	7,083,585	8,742,509	9,239,731	8,447,159	(792,572)
Temporary Salaries	404,549	142,259	142,259	142,259	0
Permanent Overtime	4,573	15,000	15,000	15,000	0
Deferred Comp	73,293	97,560	120,540	120,540	0
Comp & SDI Recoveries	(42,568)	(9,120)	(9,120)	(9,120)	0
FICA/Medicare	537,805	666,968	707,318	707,318	0
Ret Exp-Pre 97 Retirees	27,342	41,027	41,027	41,027	0
Retirement Expense	2,446,526	2,790,705	2,934,692	2,934,692	0
Employee Group Insurance	1,036,407	1,500,467	1,435,024	1,435,024	0
Retiree Health Insurance	922,873	920,304	929,819	929,819	0
OPEB Pre-Pay	436,063	436,063	436,063	436,063	0
Unemployment Insurance	21,764	24,189	20,341	20,341	0
Workers Comp Insurance	102,821	123,980	128,519	128,519	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:	\$6,821,573	
Financing:	661,573	
Net County Cost:	6,160,000	
Funding Sources:		
Transfers	1.4%	\$95,584
Fees	4.2%	284,939
Prop. Tax Admin.	4.1%	281,050
General Fund	90.3%	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:	\$1,736,400	
Financing:	168,400	
Net County Cost:	1,568,000	
Funding Sources:		
Transfers	1.4%	\$24,330
Fees	4.2%	72,530
Prop. Tax Admin.	4.1%	71,540
General Fund	90.3%	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:	\$8,150,450	
Financing:	790,450	
Net County Cost:	7,360,000	
Funding Sources:		
Transfers	1.4%	\$114,204
Fees	4.2%	340,446
Prop. Tax Admin.	4.1%	335,800
General Fund	90.3%	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:	\$1,009,947	
Financing:	97,947	
Net County Cost:	912,000	
Funding Sources:		
Transfers	1.4%	\$14,151
Fees	4.2%	42,186
Prop. Tax Admin.	4.1%	41,610
General Fund	90.3%	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:	\$2,945,012	
Financing:	0	
Net Fund Cost:	2,945,012	
Funding Sources:		
Fund Balance	100.0%	\$2,945,012
Fund: 115100		

CAO's Recommendation

The baseline net County cost reflects a \$792,572 increase from the fiscal year 2016-17 budget. This increase is due in large part to estimated salary and benefit increases, information technology and building life cycle cost increases, and a reduction in charges for services and miscellaneous revenue.

The recommended net County cost reflects a decrease of \$792,572 which represents anticipated savings from vacant positions in fiscal year 2017-18.

The Assessor's Office has experienced a high level of turnover in the past few years resulting from resignations and retirements. The Department currently has 25 vacant positions out of 122 authorized positions, which represents a 20% 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

- Updated telecommunications cabling for higher speed and more efficient use of computer and network systems.
- Standards Division appraisal staff were trained on a wide variety of tasks and topics relating to change in ownership, tax-base transfers and exclusions, and how to prepare internal and State Board of Equalization reports.
- As part of an office re-model, the Department provided workstations that improved ergonomics and job functionality.

Assessor

General Government

- Migrated the Assessment Appeals Database from Access to SQL Server.
- Cross trained clerical staff to improve daily workflows and customer service. This ensured staff met deadlines during peak workloads in all divisions.
- Filled clerical vacancies in a variety of divisions to improve clerical support in the Department.
- Created multiple guides for appraisal staff in the Residential Division to promote consistency amongst all appraisal teams.

Administrative and Program Goals

- Automate the processing of supplemental property assessments resulting from the sale or transfer of property.
- Update the County's Geographic Information System (GIS) so that the Assessor's Office can use ESRI software to create parcel map pages within GIS. This will result in eliminating the redundancy of effort in drawing assessor parcel maps in both Microstation and GIS software applications.
- Review and update clerical processes and desk manuals for consistency amongst clerical staff throughout the Department.
- Automate the creation of the Direct Enrollment review files which will save staff time and reduce the potential for errors.
- Automate the assessment process of the Marine Division to reduce the amount of manual input of data by staff.

FY 2017-18 Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	1	Appraisal, Business and Support Services	Salaries and Benefits	0	(\$792,572)	Vacancy Factor - will require the department to manage the filling of unplanned staff vacancies in a manner that achieves the savings.
			Total	0.0	(\$792,572)	

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	6,589,569	7,612,305	7,898,613	8,165,613	267,000
Services And Supplies	1,995,127	2,064,057	2,149,748	2,149,748	0
Fixed Assets	8,414	0	0	0	0
Expenditure Transfers	(521,775)	(442,120)	(420,143)	(420,143)	0
Expense Total	8,071,335	9,234,242	9,628,218	9,895,218	267,000
Revenue					
Other Local Revenue	5,336,488	5,423,242	5,867,218	5,867,218	0
Revenue Total	5,336,488	5,423,242	5,867,218	5,867,218	0
Net County Cost (NCC):	2,734,847	3,811,000	3,761,000	4,028,000	267,000
Allocated Positions (FTE)	57.0	57.0	58.0	60.0	2.0
Financial Indicators					
Salaries as % of Total Exp	82%	82%	82%	83%	
% Change in Total Exp		14%	4%	3%	
% Change in Total Rev		2%	8%	0%	
% Change in NCC		39%	(1%)	7%	
Compensation Information					
Permanent Salaries	3,760,335	4,413,543	4,619,756	4,790,954	171,198
Temporary Salaries	56,327	125,000	125,000	125,000	0
Permanent Overtime	59,284	0	0	0	0
Deferred Comp	62,981	76,080	76,860	76,860	0
Comp & SDI Recoveries	(1,687)	(5,000)	(5,000)	(5,000)	0
FICA/Medicare	281,358	327,344	353,890	358,696	4,806
Ret Exp-Pre 97 Retirees	14,285	19,616	19,616	19,616	0
Retirement Expense	1,281,341	1,380,568	1,473,080	1,521,338	48,258
Excess Retirement	3,172	0	0	0	0
Employee Group Insurance	501,145	701,108	700,714	727,746	27,032
Retiree Health Insurance	297,732	296,340	257,178	257,178	0
OPEB Pre-Pay	232,184	232,184	232,184	232,184	0
Unemployment Insurance	11,144	11,925	10,177	11,083	906
Workers Comp Insurance	29,968	33,597	35,158	49,958	14,800

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, Payroll, 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

Description: To build the countywide tax roll and allocate and account for property tax apportionments and assessments for all jurisdictions in the county.

Property Tax Summary		
Level of Discretion:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$1,535,887
Financing:		1,577,234
Net County Cost:		(41,347)
Funding Sources:		
Fees	102.3%	\$1,570,876
Transfers	0.4%	6,358
General Fund	(2.7%)	(41,347)
FTE: 8.0		

Payroll

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

Payroll Summary		
Level of Discretion:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$2,124,215
Financing:		1,330,403
Net County Cost:		793,812
Funding Sources:		
Fees	46.1%	\$980,202
Transfers	16.5%	350,201
General Fund	37.4 %	793,812
FTE: 13.0		

General Accounting/Accounts Payable

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

Auditor-Controller General Government

General Accounting & Accounts Payable Summary		
Level of Discretion:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$2,192,524	
Financing:	2,872,650	
Net County Cost:	(680,126)	
Funding Sources:		
Fees	129.6%	\$2,842,530
Transfers	1.4%	30,120
General Fund	(31.0)%	(680,126)
FTE: 18.0		

and other governmental fiscal reports. To assist in the issuance and administration of the Tax and Revenue Anticipation Notes and other bond programs.

Special Accounting Summary		
Level of Discretion:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$576,755	
Financing:	181,226	
Net County Cost:	395,529	
Funding Sources:		
Fees	29.3%	\$169,167
Transfers	2.1%	12,059
General Fund	68.6%	395,529
FTE: 4.0		

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:	\$910,311	
Financing:	64,412	
Net County Cost:	845,899	
Funding Sources:		
Fees	5.9%	\$44,443
Transfers	2.1%	19,969
General Fund	93.0%	845,899
FTE: 6.0		

Administration/Systems

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

Administration & Systems Summary		
Level of Discretion:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$2,975,669	
Financing:	261,436	
Net County Cost:	2,714,233	
Funding Sources:		
Fees	8.7%	\$260,000
Transfers	0.1%	1,436
General Fund	91.2%	2,714,233
FTE: 11.0		

Special Accounting

Description: 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

Auditor-Controller General Government

Automated Systems Development (Non-General Fund)

The following budget units are included:

Automated Systems Development Revenue,
Automated Systems Development

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

Automated Systems Development		
Level of Discretion:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$200,000
Financing:		15,000
Net Fund Cost:		185,000
Funding Sources:		
Interest Earnings	7.5%	\$15,000
Fund Balance	92.5%	185,000
FTE:		0

CAO's Recommendation

Baseline Budget

The baseline net County cost represents a \$217,000 net increase over the FY 2016-17 Adjusted Budget. Salary and benefit costs reflect an increase of \$553,308. The addition of two new positions represent 48.2% of this increase. Negotiated Cost-of-Living-Adjustments, retirement benefits, and employee group insurance also contribute to the increase.

Revenues are estimated to increase overall by \$443,976, which will offset the anticipated \$21,977 decrease in expenditure transfers.

Recommended Budget

The County Administrator is recommending a net County increase by \$267,000, which reflects the addition of two (2) Systems Accountant positions. These positions will be critical in the

success of replacing the Department's Finance System.

The recommended net County cost of \$4,028,000 will provide funding necessary to maintain services in fiscal year 2017-18.

Performance Measurement

Complete the update of the Human Resources Payroll System.

The Office of the Auditor-Controller expects the PeopleSoft portion to be completed in June 2017.

Initiate the start of purchasing a new Finance System.

The project was delayed due to an unanticipated long-term absence of a key resource. The start of the implementation of this project is scheduled to begin in spring/summer of 2018.

Improve the stability of the Property Tax System.

The Land Information Steering Committee (LIS) is implementing an electronic, formal change request system to ensure proper protocols are followed.

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

The majority of work processes and procedures of the Accounts Payable unit have been reviewed and in some cases redesigned to increase efficiency. Documentation of the procedures and training of staff is ongoing.

Administrative and Program Goals

- Facilitate, as required by California law, the staffing of the single countywide oversight board to oversee the Successor Agencies in Contra Costa as they wind-down redevelopment activity.
- Prepare a CAFR that is in compliance with new GASB statement(s) requirements. There are five (5) statements to be

implemented; most notably No. 74-Financial Reporting for Postemployment Benefit Plans Other than Pension Plans and No. 77-Tax Abatement Disclosures.

- Complete the mandated audit of the clerk recorder for modernization, as required by state law.
- Provide training to county departments on preparing accounts payable documents.

**FY 2017-18
Program Modification List**

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	2	Administration & Systems	Salaries and Benefits	2.0	\$267,000	Add two (2) Systems Accountant Positions
			Total	2.0	\$267,000	

**Board of Supervisors
General Government**

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	3,898,958	4,235,964	4,565,995	4,565,995	0
Services And Supplies	1,719,770	3,219,887	2,606,492	2,606,492	0
Other Charges	89,162	534,307	311,817	311,817	0
Expenditure Transfers	87,394	61,750	(12,725)	(12,725)	0
Expense Total	5,795,285	8,051,909	7,471,579	7,471,579	0
Revenue					
Other Local Revenue	527,265	436,579	471,579	471,579	0
Revenue Total	527,265	436,579	471,579	471,579	0
Net County Cost (NCC):	5,268,020	7,615,330	7,000,000	7,000,000	0
Allocated Positions (FTE)	31.0	31.0	31.0	31.0	0
Financial Indicators					
Salaries as % of Total Exp	67%	53%	61%	61%	
% Change in Total Exp		39%	(7%)	0%	
% Change in Total Rev		(17%)	8%	0%	
% Change in NCC		45%	(8%)	0%	
Compensation Information					
Permanent Salaries	2,315,837	2,497,587	2,695,084	2,695,084	0
Temporary Salaries	9,700	77,000	77,000	77,000	0
Deferred Comp	95,178	99,960	100,470	100,470	0
FICA/Medicare	181,538	186,454	208,928	208,928	0
Ret Exp-Pre 97 Retirees	8,948	12,867	12,867	12,867	0
Retirement Expense	792,235	790,618	874,010	874,010	0
Employee Group Insurance	299,399	350,285	395,929	395,929	0
Retiree Health Insurance	84,359	101,484	76,341	76,341	0
OPEB Pre-Pay	56,268	56,268	56,268	56,268	0
Unemployment Insurance	5,401	6,649	6,008	6,008	0
Workers Comp Insurance	50,094	56,792	63,088	63,088	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:	\$7,285,579	
Financing:	321,579	
Net County Cost:	6,964,000	
Funding Sources:		
Intergovernmental	2.5%	\$210,000
Property Tax Admin	1.4%	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 (MAC) will be appropriated \$3,000 for FY 2017-18. 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 Mitg	100.0%	\$150,000

**Board Mitigation Program
(Non-General Fund)**

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

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

CAO's Recommendation

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

The County Administrator is recommending full funding of the Board of Supervisor's baseline budget. The difference in appropriations between prior year and current year is due to fund balance in Board Mitigation Programs. These funds will be added to FY 2017-18 at the end of the current fiscal year when amounts are known.

Salary and benefit costs are budgeted \$330,031 higher than the current year adjusted budget to account for anticipated cost-of-living increases, and increases in employee group insurance.

As has been budgeted in prior years, an expenditure transfer of CC Futures monies will offset costs of \$41,957 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 fiscal year 2017-18, it is anticipated that these monies will be depleted. 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	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Services And Supplies	754,237	1,768,500	1,500,000	1,500,000	0
Fixed Assets	10,454,992	20,147,465	17,550,000	17,550,000	0
Expenditure Transfers	(948,241)	(660,824)	(2,550,000)	(2,550,000)	0
Expense Total	10,260,988	21,255,141	16,500,000	16,500,000	0
Revenue					
Other Local Revenue	4,934,893	164,176	0	0	0
Revenue Total	4,934,893	164,176	0	0	0
Net County Cost (NCC):	5,326,096	21,090,965	16,500,000	16,500,000	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		107%	(22%)	0%	
% Change in Total Rev		(97%)	(100%)	0%	
% Change in NCC		296%	(22%)	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:	\$12,550,000	
Financing:	2,550,000	
Net County Cost:	10,000,000	
Funding Sources:		
Interdept Charges	20.3%	\$2,550,000
General Fund	79.7%	\$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 2017-18 baseline net County cost decreased by \$4,590,965 due to the elimination of restricted prior year fund balance that had been carried over in fiscal year 2016-17 for various capital projects.

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 the Facilities Lifecycle Improvement Program includes transfers and revenue totaling \$2,550,000 on a building cost-per-foot basis for future projects along with \$10,000,000 General Fund. The increase from the previous years' rate of \$750,000 was adopted by the Board of Supervisors – Finance Committee for fiscal year 2017-18.

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 2017-18.

For more detailed information on current County capital projects, please see page 490.

Central Support Services General Government

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	4,094,849	5,091,836	5,318,778	5,414,495	95,717
Services And Supplies	2,135,222	4,064,032	2,352,745	2,352,745	0
Other Charges	4,845,794	5,371,058	5,121,230	5,121,230	0
Fixed Assets	159,734	185,000	75,442	75,442	0
Expenditure Transfers	(124,947)	(25,000)	(25,000)	(25,000)	0
Expense Total	11,110,652	14,686,926	12,843,195	12,938,912	95,717
Revenue					
Other Local Revenue	4,918,006	5,668,054	5,877,892	6,052,712	174,820
State Assistance	27,945	40,000	43,200	43,200	0
Revenue Total	4,945,951	5,708,054	5,921,092	6,095,912	174,820
Net County Cost (NCC):	6,164,701	8,978,872	6,922,103	6,843,000	(79,103)
Allocated Positions (FTE)	42.5	43.5	43.5	43.5	0
Financial Indicators					
Salaries as % of Total Exp	37%	35%	41%	42%	
% Change in Total Exp		32%	(13%)	1%	
% Change in Total Rev		15%	4%	3%	
% Change in NCC		46%	(23%)	(1%)	
Compensation Information					
Permanent Salaries	2,302,492	2,952,345	3,130,068	3,190,706	60,638
Temporary Salaries	74,699	71,450	71,714	71,714	0
Permanent Overtime	330	0	0	0	0
Deferred Comp	31,140	46,440	47,340	47,340	0
Comp & SDI Recoveries	(3,128)	0	0	0	0
FICA/Medicare	172,988	225,322	239,450	244,113	4,663
Ret Exp-Pre 97 Retirees	8,728	10,557	10,557	10,557	0
Retirement Expense	783,443	897,781	986,708	1,024,683	37,975
Employee Group Insurance	355,922	526,264	466,172	452,593	(13,579)
Retiree Health Insurance	230,071	230,966	235,964	235,964	0
OPEB Pre-Pay	101,306	101,306	101,306	101,306	0
Unemployment Insurance	7,159	8,019	6,886	7,906	1,020
Workers Comp Insurance	29,698	21,386	22,613	27,613	5,000

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 budget reflects a decrease of \$71,600 eliminating prior year funding for a records management Venture Capital project. Salary and benefit costs increased by \$50,727 and services and supplies, including information technology and public works charges, increased by \$28,376. The net County cost increased by \$7,503.

The department eliminated one vacant Agenda Secretary position (\$79,103) to meet the recommended net County cost target for fiscal year 2017-18.

Impact: The recommended net County cost will provide a minimum level of general fund resources needed to maintain mandated services in fiscal year 2017-18.

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: 7.0		

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: There was no change. The level of appropriations reflects the anticipated County's share of LAFCO activity for fiscal year 2017-18. 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 2017-18. 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.

Central Support Services General Government

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

Adjustment: The baseline net County cost reflects a \$1,814,444 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.

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

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: No change.

Impact: The recommended net County cost will provide a minimum level of general fund resources needed to maintain mandated services in fiscal year 2017-18.

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: Salaries and benefits increased by \$186,007 and included a 3% cost of living increase. Interdepartmental charges increased by further \$22,931. These costs were offset by an increase in revenue transfers of \$208,938. The baseline net County cost reflected no change.

The recommended budget includes additional appropriations and revenues of \$174,820 to add one Assistant Risk Manager position to coordinate the County training program. These services are currently being performed by a County retiree.

Impact: The baseline net County cost of \$4,500,000 reflects the General Fund subsidy of the County Self-Insurance Funds for fiscal year

Merit Board Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$90,959	
Financing:	30,959	
Net County Cost:	60,000	
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.

Central Support Services

General Government

2017-18. All operating costs are reimbursed by revenue transfers from the County Self-Insurance Internal Service Funds.

Risk Management Summary			
Service:	Mandatory		
Level of Service:	Discretionary		
Expenditures:	\$10,275,728		
Financing:	5,775,728		
Net County Cost:	4,500,000		
Funding Sources:			
Liability & Benefit			
Fees	56.2%	\$5,775,728	
General Fund	43.8%	4,500,000	
FTE:	36.0		

balance that had been appropriated for the Northeast Antioch JPA.

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:	\$510,650		
Financing:	45,650		
Net County Cost:	465,000		
Funding Sources:			
Grants	8.9%	\$45,650	
General Fund	91.1%	465,000	

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 decreased by \$249,828 from the current year, reflecting the elimination of prior year fund

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 2017-18.

FY 2017-18 Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	1	Clerk of the Board	Salary & Benefits	(1.0)	(\$79,103)	Eliminate 1 Agenda Secretary position
2	6	Risk Management	Salary & Benefits	1.0	\$174,820	Add 1 Assistant Risk Manager – Training position
3	6	Risk Management	Revenue – Reimbursement Gov/Gov		\$174,820	Increased revenue transfer from Self-Insurance Internal Service Funds
			Total	0.0	(\$79,103)	

Clerk-Recorder-Elections Budget Summary

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	6,649,071	7,913,250	7,806,409	7,806,409	0
Services And Supplies	4,246,435	7,106,888	4,089,718	4,089,718	0
Other Charges	0	1,200	1,200	1,200	0
Fixed Assets	0	1,656,797	795,000	795,000	0
Expenditure Transfers	(3,213)	(2,052)	(2,511)	(2,511)	0
Expense Total	10,892,293	16,676,083	12,689,816	12,689,816	0
Revenue					
Other Local Revenue	6,037,810	9,104,673	7,689,816	7,689,816	0
Revenue Total	6,037,810	9,104,673	7,689,816	7,689,816	0
Net County Cost (NCC):	4,854,483	7,571,410	5,000,000	5,000,000	0
Allocated Positions (FTE)	72.5	71.5	71.5	71.5	0
Financial Indicators					
Salaries as % of Total Exp	61%	47%	62%	62%	
% Change in Total Exp		53%	(24%)	0%	
% Change in Total Rev		51%	(16%)	0%	
% Change in NCC		56%	(34%)	0%	
Compensation Information					
Permanent Salaries	3,464,280	4,419,653	4,335,323	4,335,323	0
Temporary Salaries	384,002	400,287	300,287	300,287	0
Permanent Overtime	29,104	86,000	46,000	46,000	0
Deferred Comp	40,437	72,060	75,330	75,330	0
Comp & SDI Recoveries	(17,314)	(23,500)	(23,500)	(23,500)	0
FICA/Medicare	278,945	331,337	351,256	351,256	0
Ret Exp-Pre 97 Retirees	13,044	13,486	13,486	13,486	0
Retirement Expense	1,170,609	1,327,278	1,435,356	1,435,356	0
Employee Group Insurance	531,535	869,329	831,518	831,518	0
Retiree Health Insurance	237,333	232,446	254,808	254,808	0
OPEB Pre-Pay	130,068	130,068	130,068	130,068	0
Unemployment Insurance	11,009	11,921	10,101	10,101	0
Workers Comp Insurance	376,019	42,885	46,375	46,375	0

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
 2350 Clerk-Recorder Administration
 2351 Elections Capital Replacement
 2353 Election Services
 2354 HAVA (Help America Vote Act)
 /Prop 41

0355 – Recorder

Recorder Modernization (budget unit 0353) is a non-General Fund budget unit that includes several restricted funds and is defined in a separate table on the following pages.

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, 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, equipment, staff and facilities to digitize and preserve documents, which must be maintained in perpetuity.
- Explore innovative ways to provide public access to documents, while preserving the confidential and/or restricted components of such documents.

Clerk-Recorder-Elections General Government

Elections

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	3,783,104	4,223,278	4,144,845	4,144,845	0
Services And Supplies	3,788,593	6,389,138	3,561,324	3,561,324	0
Fixed Assets	0	1,656,797	795,000	795,000	0
Expenditure Transfers	7,708	6,445	5,986	5,986	0
Expense Total	7,579,405	12,275,658	8,507,155	8,507,155	0
Revenue					
Other Local Revenue	464,081	3,526,023	2,022,615	2,022,615	0
Revenue Total	464,081	3,526,023	2,022,615	2,022,615	0
Net County Cost (NCC):	7,115,325	8,749,635	6,484,540	6,484,540	0
Allocated Positions (FTE)	33.5	33.5	33.5	33.5	0
Financial Indicators					
Salaries as % of Total Exp	50%	34%	49%	49%	
% Change in Total Exp		62%	(31%)	0%	
% Change in Total Rev		660%	(43%)	0%	
% Change in NCC		23%	(26%)	0%	
Compensation Information					
Permanent Salaries	1,922,438	2,300,419	2,300,687	2,300,687	0
Temporary Salaries	302,024	300,287	200,287	200,287	0
Permanent Overtime	28,843	82,000	42,000	42,000	0
Deferred Comp	26,981	36,360	38,130	38,130	0
Comp & SDI Recoveries	(17,314)	(15,000)	(15,000)	(15,000)	0
FICA/Medicare	161,177	167,800	184,131	184,131	0
Ret Exp-Pre 97 Retirees	7,329	5,782	5,782	5,782	0
Retirement Expense	656,423	700,141	762,516	762,516	0
Employee Group Insurance	264,783	414,216	382,446	382,446	0
Retiree Health Insurance	125,969	122,670	134,766	134,766	0
OPEB Pre-Pay	79,496	79,496	79,496	79,496	0
Unemployment Insurance	6,139	6,160	5,295	5,295	0
Workers Comp Insurance	218,817	22,947	24,310	24,310	0

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

- Conduct federal, state, county, local and district elections in an accurate and timely manner, according to State and federal law.
- Maximize opportunities for 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 groups, schools, and increase attention for under-represented groups.
- Process and verify initiative, referendum, and recall petitions.
- Issue and process returned vote-by-mail and provisional ballots, including signature verification.

Clerk-Recorder-Elections

General Government

- Prepare and mail sample ballot material for each election.
- Recruit and train election officers to staff polling places.
- Locate and inspect polling places, mitigate issues to meet Americans With Disabilities Act requirements.
- Maintain precinct and district file databases.

Elections Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$8,507,155
Financing:		2,022,615
Net County Cost:		6,484,540
Funding Sources:		
General Fund	76.2%	\$6,484,540
Candidate Fees	0.9%	80,000
Election Svc	15.4%	1,307,537
Misc. Svc	0.4%	30,000
Document Sales	0.2%	20,000
Interfund Rev	6.9%	585,078
FTE: 33.5		

Clerk-Recorder-Elections General Government

Recorder

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	2,865,967	3,689,972	3,661,564	3,661,564	0
Services And Supplies	457,842	717,750	528,394	528,394	0
Other Charges	0	1,200	1,200	1,200	0
Expenditure Transfers	(10,922)	(8,497)	(8,497)	(8,497)	0
Expense Total	3,312,888	4,400,425	4,182,661	4,182,661	0
Revenue					
Other Local Revenue	5,573,730	5,578,650	5,667,201	5,667,201	0
Revenue Total	5,573,730	5,578,650	5,667,201	5,667,201	0
Net County Cost (NCC):	(2,260,842)	(1,178,225)	(1,484,540)	(1,484,540)	0
Allocated Positions (FTE)	39.0	38.0	38.0	38.0	0
Financial Indicators					
Salaries as % of Total Exp	87%	84%	88%	88%	
% Change in Total Exp		33%	(5%)	0%	
% Change in Total Rev		0%	2%	0%	
% Change in NCC		(48%)	26%	0%	
Compensation Information					
Permanent Salaries	1,541,842	2,119,234	2,034,637	2,034,637	0
Temporary Salaries	81,977	100,000	100,000	100,000	0
Permanent Overtime	262	4,000	4,000	4,000	0
Deferred Comp	13,456	35,700	37,200	37,200	0
Comp & SDI Recoveries	0	(8,500)	(8,500)	(8,500)	0
FICA/Medicare	117,768	163,537	167,125	167,125	0
Ret Exp-Pre 97 Retirees	5,716	7,704	7,704	7,704	0
Retirement Expense	514,186	627,137	672,840	672,840	0
Employee Group Insurance	266,752	455,113	449,073	449,073	0
Retiree Health Insurance	111,364	109,776	120,042	120,042	0
OPEB Pre-Pay	50,572	50,572	50,572	50,572	0
Unemployment Insurance	4,870	5,761	4,806	4,806	0
Workers Comp Insurance	157,202	19,938	22,065	22,065	0

Clerk-Recorder-Elections

General Government

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

- Examine, record, file, image, index, archive, maintain, and preserve all official records; including vital records and those 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, Unlawful Detainer Assistants, and other responsibilities as designated by code.
- Produce, preserve, and maintain indices of all records held by the County Clerk-Recorder.

Clerk-Recorder Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$4,191,158
Financing:		5,675,698
Net County Cost:		(1,484,540)
Funding Sources:		
Fees	135.2%	\$5,667,201
Expenditure Trans	0.1%	8,497
General Fund	(35.3)	(1,484,540)
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	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	931,178	1,189,050	1,209,563	1,209,563	0
Services And Supplies	680,245	8,593,241	9,120,343	9,120,343	0
Other Charges	325,959	462,164	470,066	470,066	0
Fixed Assets	0	250,000	250,000	250,000	0
Expense Total	1,937,382	10,494,455	11,049,972	11,049,972	0
Revenue					
Other Local Revenue	1,969,188	1,645,000	1,755,000	1,755,000	0
Revenue Total	1,969,188	1,645,000	1,755,000	1,755,000	0
Net Fund Cost (NFC):	(31,805)	8,849,455	9,294,972	9,294,972	0
Allocated Positions (FTE)	11.0	11.0	11.0	11.0	0
Financial Indicators					
Salaries as % of Total Exp	48%	11%	11%	11%	
% Change in Total Exp		442%	5%	0%	
% Change in Total Rev		(16%)	7%	0%	
% Change in NFC		(27,924%)	5%	0%	
Compensation Information					
Permanent Salaries	514,749	634,753	649,450	649,450	0
Temporary Salaries	73	77,000	77,000	77,000	0
Permanent Overtime	0	1,000	1,000	1,000	0
Deferred Comp	3,570	6,420	14,880	14,880	0
FICA/Medicare	38,752	48,565	49,683	49,683	0
Ret Exp-Pre 97 Retirees	1,937	2,000	2,000	2,000	0
Retirement Expense	173,411	197,112	206,178	206,178	0
Employee Group Insurance	84,751	152,441	139,721	139,721	0
Retiree Health Insurance	48,120	47,225	47,225	47,225	0
OPEB Pre-Pay	14,438	14,438	14,438	14,438	0
Unemployment Insurance	1,543	1,690	1,429	1,429	0
Workers Comp Insurance	49,835	6,406	6,559	6,559	0

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

- Provide support, improvement, and operation of a modernized recording system; including infrastructure, technology, equipment, and staff to efficiently process, organize, maintain, preserve, and have official documents and records in the Clerk-

Recorder Division readily available to the public.

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

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Recorder Modernization, includes several restricted funds.

0353 - Recorder Modernization

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

The department appropriates fund balance each year, resulting in budgeted expenditures that appear higher than actual annual expenditures. Fund balance is restricted to future Recorder modernization projects.

The department decreased salaries and benefit costs by \$250,000 to meet the target figure. The reduced target should be attainable with salary savings that occur through historical staff turnover experience. Baseline revenues decreased from prior year appropriations by \$1,414,857, due to a reduction in election cost recovery from the November 2016 Presidential Election.

The department continues to collect and accumulate the Elections Capital Replacement surcharge. These funds are designated for major capital expenditures such as a new voting system, once suitable options are available. This long-term financial strategy is designed to minimize the impact of such a large capital expenditure on the General Fund and on cities and districts that use elections services. The Elections Division carries forward and re-budgets the balance of these funds each year to be used toward a replacement voting system.

The department will be conducting the June 2018 Gubernatorial Primary Election, which will include all County Executive offices, half of the Superior Court Judges, and two offices for members of the Board of Supervisors.

Jurisdictions that consolidate their elections with countywide elections pay their proportional share of the cost of their elections. The County must cover the remaining cost of County, State, and federal office elections, for which the department receives no reimbursement revenue.

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

Recorder Micrographics/Modernization/VRIP/Redaction/Electronic Recording Summary			
Service: Discretionary			
Level of Service: Mandatory			
Expenditures:			\$11,049,972
Financing:			1,755,000
Net Fund Cost:			9,294,972
Funding Sources:			
Fees	15.9%		\$1,755,000
Fund Balance	84.1%		9,294,972
FTE: 11.0			
Fund 110000			

CAO's Recommendation

Baseline expenditures decreased from the FY 2016/17 budgeted level by a net of \$3,986,267 primarily due to the reduced cost of conducting elections during the "odd-even" fiscal years of the four-year election cycle. The department has made progress in reducing elections processing costs. Modernization and streamlined election processes have reduced both expenditures and agency reimbursements for election services.

Performance Measurements

- The leadership team will review policies and procedures to implement efficiencies, and explore opportunities to improve services to the public.
- The Clerk-Recorder Division extended County Clerk service hours until 7:30 pm every Thursday during the months from June through September 2016. The division completed a total of 368 transactions during

Clerk-Recorder-Elections *General Government*

this time. This was a 120% increase in the number transactions over the summer of 2015.

- The Elections Division successfully prepared for and conducted the November 2016 Presidential General Election.
- The Elections Division introduced seven satellite Early Voting Centers across the county. These are conveniently located regional sites, where voters from anywhere in the county can vote or drop off their ballots.
- Since 2014, 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. Historically this task 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 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.
- The Elections Division recruited poll workers that assist with multiple elections. This results 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 Elections.
- Our “Vote-n-Go” program continues to be very successful. The Civic Engagement team developed and introduced this program in 2015. All City Clerk offices in the county and several County libraries provided secure ballot drop-off locations. Voters dropped off over 53,722 ballots at Vote-n-Go sites for November 2016. This was a 629% increase over June 2016.
- The Civic Engagement team applied for and was selected for a Keller Grant award, for their program to bring election and other department information to East County residents; some of whom find it difficult to come to Martinez. This program is still in development and early implementation stages.
- 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 continues to collect and accumulate the Elections Capital Replacement surcharge.
- The Clerk-Recorder Division institutionalized its cross-training program to increase personnel skills and enhance efficiencies. Staff have embraced the program from its inception, and continue to be enthusiastic. The Department is working to bring the same cross-training components to the Elections Division. The department has begun to share staff across Division lines during peak periods.
- The Department continues to work at the State and federal level on legislation and policies to benefit California and Contra Costa County, including potential reimbursement for State Election costs. The Department actively participates in Statewide, national, and international associations, including the California Association of Clerks and Election Officials (CACEO), County Recorder’s Association of California (CRAC), the national Elections Center, and (International Association of Government Officials (IGO), and National Association of County, Recorders, Assessors, and Clerks (NACRAC).
- The State has now suspended virtually all reimbursements for mandated election costs. (For Contra Costa, this could be more than \$500,000 per large election.) The Department continues to pursue reimbursement for services it provides, while performing some prior mandates

Clerk-Recorder-Elections

General Government

(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 and reduces public service.

- The department website experienced a 30% increase in total page views for 2016, compared to the last Presidential Election in 2012.
- The department has over 1,200 Facebook followers on its “Engage Contra Costa” Facebook page, with 350 estimated joining in 2016. The Department also had over 1,300 original views on YouTube in 2016 for its videos about poll worker recruitment and the steps it takes to process an election after Election Day.

Administrative and Program Goals

- Continue to implement policies and procedures to enhance customer service and offer additional opportunities to serve the public.
- Prepare for and conduct the June 2018 Gubernatorial Primary Election.
- Civic Engagement Program: continue to develop and implement the Voter Education and Engagement Outreach Program, approved by the Board of Supervisors in 2013. The objective is to reach out to the constituents of Contra Costa to engage and involve citizens to actively participate in their government, including voting and running for office, etc. With focus on underrepresented demographics, 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.
- 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 are currently no viable replacement solutions. Obsolete equipment issues exist across the country, with anticipation that these issues will be resolved in the next few years. The estimated cost of a new voting system is between \$5–\$10 million.
- Continue to collect and accumulate the Elections Capital Replacement surcharge for future replacement of the voting system and equipment.
- 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.
- The Department continues to seek new sources of revenue and areas of potential savings in the operations of both divisions.
- Improve and broaden the department’s electronic and social media presence, to reach Contra Costa citizens with easy to use, accessible information on the Department’s website and via social media venues such as Facebook, Twitter, etc. The focus will be on providing ongoing information throughout the year, not just during peak election time.

**Conservation and Development
General Government**

John Kopchik, Director

Land Development Fund Summary

Land Development Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	17,629,520	22,011,653	22,925,224	22,925,224	0
Services And Supplies	6,769,995	13,079,748	12,020,454	12,020,454	0
Other Charges	2,164,673	1,414,139	3,171,902	3,171,902	0
Fixed Assets	209,261	500,000	600,000	600,000	0
Expenditure Transfers	(4,037,238)	(5,393,663)	(5,785,465)	(5,785,465)	0
Expense Total	22,736,210	31,611,877	32,932,115	32,932,115	0
Revenue					
Other Local Revenue	25,366,211	31,611,877	32,932,115	32,932,115	0
Revenue Total	25,366,211	31,611,877	32,932,115	32,932,115	0
Net Fund Cost (NFC):	(2,630,001)	0	0	0	0
Allocated Positions (FTE)	166.0	168.0	168.0	168.0	0.0
Financial Indicators					
Salaries as % of Total Exp	78%	70%	70%	70%	
% Change in Total Exp		39%	4%	0%	
% Change in Total Rev		25%	4%	0%	
% Change in NFC		(100%)	0%	0%	
Compensation Information					
Permanent Salaries	10,235,198	13,169,230	13,755,613	13,755,613	0
Temporary Salaries	167,821	50,000	0	0	0
Permanent Overtime	5,488	0	0	0	0
Deferred Comp	90,225	146,880	170,460	170,460	0
Comp & SDI Recoveries	(19,735)	0	0	0	0
FICA/Medicare	762,430	994,327	1,052,451	1,052,451	0
Ret Exp-Pre 97 Retirees	39,683	45,066	45,066	45,066	0
Retirement Expense	3,554,273	4,090,324	4,393,398	4,393,398	0
Employee Group Insurance	1,303,544	1,985,213	1,971,617	1,971,617	0
Retiree Health Insurance	785,692	796,128	793,371	793,371	0
OPEB Pre-Pay	376,120	376,120	376,120	376,120	0
Unemployment Insurance	31,192	35,615	30,267	30,267	0
Workers Comp Insurance	297,588	322,750	336,861	336,861	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), which includes three major components of the Land Development Fund (112000)

0280 – Land Development Operations
0285 – Energy Upgrade California
0286 – Measure WW Grant Projects

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.

0280 – Land Development Operations includes:

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:	\$1,456,775		
Financing:	1,456,775		
Net Fund Cost:	\$0		
Funding Sources:			
Expenditure Transfers	85.2%	\$1,241,775	
Misc. Revenue	14.8%	215,000	
FTE: 2.0			

Current Planning

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

Current Planning Summary			
Service:	Mandatory		
Level of Service:	Discretionary		
Expenditures:	\$6,641,106		
Financing:	6,641,106		
Net Fund Cost:	0		
Funding Sources:			
Planning Services	100.0%	\$6,641,106	
FTE: 27.0			

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:	\$216,118		
Financing:	216,118		
Net Fund Cost:	\$0		
Funding Sources:			
Licenses/Permits	100.0%	\$216,118	
FTE: 1.0			

Conservation and Development

General Government

Water Planning/Habitat Conservancy

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

Water Planning Summary			
Service:	Discretionary		
Level of Service:	Discretionary		
Expenditures:	\$1,050,850		
Financing:	1,050,850		
Net Fund Cost:	0		
Funding Sources:			
Charges for Services	10.4%	\$	109,000
Misc. Revenue	89.6%		941,850
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:	\$1,690,845	
Financing:	1,690,845	
Net Fund Cost:	0	
Funding Sources:		
Licenses/Permits	77.6%	\$1,312,000
Charges for Services	14.5%	245,000
Misc. Revenue	7.9%	133,845
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:	\$2,135,900	
Financing:	2,135,900	
Net Fund Cost:	0	
Funding Sources:		
Charges for Services	70.2%	\$1,500,000
Misc. Revenue	29.8%	635,900
FTE: 5.0		

Conservation and Development General Government

Federal Programs, CDBG, Housing, Successor Agency

Description: Administer 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:	\$2,147,966		
Financing:	2,147,966		
Net Fund Cost:	0		
Funding Sources:			
Misc. Revenue	83.7%	\$1,797,966	
Charges for Services	16.3%	350,000	
FTE: 10.0			

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:	\$4,918,690		
Financing:	4,918,690		
Net Fund Cost:	0		
Funding Sources:			
Expenditure Transfers	99.4%	\$4,888,690	
Charges for Services	0.4%	20,000	
Misc. Revenue	0.2%	10,000	
FTE: 26.0			

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:	\$7,381,147		
Financing:	7,381,147		
Net Fund Cost:	0		
Funding Sources:			
Expenditure Transfers	21.6%	\$1,593,094	
Licenses/Permits	74.9%	5,525,000	
Misc. Revenue	3.5%	263,053	
FTE: 28.0			

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:	\$1,588,045	
Financing:	1,588,045	
Net Fund Cost:	0	
Funding Sources:		
Expenditure Transfers	6.0%	\$96,039
Licenses/Permits	71.3%	1,133,044
Charges for Services	18.5%	293,962
Misc. Revenue	4.2%	65,000
FTE: 11.0		

Weatherization

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

Weatherization Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$1,033,347	
Financing:	1,033,347	
Net Fund Cost:	0	
Funding Sources:		
Misc. Revenue	100.0%	\$1,033,347
FTE: 11.0		

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:	\$4,499,880	
Financing:	4,499,880	
Net Fund Cost:	0	
Funding Sources:		
Expenditure Transfers	55.5%	\$2,496,880
Licenses/Permits	44.5%	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:	\$30,000	
Financing:	30,000	
Net Fund Cost:	0	
Funding Sources:		
Licenses/Permits	100.0%	\$30,000

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	100.0%	\$11,531

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:		\$140,000
Financing:		140,000
Net Fund Cost:		0
Funding Sources:		
State DMV Fees	100.0%	\$140,000

Service Contracts/Satellite Locations

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

Service Contract/Satellite Locations Program Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$4,883,000
Financing:		4,883,000
Net Fund Cost:		0
Funding Sources:		
Expenditure Transfers	99.5%	\$4,860,000
Misc. Revenue	0.5%	23,000
FTE: 4.0		

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:	\$388,550	
Financing:	388,550	
Net Fund Cost:	0	
Funding Sources:		
Charges for Services	100.0%	\$388,550

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 Counties.

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	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	203,914	252,315	395,141	395,141	0
Services And Supplies	6,723,311	11,874,205	12,581,223	12,581,223	0
Other Charges	255,432	173,000	184,000	184,000	0
Expenditure Transfers	1,164,283	1,458,574	1,644,084	1,644,084	0
Expense Total	8,346,939	13,758,094	14,804,448	14,804,448	0
Revenue					
Other Local Revenue	1,951,391	1,556,900	1,571,228	1,571,228	0
Federal Assistance	6,177,165	10,967,704	12,448,220	12,448,220	0
Revenue Total	8,128,556	12,524,604	14,019,448	14,019,448	0
Net County Cost (NCC):	218,383	1,233,490	785,000	785,000	0
Allocated Positions (FTE)	1.0	2.0	2.0	2.0	0.0
Financial Indicators					
Salaries as % of Total Exp	2%	2%	3%	3%	
% Change in Total Exp		65%	8%	0%	
% Change in Total Rev		54%	12%	0%	
% Change in NCC		465%	(36%)	0%	
Compensation Information					
Permanent Salaries	132,301	170,395	269,714	269,714	0
Deferred Comp	0	0	2,820	2,820	0
FICA/Medicare	9,664	13,090	20,686	20,686	0
Ret Exp-Pre 97 Retirees	406	0	0	0	0
Retirement Expense	47,166	53,978	83,002	83,002	0
Employee Group Insurance	10,423	11,113	12,574	12,574	0
Unemployment Insurance	396	553	726	726	0
Workers Comp Insurance	3,559	3,186	5,619	5,619	0

General Fund Grant Programs

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

Non-Federal Grant Programs:

0580 – Keller Canyon Mitigation
0591 – Housing Rehabilitation

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

Conservation and Development

General Government

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:	\$1,400,000	
Financing:	1,400,000	
Net County Cost:	0	
Funding Sources:		
Charges for Svcs	100.0%	\$1,400,000

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 2016-17, DCD 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 2017-18, with an additional subsidy to expand economic development in the County.

Housing Rehabilitation & Sustainability Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$939,328	
Financing:	154,328	
Net County Cost:	785,000	
Funding Sources:		
Charges for Svcs	16.4%	\$154,328
General Fund	83.6%	785,000
FTE:	2.0	

3. HOPWA Grant

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

HOPWA Grant Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$1,360,410	
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.

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HUD Block Grant Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		\$6,766,422
Financing:		6,766,422
Net County Cost:		0
Funding Sources:		
Federal	100.0%	\$6,766,422

HUD Home Block Grant Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$3,752,288
Financing:		3,752,288
Net County Cost:		0
Funding Sources:		
Federal	99.5%	\$3,735,388
Misc. Rev	.5%	16,900

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:		\$586,000
Financing:		586,000
Net County Cost:		0
Funding Sources:		
Federal	100.0%	\$586,000

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.

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
- 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

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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:		\$150,000
Financing:		150,000
Net Fund Cost:		0
Funding Sources:		
Intergovernmental Rev	100.0%	\$150,000
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		

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:		\$1,782,830
Financing:		700,000
Net Fund Cost:		1,082,830
Funding Sources:		
Developer Fees	39.3%	\$700,000
Livable Com Fund	60.7%	1,082,830
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.

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HUD Neighborhood Stabilization Program Summary			
Service:	Discretionary		
Level of Service:	Discretionary		
Expenditures:	\$1,011,000		
Financing:	1,011,000		
Net Fund Cost:	0		
Funding Sources:			
Federal	100.0%	\$1,011,000	
Fund 111800			

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			

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:	\$10,702,000		
Financing:	10,702,000		
Net Fund Cost:	0		
Funding Sources:			
Other Revenue	100.0%	\$10,702,000	
Fund 115900			

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.

Private Activity Bond Summary			
Service:	Discretionary		
Level of Service:	Mandatory		
Expenditures:	\$1,112,682		
Financing:	1,112,682		
Net Fund Cost:	0		
Funding Sources:			
Other Revenue	100.0%	\$1,112,682	
Fund 111100			

7. HOME Investment Partnership Act

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

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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		

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:		\$2,843,500
Financing:		2,843,500
Net Fund Cost:		0
Funding Sources:		
Measure J	100.0%	\$2,843,500
Fund 110900		

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:		\$805,700
Financing:		805,700
Net Fund Cost:		0
Funding Sources:		
Federal	100.0%	\$805,700
Fund 134900		

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:		\$350,000
Financing:		350,000
Net Fund Cost:		0
Funding Sources:		
Misc. Revenue	100.0%	\$350,000
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 Budget of \$32,932,115 reflects an increase of \$1,320,238 over the current year budget. Salaries and benefits total \$22,925,224, an increase of \$913,571 over the current year. The increase can be primarily attributed the increase in retirement costs, anticipated negotiated salary increase, and the addition of two Information Services Assistant II's in FY 2016-17, for a new FTE total of 168 positions in the Land Development programs. The baseline/recommended amount for Service and Supplies is reduced from the current year by \$1,059,294, which reflects a shifting of charges to Other Charges for Measure WW Grant projects, as well as a reduction in professional contract services. Other Charges increase commensurately with the shift of costs previously under Services and Supplies. Also included is \$110,000 for general building

maintenance for the 30/40 Muir Road facility. The baseline amount for Fixed Assets increased by \$100,000 in anticipation of upgrading computer servers, phasing out aging computers, switching to wide screen monitors to support online plan check review, and replacing a high mileage vehicle. Expenditure Transfers and Revenues for land development are projected to continue their upward trend. Revenues for FY 2017-18 include approximately \$388,000 in energy upgrade grants and over \$3 million in Measure WW grants. These grant funds were included in FY 2016-17 budget, however projects to be supported by these two grants took off at a slow start so revenue was not realized. It is expected that these grants will be expended in FY 2017-18 because several of the Measure WW projects have been approved and are now underway. Also included is approximately \$29 million in a variety of land use projects and permitting activities.

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 \$14,804,448, an increase of \$1,046,354 from the current year budget. The increase is primarily due to an increase in federal HUD grants and an increase in Keller funds. The General Fund subsidy to the Department is increased by \$500,000 to a new target of \$785,000, of which \$285,000 is for the county sustainability program and \$500,000 is to support economic development activities. The General Fund programs include a total of 2 FTE.

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

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housing-related obligations and functions of the former Redevelopment Agency, now the Successor Agency.

Performance Measurements

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

The Successor Agency completed its tenth Recognized Obligation Payment Schedule (ROPS 16-17). The distribution of funds to taxing entities has increased to \$6.9 million for FY 16/17.

- **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.**

The County, as Housing Successor, released two separate Requests for Qualifications for housing assets in Bay Point and Rodeo. The Bay Point site is a Transit Oriented Development site near the Pittsburg/Bay Point BART Station. The Rodeo site is in the town center. Responses were due in late February 2017.

- **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 and 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.

Final guidelines were expected in 2016 but were not released. Staff will continue with this activity in 2017. The intricacies of this task may be increased in that LOS standards are included in our General Plan, which must be updated by 2020.

- **Coordinate with other County Departments on identifying financing opportunities for projects and programs to further the Climate Action Plan.**

This is an ongoing effort.

- **Conduct mid-term review of the Urban Limit Line as required under Measure L.**

The mid-term review of the Urban Limit Line was completed in December 2016 when the Board of Supervisors accepted DCD's report on the matter.

- **Begin exploring options for updating the County General Plan.**

Amendments to the General Plan and zoning ordinance were adopted by the Board in June 2016 to implement the requirements of Senate Bill 5 (2007) and related legislation regarding flood hazards.

- **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.**

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

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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 annual disposal level that equates to that amount or less.

Due to the reporting timeline, the Annual Reports submitted to the State at the beginning of each Fiscal Year actually demonstrate the diversion level for the prior Calendar Year. The County's Annual Report for 2015 was submitted in August of 2016 indicating that the County's actual PPD remained well under the target. Our 2015 PPD would be 2.7 using the State's default measurement calculation, however the County submitted an Annual Report with an alternative measurement of even less (2.4 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 2015 PPD is not expected until sometime in 2017.

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

The ship channel project did not receive federal funding in this fiscal year. Prior to receiving additional funding, the USACE must first process a "waiver request". It is anticipated that the Corps will complete a waiver request for Phase I of the ship channel by March 2017. The waiver request has the attention of Corps Head Quarters, and the County and Port of Stockton continue to advocate for additional funding to complete the navigation study.

- **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.

The Delta Protection Commission regularly meets and is continuing to educate the public (outside of the Delta) of what significant negative impacts the twin tunnels will have on the Delta's water quality and ecosystem. Several counties, including Contra Costa, have filed protests to the State Water Board for the tunnels application to change the point of diversion within the Delta. Contra Costa County has provided comments on the tunnels Final Environmental Impact Report/Study.

- **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.**

The County is participating in the preparation of an MOU that will coordinate the East County districts and agencies to sustainably manage groundwater in the Tracy Sub-basin.

- **Continue work to bring quarries identified 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.**

Three of the quarries within Contra Costa County were found to be in compliance with the State Surface, Mining and Reclamation Act (SMARA) and local Ordinance and one quarry remains in non-compliance to its land use permit. As of 2016, we did obtain adequate financial mechanisms for all quarries within the County to cover the cost of the reclamation. We anticipate a revised application in March of 2017 to rectify the non-compliance issues with the one non-compliant quarry.

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

DCD continues to explore this goal of on-line review and permitting for small land use applications.

- **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.**

DCD continues to work towards the preparation and draft of the Strategic Action Plan for the Contra Costa County Northern Waterfront Economic Development Initiative, which includes community engagement and outreach for awareness of opportunities along the waterfront.

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

DCD expedited the review of certain tree permit condition compliance to less than eight weeks.

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

DCD continues to make greater use of our automated permitting system – Accela Automation – and other IT systems to produce management reports and conduct operational analysis that assists the Department to improve services to the public. In FY 16-17, the Department used data from our IT systems to analyze ways to streamline our building permitting process, resulting in greater resources being allocated to reducing wait times for permit applicants needing County review of construction projects. Permit wait times were successfully reduced.

- **Develop and seek the Board's adoption of an ordinance to implement the 2016 California Building Code in the unincorporated area.**

In November 2016, the Board adopted an ordinance implementing the 2016 California Building Code, with local amendments.

- **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.**

DCD was able to successfully fill the recently created role of County Sustainability Coordinator by hiring a highly qualified candidate in mid-2016. The Sustainability Coordinator is actively seeking to expand the County's sustainability activities, in part by endeavoring to secure additional funds for this purpose.

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

One of the primary responsibilities of the recently hired Sustainability Coordinator is to coordinate the implementation of the Climate Action Plan among County departments, and it is currently underway.

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

During FY 16-17, DCD completed a memorandum of understanding with 14 cities within the County to conduct a Technical Study of Community Choice Energy. A Draft Study was completed in November 2016. The Draft Study evaluates several options for potentially implementing a Community Choice Energy program within the County. The Final Study is expected to

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be completed and presented to the Board in the spring of 2017.

- **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.**

The Weatherization Program served 298 clients and spent \$878,282 on their homes.

The Neighborhood Preservation Program provided \$337,312 to eight low-income homeowners for critical home repairs.

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

The Department issued 54 Mortgage Credit Certificates, totaling \$3,566,301.

- **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.**

The County was the conduit bond issuer for \$211 million in tax exempt bonds for affordable housing development. The Department also provided \$12.4 million in federal funds (HOME, CDBG, HOPWA and NSP) for affordable housing development. The tax exempt bonds and federal funds will support the development or rehabilitation of 635 affordable apartments.

- **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**

\$564,825 in CDBG funds were provided to non-profit agencies supporting over 24,000 low-income and homeless individuals and families.

\$303,912 in CDBG funds were provided to support economic development activities that trained and placed 33 low-income County residents in jobs and provided assistance to 155 microenterprises/small businesses.

\$490,840 in CDBG funds were provided to improve public facilities such as parks and other recreational facilities, senior centers, child care centers, and non-profit facilities that primarily serve low-income families.

\$1,443,188 of Keller Canyon grants were expended on 89 community projects/programs/initiatives.

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

Several onsite training opportunities for staff were provided.

- **Continue work on DCD intranet site.**

This is an ongoing effort.

- **Streamline DCD's electronic records management operations.**

DCD took the first step towards this goal by hiring our first in-house Information Systems Assistant I to assist in records management. Currently this task is being handled through contract services. DCD intends to slowly bring this work in-house for better efficiencies.

- **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**

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adopt strategic action plan and implementation program.

Continued stakeholder and community engagement efforts, as well as, outreach to national, regional, state, and local agencies:

Participated on the CCTA Expenditure Plan Advisory Committee advancing localized employment and consumer goods movement considerations; continuing collaboration with UC-Berkeley on an "Industrial Land and Jobs Study" resulting in ABAG's consideration of establishing Priority Production Areas; working with developers, brokers, international site selectors, and the Governor's Office of Business and Economic Development to promote the Northern Waterfront; recognized as a best practice by the Bay Area Council Economic Institute in their Roadmap for Economic Resilience: Bay Area Regional Economic Strategy publication.

Administrative and Program Goals

DCD has identified the following administrative and program goals for FY 2017-18:

- Seek ways to use technology to enhance customer service and improve the building permitting process
- Review building permit fees to ensure they are consistent with the cost of services provided.
- Provide the Board of Supervisors analysis and support to assist the Board in evaluating its options relating to Community Choice Energy.
- Continue efforts to implement the County's Climate Action Plan and other energy and sustainability programs.
- Work on the new Accessory Dwelling Unit Ordinance to comply with Government Code 65852.2, which requires ordinances to provide more flexibility for the establishment

of accessory dwelling units, specifically regarding setbacks and off-street parking.

- Present to the Board results of the study of allowing small farm animals on smaller residential parcels in the unincorporated County in spring 2017, including information relevant to preparing a County ordinance on small urban farm animals and recommendations for how these farm animals could be regulated; possibly prepare the ordinance for consideration by the Board in 2017.
- Work with other County departments in preparing and adopting permanent land use regulations addressing the cultivation, distribution, delivery and manufacturing of marijuana and marijuana products within the unincorporated areas of the County. According to the recently approved Adult Use of Marijuana Act or AUMA (Proposition 64), permanent regulations have to be adopted prior to the issuance of commercial marijuana licenses by the State, which is expected to start by the beginning of 2018.
- Review and implement new changes to the Surface Mining and Reclamation Act of 1975 (SMARA).
- Continue the promotion of the Northern Waterfront Economic Development Initiative as a national, regional and local effort and work towards drafting and implementation of a Draft Strategic Action Plan to bring diversified cluster-based economic development to Contra Costa County and its partner Cities to enable both the businesses and residents to prosper through employment growth. Phase 2 of the Initiative includes but is not limited to additional awareness by staff, community engagement, and partner collaboration meetings, targeting viable clusters and industries by networking and building relationships.
- Assist with the initiation of a Countywide Accessible Transit Study in cooperation with the Transportation, Water, and Infrastructure

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Committee and the Contra Costa Transportation Authority.

- Finalize the Complete Streets Policy implementation plan.
- Update the Airport Land Use Compatibility Plan.
- Seek funding and/or initiate active transportation corridor studies for the Iron Horse and Marsh Creek corridors.
- Work with the Contra Costa Transportation Authority on the Countywide Transportation Plan Update, Action Plan Update, and Transportation Expenditure Plan development in the event that a new sales tax is sought for the 2018 ballot.
- Finalize and adopt I-680/Treat Blvd Bicycle & Pedestrian Improvement Study.
- 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.
- Continue to position housing assets, formerly owned by the Redevelopment Agency, for development of residential and/or mixed use development. Designate developers for Bay Point and Rodeo sites based on responses from "Request for Qualifications/ Proposals" issued in December 2016.
- VMT vs LOS: As a result of the passage of SB 743 (2013), 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 and the County will engage in that process. The County and most of the cities maintain LOS in their guiding policies. Once the state releases final SB743 guidelines, staff needs to determine if subjecting applicants to both VMT and LOS impact analysis would present any problems. Final guidelines were expected in 2016 but were not released. Staff will continue with this activity in 2017.
- Coordinate with other County Departments on identifying financing opportunities for projects and programs to further the Climate Action Plan.
- Complete General Plan Amendment and rezoning of Byron Airport to support increased economic activity there.
- Review proposed options and budget 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-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.

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- Continue to pursue County safe school goals by engaging the State on the reform of school siting and school speed zone policies.
- Continue to 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.
- Work with Public Works on accepting and implementing recommendations of a third-party consultant on ways to improve functionality of Joint Billing System to achieve efficiency and greater usability.
- Continue to support staff by offering in-house training and staff development courses.
- Increase in-house scanning and indexing work and reduce reliance on contract services as a step towards better records management.

Contingency Reserve General Government

GENERAL FUND	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Provisions For Contingencies	0	9,365,335	10,000,000	10,000,000	0
Expense Total	0	9,365,335	10,000,000	10,000,000	0
Net County Cost (NCC):	0	9,365,335	10,000,000	10,000,000	0
Financial Indicators					
% Change in Total Exp		0%	7%	0%	
% Change in NCC		0%	7%	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:		\$10,000,000
Financing:		0
Net County Cost:		10,000,000
Funding Sources:		
General Fund	100.0%	\$10,000,000

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 \$10.0 million for FY 2017-18. 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	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	4,337,630	5,549,308	6,248,453	6,248,453	0
Services And Supplies	7,491,279	15,529,441	10,200,320	10,136,246	(64,074)
Other Charges	96	0	0	0	0
Fixed Assets	139,795	46,000	46,000	46,000	0
Expenditure Transfers	(349,535)	(283,608)	(293,950)	(293,950)	0
Expense Total	11,619,265	20,841,141	16,200,823	16,136,749	(64,074)
Revenue					
Other Local Revenue	7,371,897	8,037,658	8,445,134	8,445,134	0
State Assistance	0	0	631,615	631,615	0
Revenue Total	7,371,897	8,037,658	9,076,749	9,076,749	0
Net County Cost (NCC):	4,247,368	12,803,483	7,124,074	7,060,000	(64,074)
Allocated Positions (FTE)	33.0	33.5	34.0	34.0	0.0
Financial Indicators					
Salaries as % of Total Exp	37%	27%	39%	39%	
% Change in Total Exp		79%	(22%)	(0%)	
% Change in Total Rev		9%	13%	0%	
% Change in NCC		201%	(44%)	(1%)	
Compensation Information					
Permanent Salaries	2,570,122	3,515,129	3,915,519	3,915,519	0
Temporary Salaries	55,249	21,000	21,000	21,000	0
Permanent Overtime	77	0	0	0	0
Deferred Comp	34,370	53,268	67,087	67,087	0
FICA/Medicare	174,891	219,459	283,578	283,578	0
Ret Exp-Pre 97 Retirees	9,841	7,500	7,500	7,500	0
Retirement Expense	872,145	1,034,449	1,210,547	1,210,547	0
Employee Group Insurance	311,593	466,638	433,487	433,487	0
Retiree Health Insurance	176,153	181,224	170,232	170,232	0
OPEB Pre-Pay	103,872	103,872	103,872	103,872	0
Unemployment Insurance	7,948	8,855	6,579	6,579	0
Workers Comp Insurance	21,368	23,904	29,051	29,051	0
Labor Received/Provided	0	(85,990)	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

County Administrator General Government

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 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.

returning citizens and launched the Reentry Success Center and the Reentry Network of Services), the development of a countywide Ceasefire Program, the update of the County's Reentry Strategic Plan, the implementation of the County's Youth Justice Initiative, and the facilitation and data analysis services for the Racial Justice Task Force. Appropriations shown here include only those allocated to the ORJ and Community Programs provided throughout the County through various contracts; additional allocations are distributed among other County Departments, including: District Attorney, Health Services, Probation, Public Defender, and Sheriff.

County Administrator Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$6,352,834
Financing:		1,807,020
Net County Cost:		4,545,814
Funding Sources:		
Charges -	5.6%	\$354,360
Divisions & Depts		
Cable TV Frnchs	16.5%	1,045,737
Property Tax Adm	3.4%	219,225
PEG fees/Misc	2.9%	187,698
General Fund	71.6%	4,545,814
FTE: 24.6		

AB 109 Program/Administration		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$8,036,903
Financing:		7,086,903
Net County Cost:		950,000
Funding Sources:		
State Realignment		
(AB-109)	88.2%	\$7,086,903
General Fund	11.8%	950,000
FTE: 3.4		

AB 109 – Program/Administration

Description: Assembly Bill 109 transferred responsibility for supervising individuals convicted of specific low-level felony offenses from the California Department of Corrections and Rehabilitation to counties. This Act tasked local government at the county level with developing a new approach to reducing recidivism among this population. The County Administrator's Office, through the Office of Reentry and Justice (ORJ), established in January 2017, provides program evaluation, system planning and administrative support including staff to facilitate the Countywide program. The Office of Reentry and Justice (ORJ) oversees the AB 109-funded Community Programs (which provide housing, job training, mentoring, and family reunification services for

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.

County Administrator General Government

Labor Relations Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$2,040,962	
Financing:	476,776	
Net County Cost:	1,564,186	
Funding Sources:		
Charges -	23.4%	\$476,776
Divisions & Depts		
General Fund	76.6%	1,564,186
FTE: 6.0		

CAO's Recommendation

The fiscal year 2017-18 baseline net County cost decreased by \$5,679,409 from fiscal year 2016-17. The reduction reflects the elimination of restricted prior year fund balance of \$6,798,483 primarily from CATV franchise fees and AB-109 restricted revenue. Baseline costs for salaries and benefits increased by \$699,145 and includes a 3% cost of living increase. Operating costs, including interdepartmental charges and non-county professional services, increased by a further \$1,469,362. Revenue and expenditure transfers increased by \$1,049,433. The increase in operating costs and revenue primarily reflects the inclusion of the AB 109 – Office of Reentry and Justice, established in January 2017, in the CAO's operating budget for fiscal year 2017-18. Additionally, one Sr Management Analyst position and 90% of one Sr Deputy position was transferred from Administration to the Office of Reentry and Justice.

The recommended budget was cut by a further \$64,073 by reducing appropriations available for non-county professional services in order to meet the target net County cost figure.

The recommended net County cost of \$7,060,001 will provide the funding necessary to maintain services in fiscal year 2017-18.

Performance Measurements

County Administrator accomplishments during fiscal year 2016-17 include:

- On January 3, 2017, the CAO established the Office of Reentry and Justice as a pilot project of the County Administrator's Office to build on, align and formalize a cohesive structure for the County's advancement of its public safety realignment, reentry and justice initiatives. The Office of Reentry and Justice (ORJ) will oversee the AB 109-funded Community Programs (which provide housing, job training, mentoring, and family reunification services for returning citizens and launched the Reentry Success Center and the Reentry Network of Services), the development of a countywide Ceasefire Program, the update of the County's Reentry Strategic Plan, the implementation of the County's Youth Justice Initiative, and the facilitation and data analysis services for the Racial Justice Task Force.
- The County Budget has been structurally balanced for six years in a row. The County received the Government Finance Officers Association Distinguished Budget Presentation Award for each of those six years.
- The CAO's office has begun migrating to a new County budget system. The contract with Sherpa Government Solutions was approved by the Board of Supervisors in March 2016. Its Budget Formulation and Management Application (BFM) will replace the BRASS application that has been used by the County over the last 20 years. It is anticipated to be in use by County departments for the FY 2017-18 budget development beginning in January 2017.
- The County Administrator recommended and the Board approved the addition of 1,500 County jobs over the last five years. Several of these positions are key to the County's succession planning.

County Administrator General Government

- Began planning for new County Administration Building and for a new Emergency Operations Center that will open in 2020.
- Completed inaugural Contra Costa County CSAC Institute Credentialed California County Senior Executive and Credentialed California County Supervisor Program for 37 County Employees.

- 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.

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

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

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

FY 2017-18 Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	2	County Administrator	Services and Supplies	0.0	(\$64,074)	Reduction for non-County professional specialized services
			Total	0.0	(\$64,074)	

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	9,026,742	10,242,730	10,897,681	10,897,681	0
Services And Supplies	583,910	1,730,584	1,306,481	1,306,481	0
Fixed Assets	0	57,109	57,109	57,109	0
Expenditure Transfers	(3,916,899)	(4,654,206)	(4,576,373)	(4,576,373)	0
Expense Total	5,693,753	7,376,217	7,684,898	7,684,898	0
Revenue					
Other Local Revenue	4,273,927	3,776,217	4,684,898	4,684,898	0
Revenue Total	4,273,927	3,776,217	4,684,898	4,684,898	0
Net County Cost (NCC):	1,419,826	3,600,000	3,000,000	3,000,000	0
Allocated Positions (FTE)	50.0	50.0	50.0	50.0	0
Financial Indicators					
Salaries as % of Total Exp	159%	139%	142%	142%	
% Change in Total Exp		30%	4%	0%	
% Change in Total Rev		(12%)	24%	0%	
% Change in NCC		154%	(17%)	0%	
Compensation Information					
Permanent Salaries	5,602,395	6,442,307	6,823,895	6,823,895	0
Temporary Salaries	84,038	215,795	215,795	215,795	0
Permanent Overtime	47	0	0	0	0
Deferred Comp	38,981	41,940	50,400	50,400	0
FICA/Medicare	381,894	396,822	521,825	521,825	0
Ret Exp-Pre 97 Retirees	21,844	24,616	24,616	24,616	0
Retirement Expense	1,952,512	2,052,208	2,230,082	2,230,082	0
Employee Group Insurance	566,384	645,239	629,741	629,741	0
Retiree Health Insurance	171,350	198,753	168,991	168,991	0
OPEB Pre-Pay	76,360	76,360	76,360	76,360	0
Unemployment Insurance	17,054	17,054	15,026	15,026	0
Workers Comp Insurance	113,881	131,636	140,949	140,949	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:			\$6,999,350
Financing:			3,999,350
Net County Cost:			3,000,000
Funding Sources:			
Charges for Svc	54.0%	\$3,749,350	
Property Tax Admin	4.0%	250,000	
General Fund	42.0%	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:			\$2,178,015
Financing:			2,178,015
Net County Cost:			0
Funding Sources:			
Liability Trust Fund	100%	\$2,178,015	
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:			\$3,083,906
Financing:			3,083,906
Net County Cost:			0
Funding Sources:			
Charges for Svc	100%	\$3,083,906	
FTE: 16.0			

CAO's Recommendation

The baseline net County cost reflects a \$600,000 reduction from the fiscal year 2016-17 Adjusted Budget. This reduction reflects a one-time allocation for office upgrades to fund ergonomically functioning officers.

Salary and benefit costs are increasing by \$654,951 and are mainly due to increases in permanent and temporary salaries. Baseline cost for services and supplies reflect a reduction of \$424,103 in anticipation of salary and benefit increases.

Legal counsel and support services are anticipated, which result in an estimated increase of \$908,681 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 2017-18.

County Counsel

General Government

Performance Measurement

Continue to Provide Significant Legal Services to Assist the Fire District with the Implementation of New Emergency Ambulance Services

In 2016, the County Counsel's Office assisted the Contra Costa County Fire Protection District in implementing new emergency ambulance services. This office drafted and advised on policies and procedures allowing the Fire District to bill and collect emergency ambulance service fees and charges. This office also drafted Fire District contracts for physician services and consulting services related to the new emergency ambulance program. These services were in addition to ongoing legal services provided to the Fire District in 2016, including the negotiation of a joint community facilities agreement between the Fire District and the City of Pittsburg, an energy services contract for the installation of alternative energy facilities at Fire District stations, and a variety of other agreements. This office also drafted the Fire District fire code, which was adopted by the Board on November 1, 2016.

Address Legal Issues Associated with the Increasing Prevalence of Alternative Energy Technologies

In 2016, the County Counsel's Office worked with the Department of Conservation and Development to address legal issues associated with the increasing prevalence of alternative energy technologies. This office worked with the department on PACE (Property Assessed Clean Energy) financing and related legal transactions. PACE financing is a method of providing loans to property owners to finance permanent energy efficiency improvements on real property.

Provide Additional Services to the Department of Conservation and Development that are Associated with the Implementation and Regulation of Medical Marijuana

In October 2015, voters passed the Medical Marijuana Regulation and Safety Act (MMRSA), to regulate the cultivation, dispensing, manufacturing, distribution, and transportation of

medical marijuana. In November 2016, voters passed the Control, Regulate, and Tax Adult use of Marijuana Act (AUMA), a statewide measure to legalize the recreational use of marijuana. This office provided legal services to the Department of Conservation and Development related to the implementation of these laws, including drafting two interim urgency ordinances to prohibit the cultivation and delivery of medical marijuana. This office also participated in a multi-departmental task force established to address the implementation of these state laws.

Administrative and Program Goals

Address Legal Issues Associated with Repeal or Modification of the Affordable Care Act

Congress and the President are currently considering the repeal and/or amendment of the Affordable Care Act. Changes to this federal law may have a dramatic impact on the County's ability to provide medical services to indigent County residents, including children. The County Counsel's Office expects to provide legal services to the Health Services Department and the County Administrator's Office associated with the County's state mandated obligations to provide medical care to indigent individuals at a time when federal funding and requirements for indigent medical care are highly uncertain.

Continue to Address Productivity and Space Issues Associated with Obsolete Physical Plant

This department occupies three floors of the County Administration Building in downtown Martinez. As the physical plant continues to deteriorate (inoperable elevators and doors, doors and inadequate heating, cooling and electrical systems), our goal is to maximize staff productivity and usable space of this aging facility and enhance office-wide emergency preparedness and evacuation planning.

County Counsel

General Government

Continue to Support the Health Services Department through Refining and Expanding Legal Services for Assisted Out Patient Treatment/Laura's Law

In the second year of this new program, the County Counsel's Office expects to continue refining its strategies, procedures, and advocacy to further assist the Department with referrals, investigation practices, and court filings. To achieve this, the County Counsel's Office anticipates devoting additional staff to these services and ensuring that a broad group of attorneys is trained in providing these services. The Office also will endeavor to streamline interactions between the Department, branches of the Superior Court, and other stakeholders.

Crockett/Rodeo Revenues General Government

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Services And Supplies	207,518	456,000	276,000	276,000	0
Other Charges	275,082	284,000	284,000	284,000	0
Expense Total	482,600	740,000	560,000	560,000	0
Net County Cost (NCC):	482,600	740,000	560,000	560,000	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		53%	(24%)	0%	
% Change in NCC		53%	(24%)	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 \$180,000 from FY 2016-17. Prior year fund balance in the amount of \$180,000 was eliminated from the baseline budget for FY 2017-18. 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	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Revenue					
Other Local Revenue	2,640,821	2,500,000	2,500,000	2,500,000	0
State Assistance	32,834	0	0	0	0
Revenue Total	2,673,654	2,500,000	2,500,000	2,500,000	0
Net County Cost (NCC):	(2,673,654)	(2,500,000)	(2,500,000)	(2,500,000)	0
Financial Indicators					
% Change in Total Rev		(6%)	0%	0%	
% Change in NCC		(6%)	0%	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:	\$40,116,401	
Financing:	40,116,401	
Net Fund Cost:	0	
Funding Sources:		
Use of Money	0.0%	\$1,500
Transfers	100.0%	40,114,901

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 exchange agreement's allocation of ad valorem property tax exchange agreement revenues to the County in FY 2014-15; however, the strategy was ultimately unsuccessful and DMC closed in 2015. Although unbudgeted, the County actually received \$2.7 million in FY 2015-16 per the terms of a revised exchange agreement. Pursuant to County policy, the funds were transferred to the general fund reserve at year-end. The County will receive an ad valorem property tax of approximately \$2.5 to \$3.5 million in FY 2016-17 from this source and each year thereafter until the agreement is fulfilled approximately FY 2023-24. Each year's property tax exchange 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. Expenditures in this fund were \$68.4 million in FY 2013-14 and dropped to \$35.4 million in FY 2014-15 as a result of paying off the 2002 pension obligation bonds. UAAL Bond fund expenses have grown according to the debt services schedule since FY 2014-15. The total payment will increase by approximately 4.2% each year until the bonds are fully paid in 2022. The FY 2021-22 principal and interest payment will be \$47.4 million.

We do not anticipate issuing Tax Revenue Anticipation Notes (TRANS) in FY 2017-18.

For detailed information of the County's overall current debt position, please see page 496.

Debt Service
General Government

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

Department of Information Technology Summary

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	9,634,552	11,924,285	12,344,939	12,344,939	0
Services And Supplies	11,134,213	12,881,399	12,627,341	12,627,341	0
Other Charges	1,654,153	1,748,407	1,945,444	1,945,444	0
Fixed Assets	162,196	148,000	0	0	0
Expenditure Transfers	(14,859,508)	(17,734,919)	(17,675,500)	(17,675,500)	0
Expense Total	7,725,606	8,967,172	9,242,224	9,242,224	0
Revenue					
Other Local Revenue	7,873,319	8,812,172	9,147,224	9,147,224	0
Revenue Total	7,873,319	8,812,172	9,147,224	9,147,224	0
Net County Cost (NCC):	(147,713)	155,000	95,000	95,000	0
Allocated Positions (FTE)	78.0	78.0	79.1	79.1	0.0
Financial Indicators					
Salaries as % of Total Exp	125%	133%	134%	134%	
% Change in Total Exp		16%	3%	0%	
% Change in Total Rev		12%	4%	0%	
% Change in NCC		(205%)	(39%)	0%	
Compensation Information					
Permanent Salaries	5,264,527	6,846,572	7,144,047	7,144,047	0
Temporary Salaries	286,462	115,000	70,000	70,000	0
Permanent Overtime	141,048	112,000	112,000	112,000	0
Deferred Comp	53,960	85,140	91,560	91,560	0
Comp & SDI Recoveries	(2,320)	0	0	0	0
FICA/Medicare	415,381	514,028	546,504	546,504	0
Ret Exp-Pre 97 Retirees	19,833	28,108	20,949	20,949	0
Retirement Expense	1,774,870	2,125,569	2,286,979	2,286,979	0
Excess Retirement	18,918	0	0	0	0
Employee Group Insurance	738,166	1,072,016	1,114,237	1,114,237	0
Retiree Health Insurance	539,313	629,222	561,883	561,883	0
OPEB Pre-Pay	313,440	313,440	313,440	313,440	0
Unemployment Insurance	17,129	18,447	15,733	15,733	0
Workers Comp Insurance	53,826	64,743	67,608	67,608	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

Department of Information Technology
General Government

Information Technology Budget

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	7,181,858	9,141,778	9,354,870	9,354,870	0
Services And Supplies	4,297,832	6,463,662	6,563,227	6,563,227	0
Other Charges	1,141,293	1,222,511	1,287,475	1,287,475	0
Fixed Assets	108,220	100,000	0	0	0
Expenditure Transfers	(9,592,815)	(12,042,828)	(12,479,710)	(12,479,710)	0
Expense Total	3,136,387	4,885,123	4,725,862	4,725,862	0
Revenue					
Other Local Revenue	3,305,010	4,825,123	4,725,862	4,725,862	0
Revenue Total	3,305,010	4,825,123	4,725,862	4,725,862	0
Net County Cost (NCC):	(168,623)	60,000	0	0	0
Allocated Positions (FTE)	58.3	58.3	58.3	58.3	0.0
Financial Indicators					
Salaries as % of Total Exp	229%	187%	198%	198%	
% Change in Total Exp		56%	(3%)	0%	
% Change in Total Rev		46%	(2%)	0%	
% Change in NCC		(136%)	(100%)	0%	
Compensation Information					
Permanent Salaries	3,882,247	5,274,441	5,428,575	5,428,575	0
Temporary Salaries	284,058	110,000	70,000	70,000	0
Permanent Overtime	14,946	0	0	0	0
Deferred Comp	44,240	71,520	76,140	76,140	0
Comp & SDI Recoveries	(2,320)	0	0	0	0
FICA/Medicare	307,426	393,832	415,274	415,274	0
Ret Exp-Pre 97 Retirees	14,800	21,522	15,869	15,869	0
Retirement Expense	1,330,102	1,622,965	1,728,277	1,728,277	0
Excess Retirement	18,918	0	0	0	0
Employee Group Insurance	530,905	799,906	841,360	841,360	0
Retiree Health Insurance	443,885	522,876	455,387	455,387	0
OPEB Pre-Pay	257,248	257,248	257,248	257,248	0
Unemployment Insurance	12,606	14,220	11,955	11,955	0
Workers Comp Insurance	42,797	53,248	54,785	54,785	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:	\$17,205,572	
Financing:	17,205,572	
Net County Cost:	0	
Funding Sources:		
User Fees	100.0%	\$17,205,572
FTE:	58.3	

Major Department Responsibilities

The Department of Information Technology provides a full range of computer data management, countywide public safety radio and 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.

Administration

Description: Provides department accounting and administrative services. Provides a Customer Service Center and an Electronic Government Liaison to coordinate countywide internet efforts.

Administration Summary		
Level of Discretion:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$712,693	
Financing:	712,693	
Net County Cost:	0	
Funding Sources:		
Charges for Svcs	100.0%	\$712,963
FTE:	11.0	

Information Security

Description: Maintains information security including the Information Security Awareness, Risk Assessment, and Business Resumption Programs.

Information Security Summary		
Level of Discretion:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$907,400	
Financing:	907,400	
Net County Cost:	0	
Funding Sources:		
Charges for Svcs	37.8%	\$342,917
Transfers	62.2%	564,486
FTE:	1.0	

Department of Information Technology

General Government

Network Services

Description: Provides business and technical assistance, including overall information technology infrastructure design, implementation, project management, system integration, storage services, e-mail, and internet access.

Network Services Summary			
Level of Discretion:			Discretionary
Level of Service:			Discretionary
Expenditures:			\$1,713,321
Financing:			1,713,321
Net County Cost:			0
Funding Sources:			
Charges for Svcs	1.9%	\$	32,000
Transfers	98.1%		1,681,321
FTE: 7.0			

Operations

Description: Responsible for the County's Central Data Center that houses the IBM mainframe, AS/400s, RS/6000s, Sun and IBM UNIX servers and customer-owned servers. Performs database administration duties in support of Oracle, Informix, and IDMS data management systems. Manages the County's off-site disaster recovery resources.

Operations Summary			
Level of Discretion:			Discretionary
Level of Service:			Discretionary
Expenditures:			\$4,323,477
Financing:			4,323,477
Net County Cost:			0
Funding Sources:			
Charges for Svcs	48.2%	\$	2,082,777
Transfers	51.8%		2,240,700
FTE: 9.6			

Geographic Information System (GIS) Support

Description: Manages the central GIS data repository and facilitates the sharing and integration of geographically referenced information among multiple agencies or users.

GIS Support Summary			
Level of Discretion:			Discretionary
Level of Service:			Discretionary
Expenditures:			\$473,002
Financing:			423,002
Net County Cost:			50,000
Funding Sources:			
Transfers	89.4%		423,002
General Fund	10.6%		50,000
FTE: 2.1			

Systems and Programming

Description: Provides information application services to departments via consultation; proposes solutions to meet business goals and incorporates technology solutions by designing, implementing and maintaining departmental systems.

Systems and Programming Summary			
Level of Discretion:			Discretionary
Level of Service:			Discretionary
Expenditures:			\$5,241,234
Financing:			5,241,234
Net County Cost:			0
Funding Sources:			
Charges for Svcs	16.1%	\$	842,540
Transfers	83.9%		4,398,694
FTE: 22.6			

Department of Information Technology

General Government

Wide Area Network

Description: Insures on-going support and maintenance of the County's Wide-Area Network (WAN) infrastructure.

Wide Area Network Summary		
Level of Discretion:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$3,834,442
Financing:		3,884,442
Net County Cost:		(\$50,000)
Funding Sources:		
Charges for Svcs	36.7%	\$1,425,628
Transfers	63.3%	2,458,814
FTE:	5.0	

Department of Information Technology
General Government

Telecommunications Budget

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	2,452,694	2,782,507	2,990,068	2,990,068	0
Services And Supplies	6,836,382	6,417,737	6,064,114	6,064,114	0
Other Charges	512,860	525,896	657,969	657,969	0
Fixed Assets	53,976	48,000	0	0	0
Expenditure Transfers	(5,266,692)	(5,692,091)	(5,195,790)	(5,195,790)	0
Expense Total	4,589,219	4,082,049	4,516,361	4,516,361	0
Revenue					
Other Local Revenue	4,568,309	3,987,049	4,421,361	4,421,361	0
Revenue Total	4,568,309	3,987,049	4,421,361	4,421,361	0
Net County Cost (NCC):	20,910	95,000	95,000	95,000	0
Allocated Positions (FTE)	19.8	19.8	20.8	20.8	0.0
Financial Indicators					
Salaries as % of Total Exp	53%	68%	66%	66%	
% Change in Total Exp		(11%)	11%	0%	
% Change in Total Rev		(13%)	11%	0%	
% Change in NCC		354%	(0%)	0%	
Compensation Information					
Permanent Salaries	1,382,279	1,572,131	1,715,473	1,715,473	0
Temporary Salaries	2,404	5,000	0	0	0
Permanent Overtime	126,101	112,000	112,000	112,000	0
Deferred Comp	9,720	13,620	15,420	15,420	0
FICA/Medicare	107,955	120,196	131,230	131,230	0
Ret Exp-Pre 97 Retirees	5,032	6,586	5,080	5,080	0
Retirement Expense	444,768	502,604	558,701	558,701	0
Employee Group Insurance	207,261	272,110	272,876	272,876	0
Retiree Health Insurance	95,429	106,346	106,496	106,496	0
OPEB Pre-Pay	56,192	56,192	56,192	56,192	0
Unemployment Insurance	4,524	4,227	3,778	3,778	0
Workers Comp Insurance	11,029	11,495	12,823	12,823	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:		\$9,712,151
Financing:		9,617,151
Net County Cost:		95,000
Funding Sources:		
User Fees	99.0%	\$9,617,151
General Fund	1.0%	95,000
FTE: 20.8		

CAO Recommendation

The 2017-18 Recommended Budget for the Department of Information Technology reflects no increase in net County cost because all operating cost increases are charged out to service recipients. Baseline expenditures are increased by \$215,633 from the 2016-17 Budget, reflecting the annualized cost of one Computer Operator I position that was added in December 2016, and increased costs 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) and telephone line/port billing rates are increased by 4% from

the current year rates to offset the recommended expenditure increases.

The General Fund allocation shows a decrease of \$60,000 from the current year budget, reflecting the removal of one-time venture capital funding. The 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

- Developed Countywide IT systems to improve staff and operational efficiencies.
- Improved the County's computer Wide Area Network speed and reliability by upgrading the remote office connections to AT&T ASE (switched Ethernet) fiber optic service.
- Maintained or improved performance in the following business processes measures:
 - Percentage of time the County's radio communication system is available

The 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

The County's Wide Area Network (WAN) was available 99% of the time. The 1% unavailable time frame was from 1:30 a.m. to 4:00 a.m. when our internet service experienced an outage due to equipment upgrade over the course of three weekends.

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

The County's voice mail communication system was available 100% of time. A project continues to migrate all voice mail subscribers to the AT&T EMS (enterprise management system) voice

Department of Information Technology

General Government

mail or ATT Unified Communications (UC).

- Percentage of email addresses in the Countywide address book

The percentage of email addresses in the Countywide address book was 93% in FY 2016-17.

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 by adding fail over redundancy.
 - 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 Countywide 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 for high speed internet access connection with the goal of increasing our disaster recovery process.

Employee Retiree Benefits General Government

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	157,810	1,007,640	1,008,751	1,008,751	0
Services And Supplies	6,690,954	20,367,438	3,541,249	4,541,249	1,000,000
Expenditure Transfers	(74,287)	(104,138)	(50,000)	(50,000)	0
Expense Total	6,774,477	21,270,940	4,500,000	5,500,000	1,000,000
Revenue					
Other Local Revenue	1,497,360	38,862	0	0	0
Revenue Total	1,497,360	38,862	0	0	0
Net County Cost (NCC):	5,277,116	21,232,078	4,500,000	5,500,000	1,000,000
Financial Indicators					
Salaries as % of Total Exp	2%	5%	22%	18%	
% Change in Total Exp		214%	(79%)	22%	
% Change in Total Rev		(97%)	(100%)	0%	
% Change in NCC		302%	(79%)	22%	
Compensation Information					
Temporary Salaries	1,797	0	0	0	0
FICA/Medicare	137	0	0	0	0
Retirement Expense	(857,881)	0	0	0	0
Retiree Health Insurance	514,245	508,152	509,263	509,263	0
OPEB Pre-Pay	499,488	499,488	499,488	499,488	0
Unemployment Insurance	5	0	0	0	0
Workers Comp Insurance	18	0	0	0	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 Retiree Benefits

General Government

Employee Benefits Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$4,491,249	
Financing:	0	
Net County Cost:	4,491,249	
Funding Sources:		
General Fund	100.0%	\$4,491,249

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:	\$1,058,751	
Financing:	50,000	
Net County Cost:	1,008,751	
Funding Sources:		
General Fund	95.3%	\$1,008,751
Interdept Charges	4.7%	50,000

CAO's Recommendation

The FY 2017-18 Recommended Budget decreased by \$15,732,078 from FY 2016-17. The adjustment reflects the elimination of prior year fund balance that was carried over into the current year for retiree health benefits. PeopleSoft system costs are expected to remain steady in FY 2017-18. The additional \$1 million reflected in the chart will keep appropriations for Employee Benefits at the FY 2016-17 level.

The FY 2017-18 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.

FY 2017-18 Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	1	Employee Benefits Administration	Services and Supplies	0.0	\$1,000,000	Appropriations for finalization of PeopleSoft project.

General Purpose Revenue General Government

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Revenue					
Other Local Revenue	416,102,642	407,471,000	433,305,000	433,305,000	0
Federal Assistance	7,815	0	0	0	0
State Assistance	4,294,605	1,758,000	1,730,000	1,730,000	0
Revenue Total	420,405,062	409,229,000	435,035,000	435,035,000	0
Net County Cost (NCC):	(420,405,062)	(409,229,000)	(435,035,000)	(435,035,000)	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:		435,035,000
Net County Cost:		(435,035,000)
Funding Sources:		
Property Taxes	82.8%	\$360,355,000
Other Taxes	5.5%	24,080,000
License Franchise	1.8%	7,900,000
Fines Penalties	4.7%	20,500,000
Use of Money	0.9%	4,000,000
Intergovernmental	2.0%	8,645,000
Charges for Service	2.2%	9,405,000
Miscellaneous Rev	0.1%	150,000

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 slowly grow. The State Board of Equalization has announced an inflation factor of two percent* (1.02) for FY 2017-18 and the County Administrator's Office is projecting that assessed value growth will be at least 5%. The 5% figure compares to current year growth of 6.01%, FY 2015-16 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

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	4,644,977	5,738,620	6,124,226	6,544,719	420,493
Services And Supplies	4,387,953	5,377,426	5,645,972	5,645,972	0
Fixed Assets	109,799	57,994	57,994	57,994	0
Expenditure Transfers	(941,810)	(673,017)	(623,017)	(623,017)	0
Expense Total	8,200,919	10,501,023	11,205,175	11,625,668	420,493
Revenue					
Other Local Revenue	6,023,890	7,186,915	8,001,175	8,421,668	420,493
Revenue Total	6,023,890	7,186,915	8,001,175	8,421,668	420,493
Net County Cost (NCC):	2,177,029	3,314,108	3,204,000	3,204,000	0
Allocated Positions (FTE)	47.0	48.0	48.0	51.0	3.0
Financial Indicators					
Salaries as % of Total Exp	57%	55%	55%	56%	
% Change in Total Exp		28%	7%	4%	
% Change in Total Rev		19%	11%	5%	
% Change in NCC		52%	(3%)	0%	
Compensation Information					
Permanent Salaries	2,697,547	3,442,790	3,695,299	3,958,106	262,807
Temporary Salaries	22,521	12,800	12,800	12,800	0
Permanent Overtime	3,410	4,500	4,500	4,500	0
Deferred Comp	40,236	49,020	66,960	66,960	0
Comp & SDI Recoveries	(3,575)	0	0	0	0
FICA/Medicare	204,809	254,558	282,690	302,790	20,100
Ret Exp-Pre 97 Retirees	9,851	13,321	13,321	13,321	0
Retirement Expense	888,925	1,013,307	1,144,182	1,218,273	74,091
Employee Group Insurance	369,941	517,452	469,937	526,788	56,851
Retiree Health Insurance	217,095	215,976	216,515	216,515	0
OPEB Pre-Pay	103,468	103,468	103,468	103,468	0
Unemployment Insurance	8,228	10,069	8,130	8,719	589
Workers Comp Insurance	82,522	101,359	106,425	112,480	6,055

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:		\$1,701,831
Financing:		2,378,382
Net County Cost:		(676,551)
Funding Sources:		
Charges	139.6%	\$2,376,382
Miscellaneous	0.1%	2,000
General Fund	(39.7%)	(676,551)
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:		\$6,479,717
Financing:		6,479,717
Net County Cost:		0
Funding Sources:		
Charges	100.0%	\$6,479,717
FTE: 20.0		

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:		\$4,020,551
Financing:		140,000
Net County Cost:		3,880,551
Funding Sources:		
Charges	3.5%	\$140,000
General Fund	96.5%	3,880,551
FTE: 26.0		

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 Human Resources Department is estimating an increase in salaries and benefits of \$385,606, which reflects the 3% negotiated cost of living increase scheduled for July, 2017. Services and supplies increased by \$378,654 due to increased interdepartmental charges and professional specialized services. Revenue offsets increased by a net of \$764,260 mainly due to A-87 cost plan estimates and benefits administration.

The fiscal year 2017-18 baseline net County cost decreased by \$110,108 from fiscal year 2016-17. The decrease reflects the elimination of prior year fund balance for Employee Child Care. Restricted funding from Employee Benefits and Employee Child Care are rebudgeted at the end of each fiscal year.

The Department is requesting to add three additional positions for a total of \$420,493 in the Employee Benefits division. The cost of these positions will be offset by benefits administration fees. Specifically, the Department will add a Human Resources Systems Specialist and a Benefits System Administrator to provide ongoing support and maintenance of the

PeopleSoft System. The Department will also add one Employee Benefits Analyst to evaluate employee benefit practices and will oversee overall billing and accounting functions that will transfer to the Department from the Auditor-Controller's Office.

The recommended net County cost of \$3,204,000 will provide the funding necessary to provide services in fiscal year 2017-18.

Performance Measurement

- Conducted Executive recruitments for the following key positions:

County Librarian
County Probation Officer
Director of Human Resources
Director of Child Support Services

- Other high level recruitments included Labor Relations Manager and Labor Relations Analyst – 2 Positions.
- Administered several large recruitments and processed the following applications:

Deputy Sheriff – Recruit	2,324
Juvenile Institutional Officer	1831
Clerk-Experienced Level	1420
Sheriff's Dispatcher I	1331
Eligibility Worker I	879
Exchange Customer Service Agent I	494
Firefighter – Recruit	436
Account Clerk-Experienced Level	383
Storeroom Clerk	344
Social Worker II	324

- Processed 134 Personnel Adjustment Resolutions (P300's).
- 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.

Human Resources

General Government

- Continued work with the Taleo Recruiting and Transitions Onboarding Team to configure the new automated employee recruitment and onboarding software. This will replace the current applicant tracking system and will provide a seamless, paperless transition from recruitment to hiring and onboarding of new employees.
- Deployed the Tactical Employment Team (TET) and collaborated with the Employment and Human Services Department in response to layoffs resulting from the closure of the Covered California Call Center. Alternate County positions were offered to all 79 impacted employees.
- In collaboration with the Risk Management Division of the County Administrator's Office, launched the Bridge to Success (BTS) program for a two year pilot. BTS is an alternative employment process for persons with developmental disabilities. It is designed to minimize the adverse impact of the traditional selection process by providing an alternate means of assessing the qualifications and skills of job applicants with disabilities.
- Issued a Request for Proposal (RFP) to solicit bids from qualified vendors who can provide third-party services for benefit programs in the areas of Health Care Spending and Dependent Care Assistance reimbursement services and a commuter benefit program.
- Recruited and hired a Leave and Affordable Care Act Administrator to provide for a centralized resource to ensure consistency in leave management across County departments. The employee has met with representatives from all County Departments to gain an understanding of their processes and procedures regarding leaves and is drafting County-wide policy and guidelines for review.
- Established quarterly County-wide meetings to bring together departmental personnel officers with the Human Resources Department to improve communication and consistency across all departments.
- Implemented a voluntary vision plan through Vision Service Plan, new Health Savings Account for employees in the High Deductible Kaiser Health Plan and offered the new Teamsters Kaiser Health Plan.
- Graduated the first CSAC Institute Academy for over 40 key County workforce executives focusing on topics such as Leadership and Change, Communication, Conflict Management, etc. Graduation ceremony held in the Board of Supervisors Chambers on January.
- Continued to meet with the Joint Labor/Management Benefits Committee.

Administrative and Program Goals

- Modernize and streamline recruitment and assessment processes.
- Update the Personnel Management Regulations and Salary Regulations to align with modern recruitment and assessment strategies.
- Implement online, unproctored testing to provide an improved applicant experience and reduce staff time associated with in-person testing.
- Monitor government actions related to the Affordable Care Act and take action as needed.
- Continue to develop effective working relationships with departmental personnel staff of operating departments by soliciting input and engaging in collaborative discussions in order to improve efficiencies and consistency across all departments.
- Provide training to managers, supervisors and departmental human resources staff on leave management requirements, processes and procedures.

Human Resources General Government

- Launch online benefit enrollment functionality of PeopleSoft 9.2. informative flyers and pamphlets to increase the number of employees that are participating in the program
- Promote and educate employees about the Deferred Compensation 457 Plan through educational seminars and distribution of

FY 2017-18 Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	2	Employee Benefits Administration	Salaries and Benefits	3.0	\$420,493	Add 1 HR Systems Specialist, 1 Employee Benefits Analyst, 1 Benefits System Administrator
2	2	Employee Benefits Administration	Revenue	0	\$420,493	Increase Benefit Administration Fee Revenue
			Total	3.0	\$0	

Human Resources
General Government

Library Budget Summary

County Library Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	18,433,797	22,661,451	22,947,629	22,947,629	0
Services And Supplies	4,866,951	8,991,723	5,408,723	5,408,723	0
Other Charges	2,159,684	3,365,802	2,597,623	2,597,623	0
Fixed Assets	174,268	925,577	200,000	200,000	0
Expenditure Transfers	51,606	43,953	59,479	59,479	0
Expense Total	25,686,306	35,988,506	31,213,454	31,213,454	0
Revenue					
Other Local Revenue	28,920,568	29,531,972	30,939,340	30,939,340	0
Federal Assistance	3,382	0	0	0	0
State Assistance	398,580	279,350	274,114	274,114	0
Revenue Total	29,322,530	29,811,322	31,213,454	31,213,454	0
Net Fund Cost (NFC):	(3,636,224)	6,177,184	0	0	0
Allocated Positions (FTE)	179.6	194.4	194.4	194.4	0
Financial Indicators					
Salaries as % of Total Exp	72%	63%	74%	74%	
% Change in Total Exp		40%	(13%)	0%	
% Change in Total Rev		2%	5%	0%	
% Change in NFC		(270%)	(100%)	0%	
Compensation Information					
Permanent Salaries	10,300,664	12,996,779	12,670,983	12,670,983	0
Temporary Salaries	1,030,546	1,550,479	1,606,774	1,606,774	0
Permanent Overtime	55,074	50,702	50,702	50,702	0
Deferred Comp	61,630	95,220	155,052	155,052	0
Comp & SDI Recoveries	(16,986)	0	0	0	0
FICA/Medicare	831,399	1,042,866	1,144,253	1,144,253	0
Ret Exp-Pre 97 Retirees	34,692	34,305	34,305	34,305	0
Retirement Expense	3,117,821	3,260,090	3,747,698	3,747,698	0
Employee Group Insurance	1,501,210	2,006,343	1,915,222	1,915,222	0
Retiree Health Insurance	812,431	829,013	810,980	810,980	0
OPEB Pre-Pay	461,930	461,930	461,930	461,930	0
Unemployment Insurance	34,034	28,537	25,787	25,787	0
Workers Comp Insurance	209,351	305,187	323,942	323,942	0

Department Description

0008 – Revenue - County Library Taxes
0113 – Plant Acquisition – Library Fund

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

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

Library

General Government

collections that meet the variety of educational, recreational, and cultural information needs of the community.

Countywide Library Services Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$31,213,454
Financing:		31,213,454
Net Fund Cost:		0
Funding Sources:		
Property Taxes	88.1%	\$27,514,009
Intergovernmental	8.7%	2,703,185
State	0.9%	274,114
Fees	1.9%	601,656
Other	0.4%	120,490
FTE: 194.4		

Library General Government

Library Administration and Support Services Budget

County Library Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	6,821,141	8,331,020	8,233,177	8,233,177	0
Services And Supplies	3,932,184	5,150,358	2,108,957	2,108,957	0
Other Charges	1,031,778	2,023,218	1,404,016	1,404,016	0
Fixed Assets	174,268	723,337	200,000	200,000	0
Expenditure Transfers	51,606	43,953	59,479	59,479	0
Expense Total	12,010,977	16,271,886	12,005,629	12,005,629	0
Revenue					
Other Local Revenue	333,646	373,708	396,415	396,415	0
Federal Assistance	3,200	0	0	0	0
State Assistance	198,737	70,000	70,000	70,000	0
Revenue Total	535,583	443,708	466,415	466,415	0
Net Fund Cost (NFC):	11,475,394	15,828,178	11,539,214	11,539,214	0
Allocated Positions (FTE)	56.8	59.1	59.1	59.1	0
Financial Indicators					
Salaries as % of Total Exp	57%	51%	69%	69%	
% Change in Total Exp		35%	(26%)	0%	
% Change in Total Rev		(17%)	5%	0%	
% Change in NFC		38%	(27%)	0%	
Compensation Information					
Permanent Salaries	3,466,126	4,681,937	4,404,100	4,404,100	0
Temporary Salaries	81,234	81,393	85,454	85,454	0
Permanent Overtime	12,034	14,070	14,070	14,070	0
Deferred Comp	21,250	28,440	42,600	42,600	0
Comp & SDI Recoveries	(3,241)	0	0	0	0
FICA/Medicare	259,954	322,560	352,150	352,150	0
Ret Exp-Pre 97 Retirees	12,573	12,181	12,181	12,181	0
Retirement Expense	1,139,210	1,199,629	1,328,618	1,328,618	0
Employee Group Insurance	481,877	578,690	592,600	592,600	0
Retiree Health Insurance	812,431	829,013	810,980	810,980	0
OPEB Pre-Pay	461,930	461,930	461,930	461,930	0
Unemployment Insurance	10,646	10,359	9,090	9,090	0
Workers Comp Insurance	65,117	110,818	119,404	119,404	0

Library

General Government

Library-Admin & Support Services Summary		
Service:		Discretionary
Level of Services:		Discretionary
Expenditures:		\$12,005,629
Financing:		466,415
Net Fund Cost:		11,539,214
Funding Sources:		
Property Taxes	96.1%	\$11,539,214
Intergovernmental	0.4%	51,800
State	0.6	70,000
Fees	2.0%	242,610
Other	0.8%	102,005
FTE: 59.1		

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.

Library Administration		
Service:		Discretionary
Level of Services:		Discretionary
Expenditures:		\$5,434,429
Financing:		88,242
Net Fund Cost:		5,346,187
Funding Sources:		
Property Taxes	98.4%	\$5,346,187
Other	1.6%	88,242
FTE: 21.2		

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.

Support Services		
Service:		Discretionary
Level of Services:		Discretionary
Expenditures:		\$4,817,337
Financing:		19,800
Net Fund Cost:		4,797,537
Funding Sources:		
Property Taxes	99.5%	\$4,797,537
Intergovernmental	0.5%	19,800
FTE: 27.2		

Countywide Services		
Service:		Discretionary
Level of Services:		Discretionary
Expenditures:		\$1,753,863
Financing:		358,373
Net Fund Cost:		1,395,490
Funding Sources:		
Property Taxes	79.6%	\$1,395,863
Intergovernmental	1.8%	32,000
State	4.0%	70,000
Fees	13.8%	242,610
Other	0.8%	13,763
FTE: 10.7		

3. Countywide Services

Description: Includes Public Services Administration, Centralized County 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. Centralized County 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 Leshar Library at Orin Allen Youth Rehabilitation Facility to provide access to reading materials and computers for the young people housed there.

Library

General Government

Library-Community Services

County Library Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	11,612,655	14,330,431	14,714,452	14,714,452	0
Services And Supplies	934,766	3,841,365	3,299,766	3,299,766	0
Other Charges	1,127,906	1,342,584	1,193,607	1,193,607	0
Fixed Assets	0	202,240	0	0	0
Expense Total	13,675,328	19,716,620	19,207,825	19,207,825	0
Revenue					
Other Local Revenue	3,131,654	3,083,090	3,028,916	3,028,916	0
Revenue Total	3,131,654	3,083,090	3,028,916	3,028,916	0
Net Fund Cost (NFC):	10,543,675	16,633,530	16,178,909	16,178,909	0
Allocated Positions (FTE)	122.8	135.3	135.3	135.3	0
Financial Indicators					
Salaries as % of Total Exp	85%	73%	77%	77%	
% Change in Total Exp		44%	(3%)	0%	
% Change in Total Rev		(2%)	(2%)	0%	
% Change in NFC		58%	(3%)	0%	
Compensation Information					
Permanent Salaries	6,834,538	8,314,842	8,266,882	8,266,882	0
Temporary Salaries	949,312	1,469,086	1,521,320	1,521,320	0
Permanent Overtime	43,040	36,632	36,632	36,632	0
Deferred Comp	40,380	66,780	112,452	112,452	0
Comp & SDI Recoveries	(13,745)	0	0	0	0
FICA/Medicare	571,444	720,306	792,104	792,104	0
Ret Exp-Pre 97 Retirees	22,119	22,124	22,124	22,124	0
Retirement Expense	1,978,611	2,060,461	2,419,080	2,419,080	0
Employee Group Insurance	1,019,333	1,427,653	1,322,623	1,322,623	0
Unemployment Insurance	23,389	18,178	16,698	16,698	0
Workers Comp Insurance	144,234	194,369	204,538	204,538	0

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

Library-Community Services Summary		
Service:		Discretionary
Level of Services:		Discretionary
Expenditures:		\$19,207,825
Financing:		3,028,916
Net Fund Cost:		16,178,909
Funding Sources:		
Property Taxes	84.2%	\$16,178,909
Intergovernmental	13.6%	2,609,185
Fees	2.1%	401,246
Other	0.1%	18,485
FTE: 135.3		

Library

General Government

Revenue – County Library Taxes

County Library Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Revenue					
Other Local Revenue	25,455,267	26,075,174	27,514,009	27,514,009	0
Federal Assistance	182	0	0	0	0
State Assistance	199,843	209,350	204,114	204,114	0
Revenue Total	25,655,293	26,284,524	27,718,123	27,718,123	0
Net Fund Cost (NFC):	(25,655,293)	(26,284,524)	(27,718,123)	(27,718,123)	0
Financial Indicators					
% Change in Total Rev		2%	5%	0%	
% Change in NFC		2%	5%	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:		27,718,123
Net Fund Cost:		(27,718,123)
Funding Sources:		
Property Taxes	99.3%	\$27,514,009
State	0.7%	204,114

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:		\$500
Financing:		500
Net Fund Cost:		0
Funding Sources:		
Other	100.0%	\$500
Fund 120700		

CAO's Recommendation

Baseline costs for salaries and benefits are increased over the current year budget by \$286,178 due to cost of living increases. In FY 2016-17, full-time equivalent staffing was increased by 14.6 positions to stabilize library staffing and improve customer service, with no change to the maximum hours of library operation. Baseline services and supplies are reduced due to the elimination of appropriations for one-time purchases in FY 2016-17 of equipment, computers, and materials. Baseline costs for other charges are reduced due to the elimination of one-time charges for building maintenance and the relocation of Library Administration. The Library has estimated an increase of 5% in property tax revenue, which will enable the Library to absorb increases to salaries and benefits costs.

The 2017-18 budget is recommended at the Baseline level, which will permit the Library to continue current operations, and innovate new programs.

Performance Measurement

- *Library Visits:*
Library visits have decreased an average of 2.3% annually, from 4,098,136 visits in FY 2010-11 to 3,591,552 visits in FY 2015-16.
- *Items Circulated*
The number of items circulated has decreased an average of 2.5% annually, from 7,489,545 in FY 2010-11 to 6,071,733 in FY 2015-16.
- *Annual Hours Open:*
The Library's annual open hours have increased from 50,772 in FY 2010-11 to 54,977 in FY 2015-16.
- *Facility Improvements:*
 - The San Ramon Library remodel was completed with a reopening date of April 15, 2017;
 - The groundbreaking ceremony for a new San Pablo Library was on September 19, 2016 with a project opening date during the summer of 2017;
 - The City of Brentwood completed design plans for the new library. Library services were temporarily moved to the Brentwood Community Center and the current Library facility was demolished in February of 2017. The new Library has a planned opening date of July 2018;
 - The interior of the Concord Library was refurbished in September 2016, including new paint and furnishings;
 - The El Sobrante Library, in partnership with the District I Supervisor's office, started work in November 2016 on a new parking lot and landscaping improvements;
 - Library administrative offices moved from Pleasant Hill to a new location in Martinez.
- Library staff worked on the implementation of the Library 2014-2017 Strategic Plan through individual library branch and division Community Service Plans.

Library

General Government

- The 2016 Summer Reading Program featured a wide variety of STEAM (Science, Technology, Engineering, Arts, and Math) programs, information and entertainment for all ages and offered for the first time a way for all ages to participate entirely online earning badges and completing online challenges.
 - Supplemental and offsite services were expanded: in partnership with the Discovery Bay Community Center, the Discovery Bay Library Connection was launched in June 2016, providing Library patrons the option of requesting materials online and picking them up during regular community center hours.
 - The Library received an Innovation Grant from the Pacific Library Partnership in the amount of \$25,000 for system enhancements for the *Discover & Go*, Museum Pass Reservation System. These enhancements to the *Discover & Go* platform bring the software up-to-date with current mobile platforms and improve the administrative interface of the software. Contra Costa County Library, in partnership with the San Francisco Public Library, is testing and developing new enhancements to the software. As a result of the project, *Discover & Go* will include more mobile friendly enhancements such as text messaging notification, wireless printing, and geolocation service. A Spanish-language interface is also being added to the *Discover & Go* website.
 - In response to library user needs, the Library has continued to update its online database resources. The Library purchased a database subscription for Heritage Quest, which provides online genealogy resources.
 - The library began a laptop lending pilot program at the Lafayette, Hercules, Concord, and Antioch Community Libraries. Laptops are available for in-house use via the Library Anytime Kiosk at the Concord and Antioch Community Libraries, and may be requested at the main service desks of the Lafayette and Hercules Community Libraries. Each location has six laptops for in-house use only, and has a loan period of one hour, with session extension dependent upon availability.
- ### 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 programming.
 - Negotiate with cities regarding approval of library operating 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 and communications plan.
 - Review operating hours of community libraries towards the goal of optimizing and/or synchronizing schedules to promote public service and staffing balance.
 - Continue to grow the 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.

Public Works General Fund Summary

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	50,518,011	60,333,166	62,764,220	64,573,320	1,809,100
Services And Supplies	81,028,129	82,933,157	85,086,932	85,086,932	0
Other Charges	36,064,093	34,947,131	34,842,077	42,842,077	8,000,000
Fixed Assets	656,930	1,120,000	430,000	430,000	0
Expenditure Transfers	(66,831,672)	(70,431,994)	(72,360,169)	(73,524,164)	(1,163,995)
Expense Total	101,435,491	108,901,460	110,763,060	119,408,165	8,645,105
Revenue					
Other Local Revenue	85,755,636	89,241,279	91,599,785	91,697,165	97,380
Federal Assistance	(120,495)	920,000	794,000	794,000	0
Revenue Total	85,635,141	90,161,279	92,393,785	92,491,165	97,380
Net County Cost (NCC):	15,800,350	18,740,181	18,369,275	26,917,000	8,547,725
Allocated Positions (FTE)	464.8	472.8	472.8	489.8	17.0
Financial Indicators					
Salaries as % of Total Exp	50%	55%	57%	54%	
% Change in Total Exp		7%	2%	8%	
% Change in Total Rev		5%	2%	0%	
% Change in NCC		19%	(2%)	47%	
Compensation Information					
Permanent Salaries	26,851,005	33,494,496	34,762,296	35,893,028	1,130,732
Temporary Salaries	1,233,470	720,928	692,808	692,808	0
Permanent Overtime	1,173,558	779,258	951,023	951,023	0
Deferred Comp	191,283	334,620	396,780	396,780	0
Comp & SDI Recoveries	(257,408)	(261,051)	(247,610)	(247,610)	0
FICA/Medicare	2,110,853	2,536,895	2,659,961	2,746,430	86,469
Ret Exp-Pre 97 Retirees	101,894	121,951	121,951	121,951	0
Retirement Expense	9,161,236	10,391,086	10,970,777	11,289,519	318,742
Excess Retirement	3,556	0	0	0	0
Employee Group Insurance	4,046,521	6,067,763	6,100,080	6,344,654	244,574
Retiree Health Insurance	2,519,491	2,608,329	2,684,568	2,684,568	0
OPEB Pre-Pay	1,579,694	1,471,481	1,505,682	1,505,682	0
Unemployment Insurance	86,948	91,002	76,496	79,029	2,533
Workers Comp Insurance	1,715,910	1,976,408	2,089,407	2,115,457	26,050

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
- 0330 – Co. Drainage Maintenance
- 0079 – Facilities Maintenance
- 0063 – Fleet Services
- 0077 – General County Building Occupancy
- 0078 – GSD – Outside Agencies Services
- 0473 – Keller Surcharge/Mitigation Program
- 0148 – Print & Mail Services
- 0020 – Purchasing
- 0661 – Road Construction

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	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	29,912,423	36,802,175	38,085,447	38,182,827	97,380
Services And Supplies	10,096,314	9,799,544	9,203,736	9,203,736	0
Other Charges	8,747	9,450	9,450	9,450	0
Fixed Assets	0	45,000	35,000	35,000	0
Expenditure Transfers	(4,032,277)	(4,982,556)	(6,170,539)	(6,170,539)	0
Expense Total	35,985,206	41,673,613	41,163,094	41,260,474	97,380
Revenue					
Other Local Revenue	34,809,712	40,125,036	39,987,698	40,085,078	97,380
Revenue Total	34,809,712	40,125,036	39,987,698	40,085,078	97,380
Net County Cost (NCC):	1,175,493	1,548,577	1,175,396	1,175,396	0
Allocated Positions (FTE)	266.8	269.8	269.8	270.8	1.0
Financial Indicators					
Salaries as % of Total Exp	83%	88%	93%	93%	
% Change in Total Exp		16%	(1%)	0%	
% Change in Total Rev		15%	(0%)	0%	
% Change in NCC		32%	(24%)	0%	
Compensation Information					
Permanent Salaries	16,611,660	20,907,341	21,604,543	21,665,448	60,905
Temporary Salaries	284,217	322,500	322,500	322,500	0
Permanent Overtime	64,637	148,000	148,000	148,000	0
Deferred Comp	137,488	226,440	251,880	251,880	0
Comp & SDI Recoveries	(95,805)	(175,000)	(175,000)	(175,000)	0
FICA/Medicare	1,224,871	1,566,796	1,652,474	1,657,123	4,649
Ret Exp-Pre 97 Retirees	64,412	85,000	85,000	85,000	0
Retirement Expense	5,777,893	6,510,506	6,883,893	6,901,031	17,138
Excess Retirement	3,556	0	0	0	0
Employee Group Insurance	2,380,300	3,487,054	3,546,175	3,559,326	13,151
Retiree Health Insurance	1,466,882	1,463,256	1,453,392	1,453,392	0
OPEB Pre-Pay	947,410	947,410	947,410	947,410	0
Unemployment Insurance	50,618	56,580	47,522	47,658	136
Workers Comp Insurance	994,284	1,256,292	1,317,659	1,319,060	1,401

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

General Government

Public Works Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$47,431,013
Financing:		46,255,617
Net County Cost:		1,175,396
Funding Sources:		
Reimb Gov/Gov	81.7%	38,730,078
Transfers	13.0%	6,170,539
Charges for Svc	2.2%	1,059,000
Miscellaneous	0.6%	296,000
General Fund	2.5%	1,175,396
FTE: 270.8		

County Drainage Maintenance

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Services And Supplies	634,514	565,000	671,968	671,968	0
Other Charges	32	0	32	32	0
Expenditure Transfers	30,966	165,000	58,000	58,000	0
Expense Total	665,513	730,000	730,000	730,000	0
Revenue					
Other Local Revenue	41,081	30,000	30,000	30,000	0
Revenue Total	41,081	30,000	30,000	30,000	0
Net County Cost (NCC):	624,431	700,000	700,000	700,000	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		10%	0%	0%	
% Change in Total Rev		(27%)	0%	0%	
% Change in NCC		12%	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

Facilities Maintenance

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	18,349,945	20,912,386	21,809,592	23,454,949	1,645,357
Services And Supplies	50,086,455	50,406,502	52,939,374	52,939,374	0
Other Charges	35,874,028	34,411,286	34,144,801	34,144,801	0
Fixed Assets	211,099	925,000	245,000	245,000	0
Expenditure Transfers	(58,465,452)	(61,687,782)	(62,179,744)	(63,825,101)	(1,645,357)
Expense Total	46,056,077	44,967,392	46,959,023	46,959,023	(0)
Revenue					
Other Local Revenue	46,513,272	44,858,892	46,959,023	46,959,023	0
Revenue Total	46,513,272	44,858,892	46,959,023	46,959,023	0
Net County Cost (NCC):	(457,196)	108,500	0	0	0
Allocated Positions (FTE)	172.0	177.0	177.0	192.0	15.0
Financial Indicators					
Salaries as % of Total Exp	40%	47%	46%	50%	
% Change in Total Exp		(2%)	4%	(0%)	
% Change in Total Rev		(4%)	5%	0%	
% Change in NCC		(124%)	(100%)	0%	
Compensation Information					
Permanent Salaries	9,046,221	11,266,374	11,647,920	12,676,270	1,028,350
Temporary Salaries	802,594	306,844	278,724	278,724	0
Permanent Overtime	1,104,144	628,408	800,173	800,173	0
Deferred Comp	39,440	84,300	118,980	118,980	0
Comp & SDI Recoveries	(155,692)	(86,051)	(72,610)	(72,610)	0
FICA/Medicare	788,017	862,015	891,985	970,633	78,648
Ret Exp-Pre 97 Retirees	33,116	33,178	33,178	33,178	0
Retirement Expense	2,989,545	3,455,066	3,617,200	3,907,111	289,911
Employee Group Insurance	1,438,659	2,236,755	2,237,504	2,459,955	222,451
Retiree Health Insurance	956,480	999,911	1,064,790	1,064,790	0
OPEB Pre-Pay	632,284	457,635	482,825	482,825	0
Unemployment Insurance	32,302	30,609	25,652	27,956	2,304
Workers Comp Insurance	642,835	637,342	683,272	706,965	23,693

Public Works
General Government

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

Facilities Maintenance Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$110,784,124
Financing:		110,784,124
Net County Cost:		0
Funding Sources:		
Fees	42.4%	\$46,959,023
Transfers	57.6%	63,825,101
FTE:	192.0	

Public Works

General Government

Fleet Services

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Other Charges	0	473,395	482,794	482,794	0
Expense Total	0	473,395	482,794	482,794	0
Revenue					
Other Local Revenue	501,678	473,395	482,794	482,794	0
Revenue Total	501,678	473,395	482,794	482,794	0
Net County Cost (NCC):	(501,678)	0	0	0	0
Financial Indicators					
% Change in Total Exp		0%	2%	0%	
% Change in Total Rev		(6%)	2%	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:		\$482,794
Financing:		482,794
Net County Cost:		0
Funding Sources:		
Fees Transfers	100.0%	\$482,794

General County Building Occupancy

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Services And Supplies	14,329,686	14,881,846	14,982,748	14,982,748	0
Other Charges	0	0	0	8,000,000	8,000,000
Expenditure Transfers	37,463	731,306	736,958	1,284,683	547,725
Expense Total	14,367,150	15,613,152	15,719,706	24,267,431	8,547,725
Revenue					
Other Local Revenue	168,377	147,594	143,374	143,374	0
Revenue Total	168,377	147,594	143,374	143,374	0
Net County Cost (NCC):	14,198,773	15,465,558	15,576,332	24,124,057	8,547,725
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		9%	1%	54%	
% Change in Total Rev		(12%)	(3%)	0%	
% Change in NCC		9%	1%	55%	

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:		\$24,267,431
Financing:		143,374
Net County Cost:		24,124,057
Funding Sources:		
Fees	0.6%	\$143,374
General Fund	99.4%	24,124,057

Public Works

General Government

Outside Agency Services

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Services And Supplies	549,821	607,488	626,551	626,551	0
Other Charges	1,280	0	0	0	0
Expenditure Transfers	149,321	178,496	139,699	139,699	0
Expense Total	700,422	785,984	766,250	766,250	0
Revenue					
Other Local Revenue	698,184	785,984	766,250	766,250	0
Revenue Total	698,184	785,984	766,250	766,250	0
Net County Cost (NCC):	2,238	0	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		12%	(3%)	0%	
% Change in Total Rev		13%	(3%)	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.

Outside Agency Services		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$766,250
Financing:		766,250
Net County Cost:		0
Funding Sources:		
Fees	100.0%	\$766,250

Keller Surcharge/Mitigation Program

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Services And Supplies	703,424	414,546	407,546	407,546	0
Expenditure Transfers	(335,805)	(35,000)	(40,000)	(40,000)	0
Expense Total	367,619	379,546	367,546	367,546	0
Revenue					
Other Local Revenue	367,619	87,000	75,000	75,000	0
Revenue Total	367,619	87,000	75,000	75,000	0
Net County Cost (NCC):	0	292,546	292,546	292,546	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		3%	(3%)	0%	
% Change in Total Rev		(76%)	(14%)	0%	
% Change in NCC		0%	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:		\$407,546
Financing:		115,000
Net County Cost:		292,546
Funding Sources:		
Fees Charged	18.4%	\$75,000
Transfers	9.8%	40,000
General Fund	71.8%	292,546

Public Works

General Government

Print and Mail Services

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	1,600,543	1,821,283	2,037,015	2,103,378	66,363
Services And Supplies	3,087,434	3,370,637	3,371,014	3,371,014	0
Fixed Assets	445,831	150,000	150,000	150,000	0
Expenditure Transfers	(3,939,647)	(4,625,215)	(4,723,179)	(4,789,542)	(66,363)
Expense Total	1,194,160	716,705	834,850	834,850	0
Revenue					
Other Local Revenue	823,303	716,705	834,850	834,850	0
Revenue Total	823,303	716,705	834,850	834,850	0
Net County Cost (NCC):	370,857	0	0	0	0
Allocated Positions (FTE)	20.0	20.0	20.0	21.0	1.0
Financial Indicators					
Salaries as % of Total Exp	134%	254%	244%	252%	
% Change in Total Exp		(40%)	16%	0%	
% Change in Total Rev		(13%)	16%	0%	
% Change in NCC		(100%)	0%	0%	
Compensation Information					
Permanent Salaries	850,486	870,673	1,041,866	1,083,343	41,477
Temporary Salaries	100,127	91,584	91,584	91,584	0
Permanent Overtime	4,778	2,850	2,850	2,850	0
Deferred Comp	11,290	18,240	19,260	19,260	0
Comp & SDI Recoveries	(5,911)	0	0	0	0
FICA/Medicare	69,516	73,656	79,703	82,875	3,172
Ret Exp-Pre 97 Retirees	3,079	3,773	3,773	3,773	0
Retirement Expense	277,638	288,654	322,564	334,257	11,693
Employee Group Insurance	162,032	254,830	224,136	233,108	8,972
Retiree Health Insurance	68,663	108,421	129,302	129,302	0
OPEB Pre-Pay	0	49,621	58,632	58,632	0
Unemployment Insurance	2,859	2,592	2,292	2,385	93
Workers Comp Insurance	55,986	56,389	61,053	62,009	956

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:		\$5,624,392
Financing:		5,624,392
Net County Cost:		0
Funding Sources:		
Fees Charged	14.8%	\$834,850
Transfers	85.2%	4,789,542
FTE: 21.0		

Public Works

General Government

Purchasing

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	655,100	797,322	832,165	832,165	0
Services And Supplies	214,380	287,594	290,995	290,995	0
Expenditure Transfers	(157,083)	(171,243)	(186,364)	(186,364)	0
Expense Total	712,397	913,673	936,796	936,796	0
Revenue					
Other Local Revenue	324,966	288,673	311,796	311,796	0
Revenue Total	324,966	288,673	311,796	311,796	0
Net County Cost (NCC):	387,431	625,000	625,000	625,000	0
Allocated Positions (FTE)	6.0	6.0	6.0	6.0	0.0
Financial Indicators					
Salaries as % of Total Exp	92%	87%	89%	89%	
% Change in Total Exp		28%	3%	0%	
% Change in Total Rev		(11%)	8%	0%	
% Change in NCC		61%	0%	0%	
Compensation Information					
Permanent Salaries	342,638	450,108	467,968	467,968	0
Temporary Salaries	46,532	0	0	0	0
Deferred Comp	3,065	5,640	6,660	6,660	0
FICA/Medicare	28,449	34,428	35,800	35,800	0
Ret Exp-Pre 97 Retirees	1,286	0	0	0	0
Retirement Expense	116,160	136,860	147,121	147,121	0
Employee Group Insurance	65,530	89,124	92,266	92,266	0
Retiree Health Insurance	27,465	36,741	37,084	37,084	0
OPEB Pre-Pay	0	16,815	16,815	16,815	0
Unemployment Insurance	1,169	1,221	1,030	1,030	0
Workers Comp Insurance	22,805	26,385	27,423	27,423	0

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:		\$1,123,160
Financing:		498,160
Net County Cost:		625,000
Funding Sources:		
Fees Charged	21.5%	\$241,796
Rebates	6.2%	70,000
Transfers	16.6%	186,364
General Fund	55.7%	625,000
FTE: 6.0		

Public Works

General Government

Road Construction

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Services And Supplies	1,326,102	2,600,000	2,593,000	2,593,000	0
Other Charges	180,006	53,000	205,000	205,000	0
Expenditure Transfers	(119,158)	(5,000)	5,000	5,000	0
Expense Total	1,386,949	2,648,000	2,803,000	2,803,000	0
Revenue					
Other Local Revenue	1,507,444	1,728,000	2,009,000	2,009,000	0
Federal Assistance	(120,495)	920,000	794,000	794,000	0
Revenue Total	1,386,949	2,648,000	2,803,000	2,803,000	0
Net County Cost (NCC):	0	0	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		91%	6%	0%	
% Change in Total Rev		91%	6%	0%	
% Change in NCC		0%	0%	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:		\$2,803,000
Financing:		2,803,000
Net County Cost:		0
Funding Sources:		
Federal	28.3%	\$794,000
Local Revenue	71.7%	2,009,000

Public Works
General Government

Fleet Services Internal Service Fund Summary

Internal Service Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	2,164,397	2,141,155	2,333,005	2,678,182	345,177
Services And Supplies	7,024,833	7,517,018	7,150,055	7,150,055	0
Other Charges	3,048,755	2,809,228	3,163,921	3,163,921	0
Fixed Assets	0	3,139,256	2,789,256	2,789,256	0
Expenditure Transfers	(1,174,455)	(1,435,938)	(1,252,999)	(1,252,999)	0
Expense Total	11,063,530	14,170,719	14,183,238	14,528,415	345,177
Revenue					
Other Local Revenue	11,555,832	13,815,719	14,183,238	14,528,415	345,177
Revenue Total	11,555,832	13,815,719	14,183,238	14,528,415	345,177
Net Fund Cost (NFC):	(492,301)	355,000	0	0	0
Allocated Positions (FTE)	18.0	18.0	18.0	21.0	3.0
Financial Indicators					
Salaries as % of Total Exp	20%	15%	16%	18%	
% Change in Total Exp		28%	0%	2%	
% Change in Total Rev		20%	3%	2%	
% Change in NCC		(172%)	(100%)	0%	
Compensation Information					
Permanent Salaries	993,540	1,188,698	1,208,917	1,424,653	215,736
Temporary Salaries	136,992	0	0	0	0
Permanent Overtime	122,564	0	60,000	60,000	0
Deferred Comp	14,849	19,020	19,020	19,020	0
Comp & SDI Recoveries	(18,656)	0	0	0	0
Vacation/Sick Leave Accrual	(17,045)	0	0	0	0
FICA/Medicare	90,910	89,280	92,482	108,981	16,499
Ret Exp-Pre 97 Retirees	3,580	4,525	4,525	4,525	0
Retirement Expense	323,097	349,920	367,493	428,313	60,820
Employee Group Insurance	123,869	175,322	262,794	309,462	46,668
Retiree Health Insurance	313,552	166,652	168,000	168,000	0
OPEB Pre-Pay	0	76,272	76,272	76,272	0
Unemployment Insurance	3,714	3,117	2,660	3,143	483
Workers Comp Insurance	73,431	68,349	70,843	75,814	4,971

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:		\$15,781,414
Financing:		15,781,414
Net Fund Cost:		0
Funding Sources:		
Fees Charged	92.1%	\$14,528,415
Transfers	7.9%	1,252,999
FTE: 21.0		

Road Fund Summary

Road Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Services And Supplies	22,646,909	21,361,222	22,274,234	22,274,234	0
Other Charges	2,530,531	2,481,660	2,302,894	2,302,894	0
Fixed Assets	544,103	565,000	800,000	800,000	0
Expenditure Transfers	21,501,043	20,907,260	22,507,000	22,507,000	0
Expense Total	47,222,586	45,315,142	47,884,128	47,884,128	0
Revenue					
Other Local Revenue	10,883,131	12,476,912	19,557,736	19,557,736	0
Federal Assistance	5,212,041	11,620,077	7,617,800	7,617,800	0
State Assistance	17,651,300	22,051,883	20,708,592	20,708,592	0
Revenue Total	33,746,472	46,148,872	47,884,128	47,884,128	0
Net Fund Cost (NFC):	13,476,114	(833,730)	0	0	0
Financial Indicators					
% Change in Total Exp		(4%)	6%	0%	
% Change in Total Rev		37%	4%	0%	
% Change in NCC		(106%)	(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:		\$30,285,444
Financing:		23,921,852
Net Fund Cost:		6,363,592
Funding Sources:		
Federal Funding	25.2%	\$7,617,800
Other Govt.	5.0%	1,515,334
Misc. Road Svcs	45.3%	13,718,153
Charges for Svc	3.5%	1,070,565
Net Fund Cost	21.0%	6,363,592

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:			\$17,598,684
Financing:			3,218,684
Net Fund Cost:			14,380,000
Funding Sources:			
Charges for Svc	9.4%		\$1,650,000
Miscellaneous	8.9%		1,568,684
Net Fund Cost	81.7%		14,380,000

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:			20,743,592
Net Fund Cost:			(20,743,592)
Funding Sources:			
Interest Earnings	0.2%		\$35,000
Hwy Taxes	83.1%		17,239,384
Other State Rev.	16.7%		3,469,208

Public Works Land Development

Land Development Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Services And Supplies	133,026	191,500	221,500	221,500	0
Other Charges	18,326	36,000	36,000	36,000	0
Expenditure Transfers	2,710,938	2,400,000	2,600,000	2,600,000	0
Expense Total	2,862,290	2,627,500	2,857,500	2,857,500	0
Revenue					
Other Local Revenue	2,816,485	2,627,500	2,857,500	2,857,500	0
Revenue Total	2,816,485	2,627,500	2,857,500	2,857,500	0
Net Fund Cost (NFC):	45,805	0	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		(8%)	9%	0%	
% Change in Total Rev		(7%)	9%	0%	
% Change in NCC		(100%)	0%	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:		\$2,857,500
Financing:		2,857,500
Net Fund Cost:		0
Funding Sources:		
Development Fees	100.0%	\$2,857,500

Public Works

General Government

Airport Enterprise Fund Summary

Airport Enterprise Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	1,851,079	2,325,119	2,430,550	2,430,550	0
Services And Supplies	1,179,290	1,215,296	1,555,905	1,555,905	0
Other Charges	1,289,499	438,310	298,867	298,867	0
Fixed Assets	0	2,696,000	1,153,312	1,153,312	0
Expenditure Transfers	196,380	126,000	271,500	271,500	0
Expense Total	4,516,248	6,800,725	5,710,134	5,710,134	0
Revenue					
Other Local Revenue	4,546,261	4,228,425	4,379,884	4,379,884	0
Federal Assistance	855,580	2,472,300	810,000	810,000	0
State Assistance	0	0	20,250	20,250	0
Revenue Total	5,401,841	6,700,725	5,210,134	5,210,134	0
Net Fund Cost (NFC):	(885,593)	100,000	500,000	500,000	0
Allocated Positions (FTE)	17.0	17.0	17.0	17.0	0.0
Financial Indicators					
Salaries as % of Total Exp	41%	34%	43%	43%	
% Change in Total Exp		51%	(16%)	0%	
% Change in Total Rev		24%	(22%)	0%	
% Change in NCC		(111%)	400%	0%	
Compensation Information					
Permanent Salaries	870,725	1,192,699	1,216,948	1,216,948	0
Temporary Salaries	4,019	0	0	0	0
Permanent Overtime	108,802	55,000	58,000	58,000	0
Deferred Comp	7,885	16,440	17,460	17,460	0
Comp & SDI Recoveries	(279)	0	0	0	0
Vacation/Sick Leave Accrual	26,555	10,000	25,000	25,000	0
FICA/Medicare	38,916	59,976	56,256	56,256	0
Ret Exp-Pre 97 Retirees	5,473	7,470	6,200	6,200	0
Retirement Expense	491,599	591,152	644,855	644,855	0
Employee Group Insurance	94,305	164,780	185,421	185,421	0
Retiree Health Insurance	128,988	138,120	130,000	130,000	0
OPEB Pre-Pay	13,500	13,500	13,500	13,500	0
Unemployment Insurance	2,957	3,209	2,677	2,677	0
Workers Comp Insurance	57,636	72,773	74,234	74,234	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:	\$5,710,134	
Financing:	5,210,134	
Net Fund Cost:	500,000	
Funding Sources:		
Interest Earnings	0.2%	\$9,500
Aviation Ops.	91.1%	5,200,634
Fund Balance	8.7%	500,000
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
- 0660 – Bailey Rd Maintenance Surcharge
- 0699 – Tosco/Solano Transportation Mitigation

Other Special Revenue Fund Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		\$3,159,244
Financing:		506,750
Net Fund Cost:		2,652,494
Funding Sources:		
Licenses, Permits,		
Franchises	11.9%	\$376,000
Earnings on Invest.	1.7%	53,750
Charges for Svc	2.4%	77,000
Fund Balance	84.0%	2,652,494

Development Funds Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		\$9,993,764
Financing:		7,270,860
Net Fund Cost:		2,722,904
Funding Sources:		
Licenses, Permits,		
Franchises	0.5%	\$50,000
Earnings on Invest.	3.0%	299,000
Intergovernmental	1.0%	100,000
Charges for Svc	57.3%	5,721,860
Misc Revenue	11.0%	1,100,000
Fund Balance	27.2%	2,722,904

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).

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

Public Works General Government

SPRW Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$4,520,201	
Financing:	476,539	
Net Fund Cost:	4,043,662	
Funding Sources:		
Investment earnings		
& real estate rental	9.2%	\$416,264
Misc Revenue	1.3%	60,275
Fund Balance	89.5%	4,043,662

AOB/Development Fee Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$2,751,825	
Financing:	1,626,300	
Net Fund Cost:	1,125,525	
Funding Sources:		
Earnings on Invest	3.4%	\$93,600
Developer Fees	55.7%	1,532,700
Fund Balance	40.9%	1,125,525

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:	\$5,468,138	
Financing:	40,000	
Net Fund Cost:	5,428,138	
Funding Sources:		
Earnings on Invest.	0.7%	\$40,000
Fund Balance	99.3%	5,428,138

Area of Benefit Fees/Road Development Fees

Description: This program area includes 15 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

General Fund

The fiscal year 2017-18 baseline budget decreased by a general fund net of (\$370,906). Public Works received \$117,000 in the current year for a Smart Device & On-Line Work Request Reporting for Citizens from the Venture Capital Fund. Additionally, the Department received a reallocation of prior year fund balance totaling \$253,906. These sums were eliminated from the 2017-18 baseline budget.

Personnel costs increased by \$2,431,054, including an across-the-board 3% cost of living increase. These costs are recovered primarily through a combination of charges for services and intergovernmental revenue. Services and Supplies increased by approximately \$2.1 million to reflect anticipated direct expenditures for scheduled maintenance projects.

The fiscal year 2017-18 recommended budget increased by a general fund net of \$8,547,725. The increase reflects \$8,000,000 in anticipated debt service for the new Emergency Operations Center and County Administration Building, as well as an increase to building occupancy for General Fund buildings of \$547,725.

The recommended budget includes funding for an additional 20 positions – 17 of which are in the general fund. The Building Maintenance division will add 15 positions that are needed to keep up with an enormous backlog of work requests – specifically, with regards to the

Public Works

General Government

recent Joint Commission accreditation of County Health Services Facilities which has greatly increased the preventative maintenance and inspections required at the many health clinics. The Administration division will add 1 Network Technician position to address increased information technology needs in the Department. The Print and Mail division will add 1 Duplicating Machine Operator position to assist with rising service demands. All of the additional general fund positions will be offset by a combination of user charges and special revenue funds. The increase of \$547,725 represents the building occupancy increase impact for general fund buildings.

Additionally, the Department would like to add 1 Community and Media Relations Coordinator to manage community and media relations activities in order to heighten the awareness the public has of Public Works' current and future projects and the services provided. A separate position, Community and Media Relations Specialist will be added to the Flood Control division to work on the outreach program and act as lead outreach on the Creek and Channel Safety Program. These positions will be offset by the canceling of 1 vacant Sr. Engineering Technician and 1 Customer Services Coordinator position.

The County Administrator recommends the additional positions to better meet the needs of County departments, including the Detention facilities and Health Services clinics.

Fleet Internal Service Fund

The baseline budget for Fleet Services (Internal Service Fund) decreased by a net of \$355,000, reflecting the elimination of prior year fund balance. The recommended budget for fiscal year 2017-18 will increase by \$345,177 to allow for three additional positions to be added: 1 Fleet Service Center Supervisor and 2 Equipment Mechanics to allow for increased efficiencies. These costs will be funded through additional hours charged for services to county vehicles and equipment and a 5% increase to the cost per mile charge in fiscal year 2017-18.

Road Fund

The baseline budget for the Road Fund increased by a net of \$833,730 due to federal

revenue for the capital construction of bridge replacement projects (Marsh Creek, Canal and Orwood). Revenue totaling \$47,884,128 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.

Land Development Fund

The Land Development Fund, which supports engineering functions, increased revenues and expenditures by \$230,000 to reflect anticipated revenues generated from land development permits.

Airport Enterprise Fund

The Airport Enterprise fund, which supports airport operations and capital development at the Buchanan and Byron Airports decreased expenditures by \$1,090,591 and revenue by \$1,490,591 for a net increase of \$400,000. A decrease in federal projects reduced expenditures and corresponding federal revenues. The net reflects increased salaries and benefits, including a 3% cost of living increase, as well increase in appropriations for planned capital equipment purchases. The Airport is also intending to cancel a vacant Airport Operations Manager position and add 1 Assistant Director of Airports. This will allow the division the opportunity to realign workloads amongst the higher level managers in order to proactively position itself for business/tenant attraction and retention.

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 15/16 we identified several opportunities for

transportation grants and were successful in generating approximately \$10.5 million in additional funding. Our efforts resulted in receiving almost \$37 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. Although in 2016 we missed our goal of achieving 60% trash reduction, with the implementation of our trash rack project and other measures, we are on target to meet 70% trash reduction by June 30, 2017.
- Floodplain Management Program: Continued participation in the National Flood Insurance Program Community Rating System (CRS) and once again 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 approx. 50 county capital building projects in 2016. These projects included deferred maintenance projects such as roofing, paving, utility line/infrastructure upgrade, landscaping, fire life & safety, ADA upgrade, mechanical upgrade, tenant Improvement and demolition projects and other projects such as the Health Clinic.
- Completed expansion of Brentwood Health Clinic.
- Completed planning study for new Emergency Operations Center/Public Safety Building and New County Administration Building.
- Completed grant application for West County Reentry, Treatment and Housing Facility under SB 844.
- Capital Projects Management has a total of 71 funded projects valued at approx. \$113 Million.
- 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 that started construction in summer 2016 in Alamo, El Sobrante, and Pleasant Hill area of the Iron Horse Corridor. Due to the wet winter, construction of these three projects will be completed in 2017.
- 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. 1099 streetlight conversions were completed in 2015 and 563 completed in 2016. PG&E also converted all PG&E streetlights in unincorporated Contra Cost County. All unincorporated streetlights have now been converted to LED.
- 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 2016 there were 3 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 and continues to install additional security features such as enhanced fencing.

Public Works

General Government

- **Fleet Services:** In partnership with the Department of Conservation and Development, submitted and received grant funding for electric vehicle charging stations that will be available to the public at three county locations. Began demonstration project to evaluate a web based pool vehicle check out and reservation system in an effort to better utilize vehicles. Continue to purchase and put into service electric, compressed natural gas and hybrid vehicles in our effort to “green” our fleet and reduce greenhouse gas emissions.

Administrative and Program Goals

- **Recruitment/Retention and Succession Planning:** With the improved economy, we are seeing more competition in attracting and retaining qualified staff. We are looking at ways to better recruit, retain, and prepare staff to meet the Department’s goals and deliver our mission. We will look at initiatives such as a better work/life balance and a more pleasant work and enjoyable environment. We will develop a training program that looks at Department needs and employees’ needs for professional development. We anticipate more retirements in the next 2-7 years and succession planning is a priority to ensure we have staff ready to move into leadership positions.
- **Clean Water (Municipal Regional Permit 2.0):** To comply with the Municipal Regional Permit related to clean water regulations, the Department will be working with other County Departments and Public Works Divisions to determine how to fund and implement the permit requirements. Some highlight features of the permit include a Green Infrastructure Plan, Mercury and PCB clean-up requirements, and Trash Reduction requirements. We will be implementing a trash capture program on our drainage facilities and developing a green infrastructure plan for County facilities, roads and parks to comply with the permit requirements.
- **Stormwater Funding:** We continue to work closely with our Board of Supervisors, the California State Association of Counties, the County Engineers Association of California and the Bay Area Flood Protection Agencies on a funding mechanism for stormwater to resolve the historically-fixed revenue stream that is not adequate to perform maintenance on our facilities or the eventual replacement of our facilities.
- **Cost Recovery:** There are several programs that are funded with restricted funds or through fees for services that need review. For example road encroachment permits are not 100% cost recovery and the Road Fund has to provide revenue to the program. Public Works and the Department of Conservation and Development contracted with a company to evaluate and update our fee schedule. Many of our Special Districts are underfunded for the level of service desired by the communities.
- **Project Delivery Efficiency:** Efficient use of public funds to deliver projects is critical to delivering our capital program. We are mandated to comply with many laws and regulations that impact project delivery with regard to permitting and contracting. To measure the efficiency, we are looking at the way we capture our project delivery costs to make sure we are getting useful information that can help us make improved decisions in the future.
- **Communication:** We will continue looking at better ways to communicate with staff, customers and the public in our work and during the service delivery process by challenging ourselves, using available technology and promoting open honest communications as cited in our Department Values. Communication in the Department is sometimes difficult with our large staff, multiple job sites and field personnel. We are looking at how we can ensure that all Public Works employees are informed of department priorities, goals, issues and events.

Given the breadth of our customer base, clear communication with our customers can also be challenging. By providing avenues to communicate with staff, customers, elected officials and the public and using various communication conduits such as social media, staff meetings, public meetings, written communication and technology our Department is committed to clear open communication. We will continue to pursue best management practices in communicating with all of our partners and customers.

- **Countywide Real Estate Asset Management Plan:** The County's building portfolio is substantial with hundreds of County owned and leased buildings. Over the last several years our Department has made considerable improvements in regards to overall asset management of these facilities. However, additional work is necessary to have all of the tools required to make strategic long term decisions for our facilities in the most efficient, sustainable and reliable manner. Public Works will work with the County Administrator's Office on a Capital Improvement Program and also develop an asset management dashboard to help guide the County in managing all County building assets.
- **Transportation and Building Infrastructure Funding:** Contra Costa County Public Works is responsible for our County's road network and our job has become more difficult with the lack of sufficient resources. This is not a new issue and we have become very good at "doing more with less" but at some point that becomes unsustainable. This is a statewide problem and there is a legislative effort in Sacramento to address it. Our role is to stay engaged and provide information to the policy makers on the condition of our roads and the need for additional funding to adequately maintain a safe, efficient transportation network that serves vehicles, bicycles and pedestrians.

The County has allocated \$10 million a year for facility deferred maintenance work over the last 4 years. While this allocation is a good step in addressing the overall poor condition of the County building portfolio, it is not sufficient to address the \$300 million deferred maintenance needs of the buildings. Our Department will be working with the County Administrators Office to focus on an asset management and capital improvement program. Sufficient funding to operate and maintain our County buildings will be a challenge for our Department in 2017.
- **Creating a Better Built Environment:** With the public wanting a more diverse transportation network, we need to review our services and funding sources to better serve the public's expectations. With the implementation of the new Municipal Regional Permit and a condition to develop a Green Infrastructure Plan, we will be looking at our infrastructure standards to determine how we can make infrastructure in Contra Costa more "green" and sustainable. We will work with County partners, including the Department of Conservation and Development to implement the Climate Action Plan (CAP) adopted by the Board of Supervisors in 2016.
- **Traffic Safety:** The Department is looking at ways of reducing 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 collisions.

Public Works

General Government

FY 2017-18 Program Modification List

Order	Reference to Mand/Disc List	Programs/ Budget Units	Services	FTE	Net County Cost Impact	Impact
1	1	Public Works	Salaries and Benefits	3.0	\$358,289	Add 1 Community & Media Relations Coordinator, 1 Community & Media Relations Specialist, 1 Network Technician II
2	1	Public Works	Salaries and Benefits	(2.0)	(\$260,909)	Cancel 1 PW Customer Service Coordinator, 1 Sr Engineering Technician
3	1	Public Works	Revenue		(\$97,380)	Increased charges to various Public Works funds to offset net costs of positions
4	7	Airport Enterprise	Salaries and Benefits	1.0	\$145,634	Add 1 Assistant Director of Airports
5	7	Airport Enterprise	Salaries and Benefits	(1.0)	(\$122,828)	Cancel 1 Airport Operations Manager
6	7	Airport Enterprise	Revenue		(\$22,806)	Increased Airport Enterprise Revenue
7	15	Fleet Services Internal Service Fund	Salaries and Benefits	3.0	\$345,177	Add 1 Fleet Service Center Supervisor, 2 Equipment Mechanics
8	15	Fleet Services Internal Service Fund	Revenue		(\$345,177)	Increase to Fleet ISF rates to offset costs of positions
9	16	General County Building Occupancy	Expenditure Transfers		\$547,725	Increase to General Fund Building Occupancy
10	16	General County Building Occupancy	Debt Service		\$8,000,000	Increased debt service for new Emergency Operations Center and Administration Building

Public Works General Government

Order	Reference to Mand/Disc List	Programs/ Budget Units	Services	FTE	Net County Cost Impact	Impact
11	18	Building Maintenance	Salaries and Benefits	3.0	\$371,500	Add 1 Sr Capital Facilities Project Manager, 1 Assistant Capital Facilities Project Manager, 1 Clerk-Experienced Level
12	18	Building Maintenance	Salaries and Benefits	12.0	\$1,273,857	Add 1 Grounds Maint Supervisor, 2 Groundskeepers, 2 Stationary Engineer, 2 Electricians, 1 Steamfitter, 1 Painter, 1 Electronic Systems Spec, 1 Carpenter, 1 Lead Carpenter
13	18	Building Maintenance	Expenditure Transfers		(\$1,645,357)	Increased charges to building rates offset net costs of positions
14	19	Print and Mail Services	Salaries and Benefits	1.0	\$66,363	Add 1 Duplicating Machine Operator
15	19	Print and Mail Services	Expenditure Transfers		(\$66,363)	Increase customer charges
			Total	20.0	\$8,547,725	

Public Works
General Government

Treasurer –Tax Collector
General Government

Russell V. Watts, Treasurer

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	3,187,525	3,754,650	3,877,129	3,877,129	0
Services And Supplies	1,400,089	1,634,868	1,507,511	1,507,511	0
Other Charges	6,420	7,000	6,500	6,500	0
Fixed Assets	16,290	0	0	0	0
Expenditure Transfers	458	1,102	840	840	0
Expense Total	4,610,783	5,397,620	5,391,980	5,391,980	0
Revenue					
Other Local Revenue	3,040,581	2,902,620	2,988,980	2,988,980	0
Revenue Total	3,040,581	2,902,620	2,988,980	2,988,980	0
Net County Cost (NCC):	1,570,202	2,495,000	2,403,000	2,403,000	0
Allocated Positions (FTE)	27.5	29.5	29.5	29.5	0
Financial Indicators					
Salaries as % of Total Exp	69%	70%	72%	72%	
% Change in Total Exp		17%	0%	0%	
% Change in Total Rev		(5%)	3%	0%	
% Change in NCC		59%	(4%)	0%	
Compensation Information					
Permanent Salaries	1,728,873	2,066,936	2,156,092	2,156,092	0
Temporary Salaries	22,745	15,000	9,501	9,501	0
Permanent Overtime	375	1,000	1,000	1,000	0
Deferred Comp	37,642	48,118	39,060	39,060	0
Comp & SDI Recoveries	-5,563	0	0	0	0
FICA/Medicare	126,128	151,450	165,420	165,420	0
Ret Exp-Pre 97 Retirees	6,710	7,000	7,000	7,000	0
Retirement Expense	601,516	655,002	700,196	700,196	0
Employee Group Insurance	243,535	362,065	356,300	356,300	0
Retiree Health Insurance	241,865	242,844	234,610	234,610	0
OPEB Pre-Pay	143,729	143,729	143,729	143,729	0
Unemployment Insurance	4,729	5,593	4,757	4,757	0
Workers Comp Insurance	35,240	55,913	59,465	59,465	0

Department Description

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

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

Treasurer –Tax Collector

General Government

Major Department Responsibilities

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

Treasurer

Description: Provides for the safekeeping of funds for the County, 18 School Districts, a Community College District, a Board of Education, and 21 Voluntary Special Districts. Administers a comprehensive investment program for the County and districts to ensure the safety of principle, meet liquidity needs, and maximize yield on investments. Manages the County's cash flow and short-term borrowings and is an active participant in all long and short-term borrowings for County agencies, school districts and the Community College District. As of January 31, 2017, the Treasury managed over \$3.63 billion in its investment pool.

Treasurer Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$1,521,380
Financing:		89,300
Net County Cost:		1,432,080
Funding Sources:		
Investment Fees	5.8%	\$86,700
Transfers	0.1%	2,600
General Fund	94.1%	1,432,080
FTE: 7.6		

Tax Collection

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

Tax Collection Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$3,713,417
Financing:		2,775,060
Net County Cost:		938,357
Funding Sources:		
Property Svc Cost	14.4%	\$533,400
Tax Admin. Fees	42.6%	1,583,000
Other Admin Fees	8.1%	299,100
State	9.8%	363,000
Transfers	-0.1%	-3,440
General Fund	25.2%	938,357
FTE: 20.6		

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:		\$156,343
Financing:		123,780
Net County Cost:		32,563
Funding Sources:		
Administrative Fees	74.8%	\$117,000
License Fees	4.4%	6,780
General Fund	20.8%	32,563
FTE: 1.3		

CAO’s Recommendation

Baseline Budget

The baseline net County cost represents a \$92,000 net decrease over the FY 2016-17 Adjusted Budget

Salary and benefits costs increased by \$122,479 and are mainly due to increases in negotiated Cost-of-Living-Adjustments, retirement benefits, and FICA/Medicare. Services and Supplies expense has been reduced from the current year amount by \$127,357, which will offset the anticipated \$262 decrease in expenditure transfer and increase of salary and benefits.

Revenues are estimated to increase overall by \$86,360.

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

Recommended Budget

The County Administrator is recommending no reduction to the Treasurer-Tax Collector’s baseline budget. The recommended net County cost will provide the funding necessary to maintain mandated services in FY 2017-18.

Performance Measurement

The Treasurer-Tax Collector’s Office issued 369,007 Secured and 43,243 Unsecured tax bills through February 17, 2017. Collections through February 17, 2017 were 59.97% of secured taxes and 97.12% of unsecured taxes, which is 0.12% and 3.31% greater than the same timeframe last year respectively. The collaboration with the California Franchise Tax Board Personal Income Tax Intercept program resulted in \$140,548 of tax revenues that otherwise may have been uncollectible. The department completed \$51.0 billion in banking transactions, processed \$7.03 billion deposits and funded \$6.69 billion warrants during the FY 2015-2016. Despite another volatile year for the

financial markets, the Treasurer received affirmation for its rating of AAf/S1+ which is assigned for the highest level of credit quality and lowest level of volatility of securities in the Treasurer’s Investment Pool.

The FY 2015-2016 beta testing of the Virtual Billing Service (VBS) and subsequent implementation of this service had equally positive results. As of February 20, 2017, over 1,000 taxpayers subscribed to the VBS service which led to processing of 644 property tax payments and a collection of more than \$2.5 million in tax revenues. The Treasurer-Tax Collector’s office, in collaboration with the Department of Information Technology enhanced and replaced the Electronic Deposit Permit computer hardware (server) and software, in addition to working on many other projects in FY 2015-2016. As the projects evolved, priorities changed as well, and the feasibility project for printing and mailing property tax bills has been pushed to FY 2017-2018.

The State Controller’s Office reinstated the Property Tax Postponement program and began accepting applications on October 1, 2016 for FY 2016-2017 property taxes. The Treasurer-Tax Collector’s proactive efforts were successful in increasing public awareness of the program for senior citizens and disabled persons. As a result, Contra Costa County experienced the highest proportion of participants to qualify for the program. With the recent approval by the County Board of Supervisor’s, the Treasurer-Tax Collector’s office will have the ability to help this segment of the community relieve some of their tax burdens that remained as the result of the State suspending the program in 2009.

The Treasurer-Tax Collector’s office has identified multiple software applications that may be used to assist with the development of Standard Operating Procedures (SOP) for job tasks and duties. While the software search has been narrowed to a final product, the development of the SOP experienced a delay due to the loss of a key member of management. However, the recent addition to

Treasurer –Tax Collector

General Government

the management staff shall reestablish the project in FY 2017-2018.

Administrative and Program Goals

- Carry out the mission of the Treasurer-Tax Collector, which is to administer all of its duties and responsibilities in a professional, efficient and cost-effective way that instills sound management practices and serves the best interests of the public.
- Improve client and taxpayer service through in-house staff training and improved/enhanced tax collections and treasury programs.
- Explore cost saving and cost recovery opportunities in the operation and the delivery of service.
- Review vendor software and services and explore/determine need for enhancement and/or replacement.

County of Contra Costa
Health & Human Services

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,

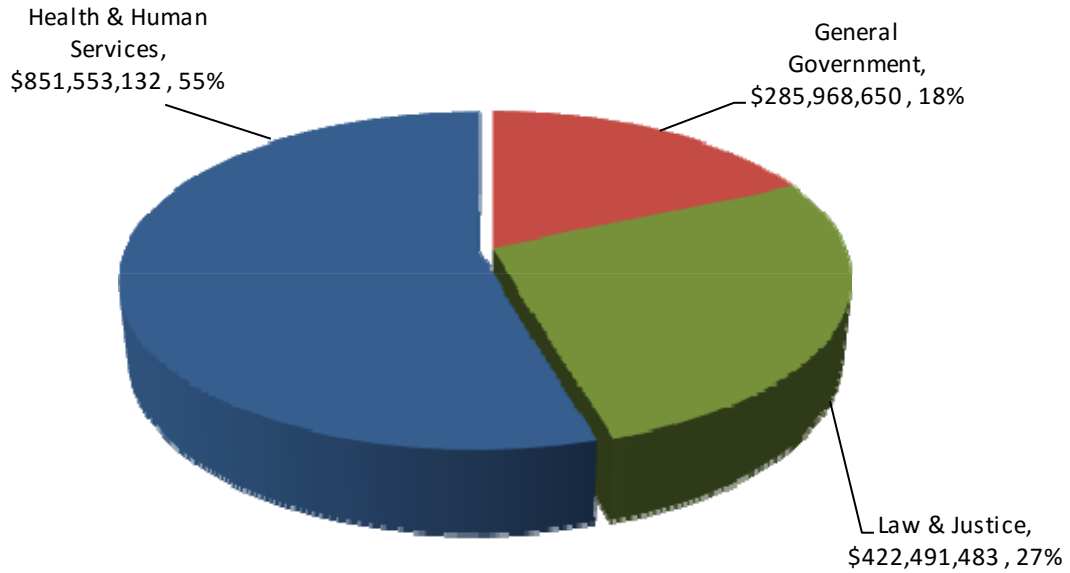
and Veterans Services. These data do not include expenditures, revenues, or FTEs for the Contra Costa Regional Medical Center and Clinics Enterprise Fund (EF1), the Contra Costa Health Plan Enterprise Funds (EF2/EF3) nor any other fund other than the General Fund.

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	312,614,795	355,287,852	382,942,888	377,025,921	(5,916,967)
Services And Supplies	270,573,636	280,675,051	322,431,590	322,431,590	0
Other Charges	159,077,973	160,985,561	167,842,143	167,842,143	0
Fixed Assets	1,018,308	1,322,029	1,015,000	1,015,000	0
Expenditure Transfers	(6,738,710)	(6,738,575)	(16,761,523)	(16,761,523)	0
Expense Total	736,546,003	791,531,918	857,470,099	851,553,132	(5,916,967)
Revenue					
Other Local Revenue	175,229,116	191,879,088	238,080,197	238,578,541	498,344
Federal Assistance	235,198,992	246,851,384	258,469,420	258,469,420	0
State Assistance	220,415,260	234,150,555	236,961,976	237,408,418	446,442
Revenue Total	630,843,368	672,881,027	733,511,593	734,456,379	944,786
Net County Cost (NCC):	105,702,635	118,650,891	123,958,506	117,096,753	(6,861,753)
Allocated Positions (FTE)	3,208.5	3,230.7	3,239.0	3,172.3	(66.6)
Financial Indicators					
Salaries as % of Total Exp	42%	45%	45%	44%	
% Change in Total Exp		7%	8%	(1%)	
% Change in Total Rev		7%	9%	0%	
% Change in NCC		12%	4%	(6%)	
Compensation Information					
Permanent Salaries	174,221,531	204,400,784	222,800,398	219,308,503	(3,491,895)
Temporary Salaries	10,554,842	5,027,022	3,447,717	3,447,717	0
Permanent Overtime	2,001,657	1,502,629	1,186,947	1,186,947	0
Deferred Comp	1,446,902	2,076,454	2,700,527	2,595,227	(105,300)
Hrly Physician Salaries	79,886	90,556	159,586	159,586	0
Perm Physicians Salaries	2,532,822	2,924,799	3,280,750	3,280,750	0
Perm Phys Addnl Duty Pay	9,012	300,354	25,953	25,953	0
Comp & SDI Recoveries	(1,163,006)	(545,373)	(611,446)	(611,446)	0
FICA/Medicare	13,609,771	15,642,527	17,462,035	17,194,905	(267,130)
Ret Exp-Pre 97 Retirees	679,616	750,051	739,700	739,700	0
Retirement Expense	60,478,949	66,071,937	71,370,092	70,351,710	(1,018,382)
Employee Group Insurance	25,404,529	34,085,706	35,549,152	34,683,510	(865,642)
Retiree Health Insurance	10,710,859	10,860,857	11,019,059	11,019,059	0
OPEB Pre-Pay	5,041,374	5,041,471	5,080,903	5,080,903	0
Unemployment Insurance	560,694	570,224	452,721	445,395	(7,326)
Workers Comp Insurance	6,669,186	6,553,373	8,400,699	8,239,407	(161,292)
Labor Received/Provided	(223,828)	(65,519)	(121,905)	(121,905)	0

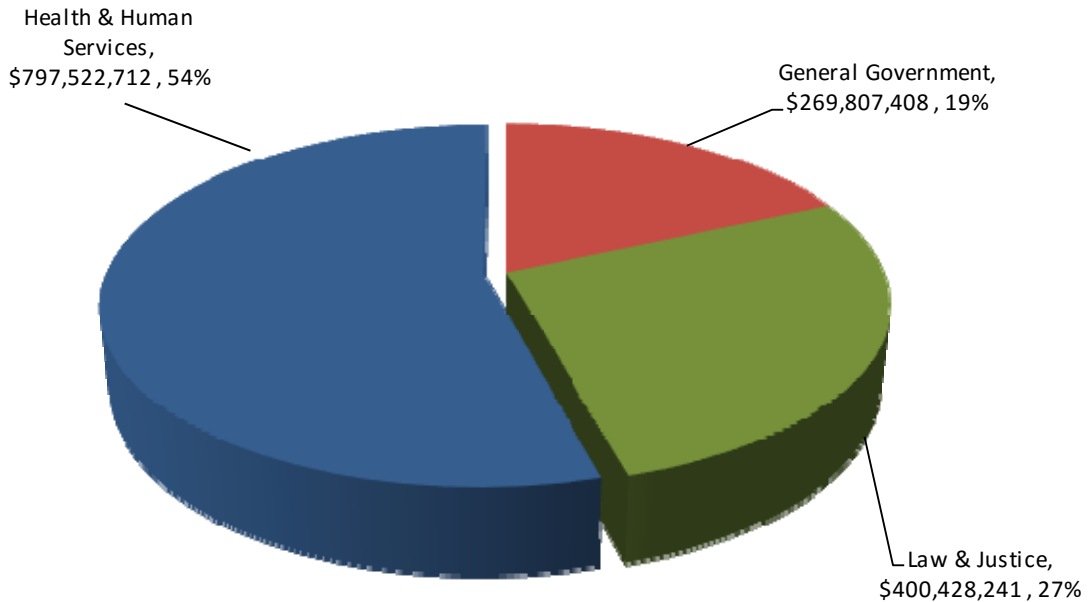
Functional Group Summary

Health & Human Services

FY 2017-18
Recommended General Fund Expenditures



FY 2016-17
Recommended General Fund Expenditures



Child Support Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	16,005,147	16,826,273	16,687,630	16,687,630	0
Services And Supplies	1,457,832	994,432	851,079	851,079	0
Other Charges	914,245	881,244	852,024	852,024	0
Fixed Assets	40,048	0	0	0	0
Expenditure Transfers	66,382	74,125	378,360	378,360	0
Expense Total	18,483,654	18,776,074	18,769,093	18,769,093	0
Revenue					
Other Local Revenue	(7,181)	0	0	0	0
Federal Assistance	18,460,313	18,769,093	18,769,093	18,769,093	0
Revenue Total	18,453,133	18,769,093	18,769,093	18,769,093	0
Net Fund Cost (NFC):	30,522	6,981	0	0	0
Allocated Positions (FTE)	171.0	171.0	171.0	171.0	0.0
Financial Indicators					
Salaries as % of Total Exp	87%	90%	89%	89%	
% Change in Total Exp		2%	(0%)	0%	
% Change in Total Rev		2%	0%	0%	
% Change in NFC		(77%)	(100%)	0%	
Compensation Information					
Permanent Salaries	9,219,736	9,943,558	9,851,291	9,851,291	0
Temporary Salaries	122,711	0	97,840	97,840	0
Permanent Overtime	119,894	10,212	0	0	0
Deferred Comp	74,823	85,320	94,590	94,590	0
Comp & SDI Recoveries	(32,408)	0	0	0	0
FICA/Medicare	677,776	742,763	751,973	751,973	0
Ret Exp-Pre 97 Retirees	35,898	55,818	55,818	55,818	0
Retirement Expense	3,210,392	3,170,654	3,181,084	3,181,084	0
Employee Group Insurance	1,428,803	1,739,594	1,528,942	1,528,942	0
Retiree Health Insurance	615,970	594,792	649,271	649,271	0
OPEB Pre-Pay	330,097	230,097	230,097	230,097	0
Unemployment Insurance	28,295	26,839	21,589	21,589	0
Workers Comp Insurance	173,162	226,626	225,136	225,136	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

FY 2017-18 Baseline Budget expenditures are anticipated to increase slightly compared to the FY 2016-17 Recommended Budget. This increase is due to anticipated salary expense. Federal Revenue is available to compensate for projected increases.

The FY 2017-2018 Recommended Budget for the Department of Child Support Services maintains current service levels. There are no reductions from the Baseline Budget.

Performance Measures

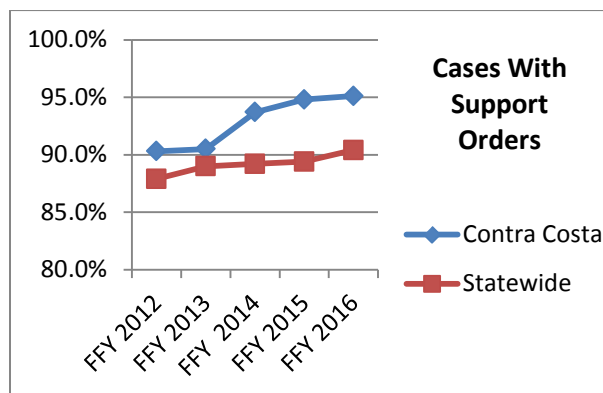
Federal Performance Measure:

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 2016 Goals:** Achieved 95.1% of cases with a child support order, an increase of .3% 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.

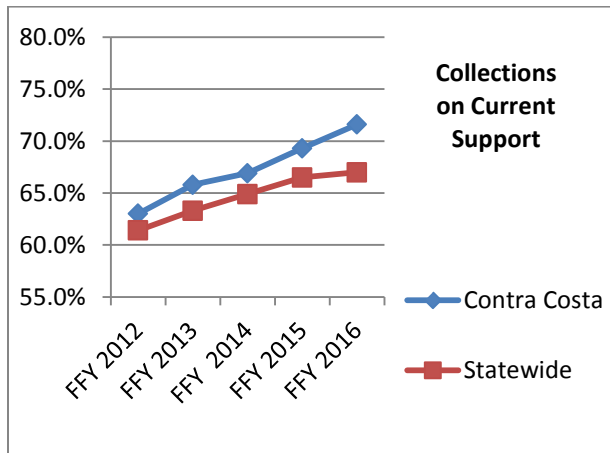


Child Support Services Health and Human Services

2. Current Child Support Collections

- **Status of FY 2016 Goals:** Achieved 71.6% of cases with current support collected, an increase of 2.3% over last year.

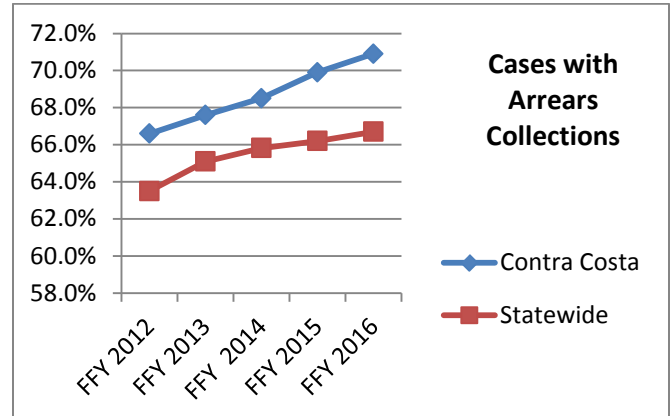
Total distributed collections exceeded \$71 million dollars. This resulted in an increase in distributed collections of 1.6% greater than the prior year. This means Contra Costa families are receiving more money.



3. Arrears Collections

- **Status of FY 2016 Goals:** Achieved 70.9% of cases with arrearage collections, an increase of 1.0% over last year.

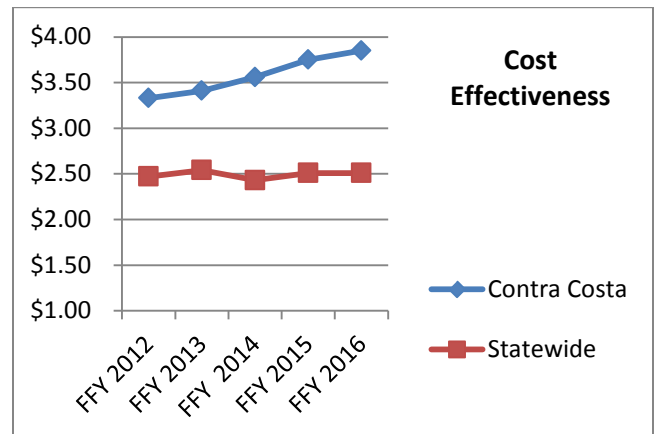
DCSS is focused on engaging parents with delinquent accounts to make child support payments. The statewide average of cases paying on arrears is 66.7%. DCSS has consistently maintained participation above the statewide average.



4. Operational Cost-effectiveness

- **Status of FY 2016 Goals:** Achieved \$3.85 in cost effectiveness, an increase of \$0.10 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 2016, the California State average was \$2.51 collected for each dollar expended. Contra Costa DCSS is 53.4% more effective than the State average, collecting \$3.85 for each dollar spent on operations.



Child Support Services

Health and Human Services

5. Statewide Paternity Establishment Percentage (PEP)

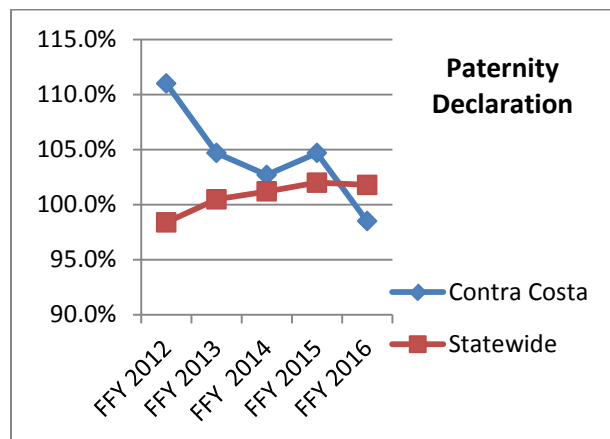
- **Status of FY 2016 Goals:** Achieved 98.5% in statewide PEP.

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. During FY 2016, Contra Costa participated in a shared services project, part of which included removing some out of state cases from Contra Costa's caseload. This action created a decline in this performance measure.

- ✓ increasing collections on cases with arrears, and
- ✓ improving cost effectiveness.

- **Achieve Local Level Performance Goals.** Contra Costa County Department of Child Support Services have developed the following local performance goals for FFY 2017:

- ✓ increase distributed collections by 2% and achieve at least \$3.95 in cost effectiveness;
- ✓ increase the percentage of current support collected to 73.6%;
- ✓ increase percentage of cases with arrearages collection to 72.9%;
- ✓ increase the percentage of cases with child support orders to 95.2%; 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,

Employment and Human Services Health and Human Services

Kathy Gallagher, Director

Employment and Human Services General Fund Summary

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	184,032,982	205,701,156	206,626,486	200,709,519	(5,916,967)
Services And Supplies	95,777,514	98,763,079	102,832,756	102,832,756	0
Other Charges	126,205,155	128,554,432	136,157,958	136,157,958	0
Fixed Assets	455,083	740,000	160,000	160,000	0
Expenditure Transfers	6,050,751	7,566,291	(309,216)	(309,216)	0
Expense Total	412,521,486	441,324,958	445,467,984	439,551,017	(5,916,967)
Revenue					
Other Local Revenue	70,943,228	78,318,727	87,670,141	88,168,485	498,344
Federal Assistance	157,981,072	164,216,275	155,533,762	155,533,762	0
State Assistance	164,733,234	174,981,646	172,744,328	173,190,770	446,442
Revenue Total	393,657,533	417,516,648	415,948,231	416,893,017	944,786
Net County Cost (NCC):	18,863,952	23,808,310	29,519,753	22,658,000	(6,861,753)
Allocated Positions (FTE)	2,112.0	2,112.0	1,954.6	1,888.0	(66.6)
Financial Indicators					
Salaries as % of Total Exp	45%	47%	46%	46%	
% Change in Total Exp		7%	1%	(1%)	
% Change in Total Rev		6%	0%	0%	
% Change in NCC		26%	24%	(23%)	
Compensation Information					
Permanent Salaries	101,982,422	120,390,738	120,090,143	116,598,248	(3,491,895)
Temporary Salaries	7,128,714	1,437,844	1,286,947	1,286,947	0
Permanent Overtime	1,182,804	704,589	366,670	366,670	0
Deferred Comp	969,258	1,487,749	1,574,437	1,469,137	(105,300)
Comp & SDI Recoveries	(874,599)	(312,248)	(371,933)	(371,933)	0
FICA/Medicare	8,044,484	8,974,161	9,215,519	8,948,389	(267,130)
Ret Exp-Pre 97 Retirees	380,512	426,496	417,193	417,193	0
Retirement Expense	34,159,604	36,483,922	38,010,745	36,992,363	(1,018,382)
Employee Group Insurance	15,949,012	21,335,053	19,770,348	18,904,706	(865,642)
Retiree Health Insurance	6,838,359	6,798,332	6,946,069	6,946,069	0
OPEB Pre-Pay	3,559,056	3,559,153	3,559,051	3,559,051	0
Unemployment Insurance	324,814	316,203	264,205	256,879	(7,326)
Workers Comp Insurance	4,415,709	4,164,683	5,497,092	5,335,800	(161,292)
Labor Received/Provided	(27,168)	(65,519)	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
- 0583 – Workforce Development Board
- 0588 – Community Services
- 0581 – Zero Tolerance for Domestic Violence

Major Department Responsibilities

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

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

The Department provides more than 60 programs which serve over 200,000 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 revenue sources.

Employment and Human Services

Health and Human Services

All Funds Summary

All Funds	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	193,098,493	216,151,151	217,007,407	211,090,440	(5,916,967)
Services And Supplies	99,270,242	103,964,945	107,883,548	107,883,548	0
Other Charges	131,797,540	134,092,527	142,006,797	142,006,797	0
Fixed Assets	455,083	800,000	360,000	360,000	0
Expenditure Transfers	14,313,048	16,445,640	9,195,688	9,195,688	0
Expense Total	438,934,406	471,454,263	476,453,440	470,536,473	(5,916,967)
Revenue					
Other Local Revenue	78,350,856	87,211,984	96,987,211	97,485,555	498,344
Federal Assistance	158,959,793	165,499,238	156,722,400	156,722,400	0
State Assistance	182,893,216	193,954,435	193,224,076	193,670,518	446,442
Revenue Total	420,203,865	446,665,657	446,933,687	447,878,473	944,786
Net Fund Cost (NFC):	18,730,540	24,788,606	29,519,753	22,658,000	(6,861,753)
Allocated Positions (FTE)	2,234.0	2,234.0	2,075.6	2,009.0	(66.6)
Financial Indicators					
Salaries as % of Total Exp	44%	46%	46%	45%	
% Change in Total Exp		7%	1%	(1%)	
% Change in Total Rev		6%	0%	0%	
% Change in NFC		32%	19%	(23%)	
Compensation Information					
Permanent Salaries	106,527,708	126,006,042	125,800,284	122,308,389	(3,491,895)
Temporary Salaries	7,991,411	1,725,804	1,574,907	1,574,907	0
Permanent Overtime	1,193,329	706,823	368,780	368,780	0
Deferred Comp	998,574	1,544,833	1,628,317	1,523,017	(105,300)
Comp & SDI Recoveries	(876,199)	(341,577)	(401,262)	(401,262)	0
FICA/Medicare	8,433,007	9,394,964	9,650,095	9,382,965	(267,130)
Ret Exp-Pre 97 Retirees	394,508	450,192	440,890	440,890	0
Retirement Expense	35,737,542	38,278,158	39,869,797	38,851,415	(1,018,382)
Employee Group Insurance	17,073,313	23,121,373	21,268,466	20,402,824	(865,642)
Retiree Health Insurance	7,124,839	7,079,796	7,276,022	7,276,022	0
OPEB Pre-Pay	3,559,056	3,559,153	3,559,051	3,559,051	0
Unemployment Insurance	340,935	331,726	277,227	269,901	(7,326)
Workers Comp Insurance	4,604,470	4,359,383	5,694,832	5,533,540	(161,292)
Labor Received/Provided	(3,999)	(65,519)	0	0	0

Employment and Human Services

Health and Human Services

Table Description

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

Programs included are listed below:

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

Special Note to the Reader

Federal, state and state-funded local revenues finance over 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. EHSD does not currently have the State and Federal allocations for FY 2017-18. The Department has included revenue based on the Governor’s fiscal year 2017-18 Proposed Budget and historical allocation information. Given the need to analyze the impact of changes in the FY 2017-18 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

Administrative Services

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	27,484,707	32,653,776	34,046,032	33,796,125	(249,907)
Services And Supplies	20,355,616	21,530,078	20,360,028	20,360,028	0
Other Charges	427,676	247,900	314,382	314,382	0
Fixed Assets	414,281	600,000	20,000	20,000	0
Expenditure Transfers	(43,568,708)	(48,995,518)	(48,180,056)	(48,180,056)	0
Expense Total	5,113,572	6,036,236	6,560,386	6,310,479	(249,907)
Revenue					
Other Local Revenue	185,250	133,000	0	0	0
State Assistance	5,548,225	5,385,943	6,030,132	6,030,132	0
Revenue Total	5,733,475	5,518,943	6,030,132	6,030,132	0
Net County Cost (NCC):	(619,903)	517,293	530,254	280,347	(249,907)
Allocated Positions (FTE)	214.0	214.0	212.0	210.0	(2.0)
Financial Indicators					
Salaries as % of Total Exp	537%	541%	519%	536%	
% Change in Total Exp		18%	9%	(4%)	
% Change in Total Rev		(4%)	9%	0%	
% Change in NCC		(183%)	3%	(47%)	
Compensation Information					
Permanent Salaries	12,474,308	16,288,730	17,161,943	17,006,602	(155,341)
Temporary Salaries	844,268	145,361	0	0	0
Permanent Overtime	84,065	130,738	60,000	60,000	0
Deferred Comp	117,463	193,800	202,320	198,720	(3,600)
Comp & SDI Recoveries	(105,995)	(45,005)	(45,005)	(45,005)	0
FICA/Medicare	966,623	1,215,490	1,284,584	1,272,700	(11,884)
Ret Exp-Pre 97 Retirees	49,578	63,535	75,732	75,732	0
Retirement Expense	4,439,725	5,155,336	5,644,038	5,600,238	(43,800)
Employee Group Insurance	1,648,223	2,435,168	2,416,477	2,388,729	(27,748)
Retiree Health Insurance	6,319,243	6,283,428	6,415,847	6,415,847	0
Unemployment Insurance	40,066	44,066	37,679	37,337	(342)
Workers Comp Insurance	544,383	743,129	792,418	785,226	(7,192)
Labor Received/Provided	62,757	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 the oversight of contracts, budgets, claims, policy and planning, appeals, quality control, welfare fraud management, appeals, fiscal compliance, information technology, CalWIN program administration, fixed assets, vehicles, safety and disaster preparedness and readiness, facilities and building occupancy.

The 2017-18 Recommended Budget includes an increase in expenditures of \$274,243 compared to FY 2016-17 Budget. This is offset by a \$644,189 increase in State Revenue. Additionally, the CalWIN required County share decreased by \$33,736

The 2017-18 Recommended Budget includes a \$249,000 reduction in salaries and benefits from

the Baseline Budget due to the cancellation of two vacant Information Technology positions.

Administrative Services Summary		
Service:		Discretionary
Level of Service:		Discretionary
Gross Expenditures:		\$6,310,479
Financing:		6,030,132
Net County Cost:		280,347
Funding Sources:		
State	95.6%	\$6,030,132
General Fund	4.4%	280,347
FTE:	210.0	

Employment and Human Services

Health and Human Services

Children and Family Services Bureau

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	33,311,319	40,917,402	43,906,198	43,906,198	0
Services And Supplies	16,952,824	19,037,112	21,957,339	21,957,339	0
Other Charges	45,601,992	46,848,302	50,410,614	50,410,614	0
Expenditure Transfers	(1,467,019)	1,912,876	5,391,572	5,391,572	0
Expense Total	94,399,116	108,715,692	121,665,723	121,665,723	0
Revenue					
Other Local Revenue	37,112,097	42,746,196	54,343,729	54,343,729	0
Federal Assistance	34,740,382	41,075,186	39,661,759	39,661,759	0
State Assistance	22,451,558	23,691,118	24,646,640	24,646,640	0
Revenue Total	94,304,037	107,512,500	118,652,128	118,652,128	0
Net County Cost (NCC):	95,079	1,203,192	3,013,595	3,013,595	0
Allocated Positions (FTE)	352.5	352.5	365.5	365.5	0.0
Financial Indicators					
Salaries as % of Total Exp	35%	38%	36%	36%	
% Change in Total Exp		15%	12%	0%	
% Change in Total Rev		14%	10%	0%	
% Change in NCC		1,165%	150%	0%	
Compensation Information					
Permanent Salaries	19,935,468	24,882,962	26,728,564	26,728,564	0
Temporary Salaries	485,055	0	0	0	0
Permanent Overtime	90,198	125,000	32,500	32,500	0
Deferred Comp	109,905	227,875	306,180	306,180	0
Comp & SDI Recoveries	(171,187)	0	0	0	0
FICA/Medicare	1,491,144	1,835,199	2,044,492	2,044,492	0
Ret Exp-Pre 97 Retirees	74,221	4,266	4,606	4,606	0
Retirement Expense	6,664,580	7,726,811	8,357,543	8,357,543	0
Employee Group Insurance	2,793,483	3,990,440	4,062,725	4,062,725	0
OPEB Pre-Pay	946,860	946,860	1,073,027	1,073,027	0
Unemployment Insurance	60,866	67,113	58,877	58,877	0
Workers Comp Insurance	830,726	1,110,876	1,237,686	1,237,686	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 implementation of Continuum of Care Reform (CCR) began statewide on January 1, 2017. CCR also known as AB 403, concentrates on moving children from residential care settings into family settings within the community. In addition, the Department provides increased support, primarily mental health services; to assist a child residing in a family setting.

CCR is intended to increase family engagement, requiring regular Child Family Team Meetings to better serve the child and family needs for the child to reside in family home care.

Additional federal and state capped funding is included in the 2017-18 budget to offset the increased cost of additional Child and Family Team and Resource Family Approval activities. Additional federal and state capped funding is also included to provide additional Foster Parent Recruitment, Retention and Support Services.

The FY 2017-18 Recommended Budget includes an overall increase of \$12,950,031 compared to FY 2016-17 Budget.

In FY 2016-17, additional Child Protective Services social worker positions were added mid-year. The FY 2017-18 Recommended Budget includes an increase of both expenditures and revenues from state and local realignment revenues to reflect these mid year changes. There is no change in the Recommended from the Baseline Budget.

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 collaborates with the community to develop a 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 2016, the department identified approximately 7,400 families with approximately 10,000 child victims who were served through a formal child abuse and neglect report.

Employment and Human Services

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b. Family Maintenance - Family Maintenance (FM) services are arranged for and provided by Children's Services staff to maintain children in their own homes. The social workers actively works with families to address the issues that brought them to the attention of Child Welfare. In 2016, approximately 475 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 (FR) services are provided to remedy the conditions that led to the removal. A reunification plan is developed to resolve those issues. In 2016, CFS provided Family Reunification services to about 660 children and their families.

d. Permanency Planning – Permanency Planning (PP) services assist children in establishing a permanent family when Family Reunification is not possible. The law requires a permanent placement with a relative caregiver; or an adoption/ guardianship be established. In calendar year 2016, approximately 860 children in out-of-home care received permanency planning services at some point during the year.

e. Extended Foster Care – Foster youth ages 18-21 years old may be served through extended foster care services. 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 2016, approximately 290 youth were served in the Extended Foster Care Program.

Child Welfare Services Summary		
Service:	Mandatory	
Level of Service:	Mandatory	
Gross Expenditures:	\$60,237,839	
Financing:	59,696,355	
Net County Cost:	541,484	
Funding Sources:		
Local	53.1%	\$31,963,514
State	16.9%	10,177,916
Federal	29.1%	17,554,925
General Fund	0.9%	541,484
FTE: 318.8		

ADOPTION/FOSTER CARE ADMINISTRATION

1. Adoption Services

Description: The County's adoption agency exclusively provides services for abused and neglected children when the child is unable to return to the care of their parent. The agency looks to find families that can meet the special needs of these children. The agency also provides post adoption support services to the families and children.

Employment and Human Services

Health and Human Services

Adoption Services Summary		
Service:		Discretionary
Level of Service:		Mandatory
Gross Expenditures:		\$2,024,532
Financing:		2,013,747
Net County Cost:		10,785
Funding Sources:		
Local	61.1%	\$1,236,921
Federal	38.4%	776,826
General Fund	0.5%	10,785
FTE: 11.9		

2. Foster Care/Adoption Assistance Eligibility

Description: This program provides eligibility determination for cash assistance for the care of children placed in foster homes and institutions. In addition, the Kinship/Foster Care Emergency Fund removes barriers that may impede successful placements in foster family homes or with caregivers who are relatives. The Kinship Guardianship Assistance (Kin-GAP) program enhances family preservation and stability by recognizing many foster children are in long-term, stable placements with relatives.

Foster Care/Adoption Assistance Eligibility Summary		
Service:		Mandatory
Level of Service:		Mandatory
Gross Expenditures:		\$4,489,335
Financing:		3,938,851
Net County Cost:		550,484
Funding Sources:		
Local	47.1%	\$2,117,246
Federal	40.6%	1,821,605
General Fund	12.3%	550,484
FTE: 21.8		

3. 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
Gross Expenditures:		\$1,337,903
Financing:		1,228,216
Net County Cost:		109,687
Funding Sources:		
Local	42.9%	\$574,309
State	23.2%	310,615
Federal	25.7%	343,292
General Fund	8.2%	109,687
FTE: 5.0		

ADOPTION/FOSTER CARE PAYMENTS

4. 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 approximately 1,721 cases paid per month.

Employment and Human Services

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Aid to Adoptions Program Summary			
Service:	Mandatory		
Level of Service:	Mandatory		
Gross Expenditures:			\$18,108,073
Financing:			17,643,789
Net County Cost:			464,284
Funding Sources:			
Local	46.6%		\$8,443,137
State	13.0%		2,350,176
Federal	37.8%		6,850,476
General Fund	2.6%		464,284
FTE: 0.0			

the basic foster care rate to an approved relative caregiver with whom a non-federally eligible child is placed.

Foster Care and Other Out of Home Care Payments Summary			
Service:	Mandatory		
Level of Service:	Mandatory		
Gross Expenditures:			\$32,427,778
Financing:			31,382,207
Net County Cost:			1,045,571
Funding Sources:			
Local	25.9%		\$8,401,515
State	36.4%		11,807,933
Federal	34.5%		11,172,759
General Fund	3.2%		1,045,571
FTE: 0.0			

5. 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. In 2016, there were approximately 328 Kin-Gap cases paid per month.
- 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

6. 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		
Gross Expenditures:			\$290,340
Financing:			261,306
Net County Cost:			29,034
Funding Sources:			
Local	90.0%		\$261,306
General Fund	10.0%		29,034
FTE: 0.0			

Employment and Human Services

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7. Family Preservation Program

Description: Various contracts provide intensive social work services to children and families when the child is at risk of an out-of-home placement. This program has an excellent success rate preventing children from entering into the labor intensive and expensive out-of-home placement system. This program reduces overall County costs for foster care and improves long term outcomes for children.

Family Preservation Program Summary			
Service:	Discretionary		
Level of Service:	Mandatory		
Gross Expenditures:	\$1,630,213		
Financing:	1,367,947		
Net County Cost:	262,266		
Funding Sources:			
Local	37.5%	\$611,953	
Federal	46.4%	755,994	
General Fund	16.1%	262,266	
FTE: 0.0			

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		
Gross Expenditures:	\$1,119,710		
Financing:	\$1,119,710		
Net County Cost:	0		
Funding Sources:			
Local	65.5%	\$733,828	
Federal	34.5%	385,882	
FTE: 8.0			

8. 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

Employment and Human Services Health and Human Services

Aging and Adult Services Bureau

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	15,220,573	18,700,594	17,525,161	18,611,092	1,085,931
Services And Supplies	16,800,117	17,424,064	19,595,035	19,595,035	0
Other Charges	21,219,353	24,505,039	23,197,317	23,197,317	0
Expenditure Transfers	(2,160,362)	(635,208)	(1,379,684)	(1,379,684)	0
Expense Total	51,079,681	59,994,489	58,937,829	60,023,760	1,085,931
Revenue					
Other Local Revenue	3,051,404	4,477,665	3,350,110	3,848,454	498,344
Federal Assistance	7,128,812	7,331,220	9,005,180	9,005,180	0
State Assistance	32,145,286	33,626,334	32,999,520	33,445,962	446,442
Revenue Total	42,325,502	45,435,219	45,354,810	46,299,596	944,786
Net County Cost (NCC):	8,754,179	14,559,270	13,583,019	13,724,164	141,145
Allocated Positions (FTE)	161.5	161.5	145.5	154.5	9.0
Financial Indicators					
Salaries as % of Total Exp	30%	31%	30%	31%	
% Change in Total Exp		17%	(2%)	2%	
% Change in Total Rev		7%	0%	2%	
% Change in NCC		66%	(7%)	1%	
Compensation Information					
Permanent Salaries	8,103,602	10,535,989	9,848,431	10,509,841	661,410
Temporary Salaries	937,230	435,270	430,771	430,771	0
Permanent Overtime	122,785	193,500	45,000	45,000	0
Deferred Comp	41,438	96,600	111,120	129,120	18,000
Comp & SDI Recoveries	(59,910)	(39,241)	(39,241)	(39,241)	0
FICA/Medicare	668,021	823,429	802,214	852,812	50,598
Ret Exp-Pre 97 Retirees	31,230	27,629	27,256	27,256	0
Retirement Expense	2,794,852	3,338,676	3,131,611	3,318,102	186,491
Employee Group Insurance	1,189,187	1,780,427	1,490,785	1,627,782	136,997
OPEB Pre-Pay	1,013,436	1,013,436	1,199,565	1,199,565	0
Unemployment Insurance	25,882	28,384	21,666	23,478	1,812
Workers Comp Insurance	352,818	466,495	455,983	486,606	30,623

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); Senior Community Services Employment Program (SCSEP), and other supportive services. This Bureau also manages the Volunteer and Emergency Services Program.

The Department anticipates the need for General Assistance support to decline by \$1,341,076 due to improved economic conditions. This will partially offset the increase County support for IHSS resulting from the dismantling of IHSS MOE funding as proposed by the FY 17-18 State Budget.

The FY 2017-18 Recommended Budget expenditures includes an increase of \$29,271 compared to FY 2016-17 Budget expenditures. The AAS Recommended Budget compared to the Baseline includes additional APS positions to support prevention of elder abuse and elder death review. These positions are supported with additional revenue.

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. APS includes grants from the Office of Emergency Services that will allow additional services to prevent elder financial abuse, adding an elder death protocol review.

EHSD will use 2011 Realignment revenue and additional Federal funding, to provide services for elders in need of emergency shelter, transportation, medical supplies, clothes, food, and medicine. APS social workers continue to work on-site at the West County and Central County Family Justice Centers one day a week. APS has received three grants to support a

Multi-Disciplinary Team, a Forensic Review Team, and a financial abuse team to respond to victims of crime.

Adult Protective Services Summary		
Service:		Mandatory
Level of Service:		Discretionary/Mandatory
Gross Expenditures:		\$7,465,582
Financing:		7,117,552
Net County Cost:		348,030
Funding Sources:		
Local	46.5%	\$3,474,399
State	42.5%	3,176,432
Federal	6.3%	466,721
General Fund	4.7%	348,030
FTE:		54.8

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 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 seniors. The

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Supplemental Nutrition Assistance Program (SNAP)-Education grant was awarded with the goal of improving the likelihood that eligible persons will make healthy choices within a limited budget and choose active lifestyles consistent with the current Dietary Guidelines for Americans and MyPlate.

Area Agency on Aging Summary		
Service:	Discretionary/Mandatory	
Level of Service:	Discretionary/Mandatory	
Gross Expenditures:	\$4,615,694	
Financing:	4,362,761	
Net County Cost:	252,933	
Funding Sources:		
Local	7.7%	\$356,591
Federal	49.2%	2,272,886
State	37.6%	1,733,284
General Fund	5.5%	252,933
FTE: 9.0		

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. The Department has eliminated one vacant position due to an anticipated General Assistance caseload reduction, General Assistance caseload is subject to fluctuation based on the local economy.

General Assistance Eligibility Summary		
Service:	Mandatory	
Level of Service:	Mandatory	
Gross Expenditures:	\$3,627,087	
Financing:	0	
Net County Cost:	3,627,087	
Funding Sources:		
General Fund	100%	\$3,627,087
FTE: 24.9		

4. General Assistance Cash Assistance

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

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	
Gross Expenditures:	\$1,644,451	
Financing:	0	
Net County Cost:	1,644,451	
Funding Sources:		
General Fund	100.0%	\$1,644,451
FTE: 0.0		

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	
Gross Expenditures:	\$97,380	
Financing:	17,464	
Net County Cost:	79,916	
Funding Sources:		
Local	17.9%	\$17,464
General Fund	82.1%	79,916
FTE: 0.0		

Employment and Human Services

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

In-Home Supportive Services Administration Summary			
Service:	Mandatory		
Level of Service:	Discretionary		
Gross Expenditures:	\$9,593,242		
Financing:	8,913,554		
Net County Cost:	679,688		
Funding Sources:			
State	92.9%	\$8,913,554	
General Fund	7.1%	679,688	
FTE: 64.8			

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 State 2017-18 Budget proposes dismantling the Maintenance of Effort (MOE) for this program. The MOE caps the level of financial support required by counties for IHSS. The State proposes changes to the county's contribution from a fixed MOE to a percentage of total expenditures. The budget for FY 2017-18 is based on approximately 9.6 million hours of home care. If the state proposal is implemented, Contra Costa County's share of program expenditures will increase by a projected amount of \$3.3 million. Negotiations are underway between the State and representatives of all counties to mitigate the impact of the proposed change.

The IHSS mandate is to provide annual reassessments to no fewer than 80% of clients served and to complete the intake process within 45 days is difficult with existing staffing.

In-Home Supportive Services Payments Summary			
Service:	Mandatory		
Level of Service:	Mandatory		
Gross Expenditures:	\$32,268,418		
Financing:	25,292,136		
Net County Cost:	6,976,282		
Funding Sources:			
State	59.2%	\$19,083,090	
Federal	19.2%	6,209,046	
General Fund	21.6%	6,976,282	
FTE: 0.0			

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		
Gross Expenditures:	\$711,906		
Financing:	596,129		
Net County Cost:	115,777		
Funding Sources:			
Federal	83.7%	\$596,129	
General Fund	16.3%	115,777	
FTE: 1.0			

Employment and Human Services Health and Human Services

Workforce Services Bureau

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	84,206,491	90,829,404	92,399,039	85,826,571	(6,572,468)
Services And Supplies	22,880,896	22,917,479	24,164,256	24,164,256	0
Other Charges	58,755,730	56,896,664	62,037,035	62,037,035	0
Fixed Assets	8,951	0	0	0	0
Expenditure Transfers	44,903,739	41,623,120	32,041,714	32,041,714	0
Expense Total	210,755,807	212,266,667	210,642,044	204,069,576	(6,572,468)
Revenue					
Other Local Revenue	20,305,927	19,686,366	19,757,488	19,757,488	0
Federal Assistance	77,056,564	75,419,404	71,441,193	71,441,193	0
State Assistance	104,298,644	111,961,013	109,068,036	109,068,036	0
Revenue Total	201,661,135	207,066,783	200,266,717	200,266,717	0
Net County Cost (NCC):	9,094,672	5,199,884	10,375,327	3,802,859	(6,572,468)
Allocated Positions (FTE)	1,023.4	1,023.4	1,030.6	959.0	(71.6)
Financial Indicators					
Salaries as % of Total Exp	40%	43%	44%	42%	
% Change in Total Exp		1%	(1%)	(3%)	
% Change in Total Rev		3%	(3%)	0%	
% Change in NCC		(43%)	100%	(63%)	
Compensation Information					
Permanent Salaries	48,126,290	55,773,732	55,677,232	51,785,688	(3,891,544)
Temporary Salaries	3,092,148	639,815	656,520	656,520	0
Permanent Overtime	875,708	230,258	204,077	204,077	0
Deferred Comp	555,098	783,785	828,684	712,584	(116,100)
Comp & SDI Recoveries	(478,239)	(194,240)	(257,334)	(257,334)	0
FICA/Medicare	3,805,470	4,115,734	4,259,308	3,961,605	(297,703)
Ret Exp-Pre 97 Retirees	180,665	290,309	274,768	274,768	0
Retirement Expense	16,259,495	16,401,203	17,535,167	16,404,100	(1,131,067)
Employee Group Insurance	8,082,759	10,010,642	9,504,861	8,557,547	(947,314)
Retiree Health Insurance	0	3,788	0	0	0
OPEB Pre-Pay	1,327,705	1,327,705	1,015,409	1,015,409	0
Unemployment Insurance	153,320	140,979	122,491	113,929	(8,562)
Workers Comp Insurance	2,084,064	1,305,694	2,577,855	2,397,677	(180,178)
Labor Received/Provided	142,007	0	0	0	0

Employment and Human Services

Health and Human Services

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 Recommended Budget reflects a decrease of \$8,197,091 compared to FY 2016-17 is due to declining CalWORKs and CalFresh caseloads and corresponding reduction in funding.

The change from the Baseline Budget to the Recommended Budget includes the cancellation of 71.6 FTE from the CalWORKs and CalFresh programs.

1. CalWORKs Programs

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

The Department will eliminate 61 vacant CalWORKs positions. This may affect the processing of CalWORKs applications and complying with State and Federal standards.

a. CalWORKs Eligibility - Provides eligibility determination for CalWORKs cash aid, support services, and includes ongoing case management. In the FY 2015-16, there were 9,963 applications received which is a 9% decrease from the prior year. There was a decrease in caseload during this same period. This program also includes funding for staff development and welfare fraud investigation.

CalWORKs Eligibility			
Service:			Mandatory
Level of Service:			Mandatory
Gross Expenditures:			\$18,054,263
Financing:			18,054,263
Funding Sources:			
	Federal	80.9%	\$14,612,560
	State	19.1%	3,441,703
FTE:			171.7

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 support services such as housing, transportation, childcare, and referrals for substance abuse, mental health and domestic abuse services. Subsidized employment and special support programs are also included.

CalWORKs Employment Services			
Service:			Mandatory
Level of Service:			Discretionary
Gross Expenditures:			\$23,957,291
Financing:			23,957,291
Funding Sources:			
	Federal	80.9%	\$19,390,287
	State	19.1%	4,567,004
FTE:			124.3

c. CalWORKs Cal-Learn 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.

CalWORKs Cal-Learn			
Service:			Mandatory
Level of Service:			Discretionary
Gross Expenditures:			\$296,947
Financing:			296,947
Funding Sources:			
	Federal	80.9%	\$240,340
	State	19.1%	56,607
FTE:			1.9

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d. 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.

CalWORKs Child Care			
Service:	Mandatory		
Level of Service:	Mandatory		
Gross Expenditures:	\$5,816,504		
Financing:	5,816,504		
Funding Sources:			
Federal	80.9%	\$4,707,698	
State	19.1%	1,108,806	
FTE: 17.7			

e. CalWORKs – Mental Health/ Substance Abuse Provides CalWORKs case management and treatment services for mental health and substance abuse.

CalWORKs Mental Health/ Substance Abuse			
Service:	Mandatory		
Level of Service:	Discretionary		
Gross Expenditures:	\$2,182,421		
Financing:	2,182,421		
Funding Sources:			
State	100.0%	\$2,182,421	
FTE: 0.0			

f. CalWORKs SB 1569 Provides case management of CalWORKs recipients who are victims of trafficking or crime.

CalWORKs SB 1569			
Service:	Mandatory		
Level of Service:	Mandatory		
Gross Expenditures:	\$2,485		
Financing:	2,485		
Funding Sources:			
Federal	80.9%	\$2,011	
State	19.1%	474	
FTE: 0.0			

g. CalWORKs Family Stabilization – Provides comprehensive evaluations and wraparound services to Welfare-to-Work families who are experiencing identified situations and/or crises.

CalWORKs Family Stabilization			
Service:	Mandatory		
Level of Service:	Mandatory		
Gross Expenditures:	\$715,172		
Financing:	715,172		
Funding Sources:			
Federal	80.9%	\$578,838	
State	19.1%	136,334	
FTE: 4.8			

h. 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,

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those with a criminal or arrest record/history, and those participants completing the new family stabilization component of the Welfare-to-Work program.

CalWORKs Expanded Subsidized Employment		
Service:		Mandatory
Level of Service:		Discretionary
Gross Expenditures:		\$3,482,881
Financing:		3,482,881
Funding Sources:		
State	100.0%	\$3,482,881
FTE: 15.4		

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 County Health Services Behavioral Health Division Office of Homeless Programs (CCHP), oversees the HousingWORKs! Program. The Department will eliminate 62 vacant CalWORKs positions. This may affect the processing of CalWORKs applications and complying with State and Federal processing standards.

CalWORKs Housing Support		
Service:		Discretionary
Level of Service:		Discretionary
Gross Expenditures:		\$1,441,509
Financing:		1,441,509
Funding Sources:		
Federal	80.9%	\$1,166,713
State	27.3%	274,796
FTE: 0.0		

2. CalWORKs Cash Assistance

Description: Cash assistance is provided 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 2015-16 was 9,828 which equates to an 11% decrease in the average monthly caseload.

CalWORKs Cash Assistance Summary		
Service:		Mandatory
Level of Service:		Mandatory
Gross Expenditures:		\$51,205,750
Financing:		50,229,273
Net County Cost:		976,477
Funding Sources:		
Local	38.5%	\$19,718,631
State	40.1%	20,551,355
Federal	19.5%	9,959,287
General Fund	1.9%	976,477
FTE: 0.0		

3. CalFresh Eligibility

Description: Provides application processing and eligibility determination for both cash and non-cash assisted families. During FY 2015-16, the number of CalFresh applications received was 28,740 and the average monthly caseload was 37,825. This is a 14% decrease in applications and a 1% decrease in the CalFresh caseload.

The Department will eliminate 12 vacant CalFresh positions. This may affect the processing of CalFresh applications and complying with State and Federal standards.

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CalFresh Eligibility Summary			
Service:	Mandatory		
Level of Service:	Mandatory		
Gross Expenditures:	\$38,535,395		
Financing:	35,769,013		
Net County Cost:	2,766,382		
Funding Sources:			
State	39.2%	\$15,087,362	
Federal	53.6%	20,681,651	
General Fund	7.2%	2,766,382	
FTE: 229.5			

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 2015-16, there were approximately 43,570 Medi-Cal applications received which equates to a 38% decrease in the number of applications taken over the previous fiscal year. This is attributed to a large number of previously ineligible Medi-Cal clients applying for insurance under the Affordable Healthcare Act (ACA).

Medi-Cal Eligibility Summary			
Service:	Mandatory		
Level of Service:	Mandatory		
Gross Expenditures:	\$58,148,930		
Financing:	58,148,930		
Net County Cost:	0		
Funding Sources:			
State	100.0%	\$58,148,930	
FTE: 393.5			

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		
Gross Expenditures:	\$29,362		
Financing:	29,362		
Net County Cost:	0		
Funding Sources:			
State	100.0%	\$29,362	
FTE: 0.2			

6. Refugee Programs Cash Assistance

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

Refugee Programs Cash Assistance Summary			
Service:	Mandatory		
Level of Service:	Mandatory		
Gross Expenditures:	\$101,809		
Financing:	101,809		
Net County Cost:	0		
Funding Sources:			
Federal	100.0%	\$101,809	
FTE: 0.0			

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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

Service Integration Team / SparkPoint Summary		
Service:		Discretionary
Level of Service:		Discretionary
Gross Expenditures:		\$98,857
Financing:		38,857
Net County Cost:		60,000
Funding Sources:		
Local	39.3%	\$38,857
General Fund	60.7%	60,000
FTE:	0.0	

8. Service Integration Team / SparkPoint

Description:

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.

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.

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Covered California Call Center

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	7,726,900	3,094,084	0	0	0
Services And Supplies	1,509,913	893,978	0	0	0
Other Charges	0	11,938	0	0	0
Expenditure Transfers	267	0	0	0	0
Expense Total	9,237,080	4,000,000	0	0	0
Revenue					
Federal Assistance	9,347,849	4,000,000	0	0	0
Revenue Total	9,347,849	4,000,000	0	0	0
Net County Cost (NCC):	(110,769)	0	0	0	0
Allocated Positions (FTE)	167.0	167.0	0.0	0.0	0.0
Financial Indicators					
Salaries as % of Total Exp	84%	77%	0%	0%	
% Change in Total Exp		(57%)	(100%)	0%	
% Change in Total Rev		(57%)	(100%)	0%	
% Change in NCC		(100%)	0%	0%	
Compensation Information					
Permanent Salaries	5,165,983	2,001,388	0	0	0
Temporary Salaries	43,474	18,990	0	0	0
Deferred Comp	94,442	51,095	0	0	0
Comp & SDI Recoveries	(23,270)	(3,409)	0	0	0
FICA/Medicare	388,142	152,053	0	0	0
Ret Exp-Pre 97 Retirees	13,377	5,926	0	0	0
Retirement Expense	1,228,701	537,729	0	0	0
Employee Group Insurance	716,446	296,757	0	0	0
Unemployment Insurance	15,714	5,584	0	0	0
Workers Comp Insurance	210,980	93,490	0	0	0
Labor Received/Provided	(127,090)	(65,519)	0	0	0

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Description: In 2013, 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 third open enrollment services on October 1, 2015. From October 1, 2015 through February 2016, the 7C's handled approximately 142,140 calls based on data provided by Covered California. Approximately 276,500 call were handled from January 1, 2016 through November 30, 2016 based on data provided by Covered California. No calls were taken after November 30, 2016. Contra Costa County's contract with Covered California to run this call center ended on December 31, 2016. The 202 positions were eliminated effective December 1, 2016. The positions eliminated can be seen when comparing FY 2016-17 Budget to FY 2017-18 Baseline.

Covered California Call Center		
Service:		Mandatory
Level of Service:		Mandatory
Gross Expenditures:		\$0
Financing:		0
Net County Cost:		0
Funding Sources:		
Federal	100%	\$0
FTE:	0.0	

Employment and Human Services

Health and Human Services

Ann Adler Children and Family Trust

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Services And Supplies	73,865	80,000	80,000	80,000	0
Expense Total	73,865	80,000	80,000	80,000	0
Revenue					
Other Local Revenue	73,865	80,000	80,000	80,000	0
Revenue Total	73,865	80,000	80,000	80,000	0
Net County Cost (NCC):	0	0	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		8%	0%	0%	
% Change in Total Rev		8%	0%	0%	
% Change in NCC		(100%)	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 2017-18 is required.

Ann Adler Children and Family Trust		
Service:		Discretionary
Level of Service:		Discretionary
Gross Expenditures:		\$80,000
Financing:		80,000
Net County Cost:		0
Funding Sources:		
Local	100%	\$80,000
FTE:	0.0	

Employment and Human Services

Health and Human Services

Workforce Development Board

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	1,308,536	1,486,749	1,473,143	1,292,620	(180,523)
Services And Supplies	4,268,470	3,399,734	3,417,240	3,417,240	0
Other Charges	146,361	0	146,241	146,241	0
Expenditure Transfers	1,846,791	2,992,517	2,660,855	2,660,855	0
Expense Total	7,570,158	7,879,000	7,697,479	7,516,956	(180,523)
Revenue					
Other Local Revenue	642,284	400,000	409,500	409,500	0
Federal Assistance	6,888,492	7,479,000	7,107,456	7,107,456	0
Revenue Total	7,530,776	7,879,000	7,516,956	7,516,956	0
Net County Cost (NCC):	39,382	0	180,523	0	(180,523)
Allocated Positions (FTE)	10.0	10.0	11.0	9.0	(2.0)
Financial Indicators					
Salaries as % of Total Exp	17%	19%	19%	17%	
% Change in Total Exp		4%	(2%)	(2%)	
% Change in Total Rev		5%	(5%)	0%	
% Change in NCC		(100%)	0%	(100%)	
Compensation Information					
Permanent Salaries	611,162	902,912	909,211	802,791	(106,420)
Temporary Salaries	377,346	9,797	11,045	11,045	0
Deferred Comp	10,740	17,234	21,300	17,700	(3,600)
FICA/Medicare	74,839	68,429	77,916	69,775	(8,141)
Ret Exp-Pre 97 Retirees	2,264	0	0	0	0
Retirement Expense	203,724	268,840	272,385	242,379	(30,006)
Employee Group Insurance	70,547	148,242	113,199	85,622	(27,577)
OPEB Pre-Pay	28,405	28,502	28,400	28,400	0
Unemployment Insurance	2,371	3,018	2,009	1,775	(234)
Workers Comp Insurance	31,697	39,775	37,678	33,133	(4,545)
Labor Received/Provided	(104,559)	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 this region.

The Department projects a decrease in FY 2017-18 revenues. The Department compensated for the revenue reduction by eliminating two vacant unfunded positions.

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 WDB staff includes additional direct service staff working in the EASTBAY Works One-Stop Career Centers.

Pursuant to specific mandates within the WIOA, for which the final rules were issued August 19, 2016, the WDB administers and coordinates the following:

b. Adult Program - Through the local network of EASTBAY Works America Job Center of California (AJCC) sites, this program provides basic career services including job search and placement assistance, career counseling. 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 basic 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 such as 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.

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Workforce Innovation & Opportunity Act Summary		
Service:		Mandatory
Level of Service:		Discretionary
Gross Expenditures:		\$7,112,456
Financing:		7,112,456
Net County Cost:		0
Funding Sources:		
Local	0.1%	\$5,000
Federal	99.9%	7,107,456
FTE: 8.0		

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 residents.

Small Business Development Center Summary		
Service:		Discretionary
Level of Service:		Mandatory
Gross Expenditures:		\$404,500
Financing:		404,500
Net County Cost:		0
Funding Sources:		
Local	100.0%	\$404,500
FTE: 1.0		

1. Small Business Development Center

Description:

Partially funded by the Small Business Administration, 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

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Community Services Bureau

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	14,672,939	18,019,147	17,276,913	17,276,913	0
Services And Supplies	10,669,258	10,380,209	10,644,633	10,644,633	0
Other Charges	54,043	44,589	52,369	52,369	0
Fixed Assets	31,851	140,000	140,000	140,000	0
Expenditure Transfers	6,418,759	10,413,472	9,101,808	9,101,808	0
Expense Total	31,846,850	38,997,417	37,215,723	37,215,723	0
Revenue					
Other Local Revenue	9,534,967	10,795,500	9,729,314	9,729,314	0
Federal Assistance	21,736,551	27,584,255	27,327,621	27,327,621	0
State Assistance	289,521	317,238	0	0	0
Revenue Total	31,561,039	38,696,993	37,056,935	37,056,935	0
Net County Cost (NCC):	285,811	300,424	158,788	158,788	0
Allocated Positions (FTE)	183.5	183.5	190.0	190.0	0.0
Financial Indicators					
Salaries as % of Total Exp	46%	46%	46%	46%	
% Change in Total Exp		22%	(5%)	0%	
% Change in Total Rev		23%	(4%)	0%	
% Change in NCC		5%	(47%)	0%	
Compensation Information					
Permanent Salaries	7,565,609	10,005,025	9,764,762	9,764,762	0
Temporary Salaries	1,258,551	188,611	188,611	188,611	0
Permanent Overtime	10,048	25,093	25,093	25,093	0
Deferred Comp	40,173	117,360	104,833	104,833	0
Comp & SDI Recoveries	(35,999)	(30,353)	(30,353)	(30,353)	0
FICA/Medicare	643,310	763,827	747,005	747,005	0
Ret Exp-Pre 97 Retirees	29,177	34,831	34,831	34,831	0
Retirement Expense	2,568,527	3,055,327	3,070,002	3,070,002	0
Employee Group Insurance	1,448,366	2,673,377	2,182,301	2,182,301	0
Retiree Health Insurance	519,116	511,116	530,222	530,222	0
OPEB Pre-Pay	242,650	242,650	242,650	242,650	0
Unemployment Insurance	26,325	27,059	21,483	21,483	0
Workers Comp Insurance	357,369	405,224	395,473	395,473	0
Labor Received/Provided	(282)	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.

Changes in the Federal and State collaboration models for FY 2017-18 shifts Early Care and Education Programs childcare slots, and operating costs Community Services program, a general fund program, to State's Child Development Fund childcare program. As a result, there is a reduction in the Community Services General Fund childcare care expenditures and an increase in the Child Development Fund operating costs.

The Baseline Budget reflects the net reduction in operating expenses of \$1,809,914 from the FY 2016-17 Budget. Baseline revenues are projected to decline by \$1,640,058 from the current year's funding level.

No adjustment from Baseline to Recommended Budget for FY 2017-18 is required. Revenues reported in the Community Services General Fund and Child Development Funds reflect the reduction/ increase in expenditures.

EARLY CARE AND EDUCATION PROGRAMS

1. Head Start

Description: Head Start provides part-day and full-day educational and comprehensive services to 1,351 income-eligible children three to five years old and their families. Approximately \$4.5 million in Head Start revenue is transferred to the Child Development Fund to support staff costs for services provided to an additional 644 children in full-day childcare. Head Start revenue also funds enhancement services to seven partnering childcare agencies and home visitation services to 12 children and their families.

Head Start Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$16,280,744	
Financing:	16,274,380	
Net County Cost:	6,364	
Funding Sources:		
Federal	99.9%	\$16,274,380
General Fund	0.1%	6,364
FTE:	73.0	

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 796 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 49 classrooms in or close to neighborhoods where the children live.

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Child Start Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$9,441,778	
Financing:	9,441,778	
Net County Cost:	0	
Funding Sources:		
Local	82.0%	\$7,741,342
Federal	18.0%	1,700,436
FTE: 66.0		

3. Early Head Start

Description: Early Head Start provides infant, toddler and family comprehensive services to 383 eligible children and their families. Approximately \$2.1 million in Early Head Start revenue is transferred to the Child Development Fund to support staff costs for services provided to 152 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 partnerships with Contra Costa Child Care Council and First Baptist Church.

Early Head Start Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$4,606,943	
Financing:	4,606,943	
Net County Cost:	0	
Funding Sources:		
Federal	100.0%	\$4,606,943
FTE: 10.0		

4. Child Nutrition

Description: Child Nutrition prepares and delivers approximately 456,266 meals (breakfast, snacks, and lunch) to more than 1,091 children enrolled in Head Start and Child Development childcare centers throughout the County.

Childhood Nutrition Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$1,310,213	
Financing:	1,310,213	
Net County Cost:	0	
Funding Sources:		
Local	74.0%	\$968,981
Federal	26.0%	341,232
FTE: 13.0		

Employment and Human Services

Health and Human Services

ANTI-POVERTY PROGRAMS

5. 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.

Housing & Energy Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		\$2,020,442
Financing:		2,020,442
Net County Cost:		0
Funding Sources:		
Federal	100.0%	\$2,020,442
FTE: 5.0		

Community Action Programs Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		\$3,555,603
Financing:		3,403,179
Net County Cost:		152,424
Funding Sources:		
Local	28.7%	\$1,018,991
Federal	67.0%	2,384,188
General Fund	4.3%	152,424
FTE: 23.0		

6. Housing & Energy

Description: The Housing & Energy program combines funding from the U.S. Department of Energy and the U.S. Health and Human Services Department to provide utility bill payment assistance, energy education and weatherization services to approximately 4,385 low-income residents of the County.

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Zero Tolerance for Domestic Violence

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	101,517	0	0	0	0
Services And Supplies	2,212,703	3,100,425	2,614,225	2,614,225	0
Expenditure Transfers	82,285	255,032	54,575	54,575	0
Expense Total	2,396,505	3,355,457	2,668,800	2,668,800	0
Revenue					
Federal Assistance	1,082,421	1,327,210	990,553	990,553	0
Revenue Total	1,082,421	1,327,210	990,553	990,553	0
Net County Cost (NCC):	1,314,084	2,028,247	1,678,247	1,678,247	0
Financial Indicators					
Salaries as % of Total Exp	4%	0%	0%	0%	
% Change in Total Exp		40%	(20%)	0%	
% Change in Total Rev		23%	(25%)	0%	
% Change in NCC		54%	(17%)	0%	
Compensation Information					
Temporary Salaries	90,641	0	0	0	0
FICA/Medicare	6,934	0	0	0	0
Unemployment Insurance	271	0	0	0	0
Workers Comp Insurance	3,671	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 2016-17 budget to reflect the transfer of the Youth Justice Initiative (the Edward Byrne Memorial Justice Grant). This grant will move to the new Office of Reentry & Justice at the County Administrator's office. No adjustment from Baseline to Recommended Budget for FY 2017-18 is required. [See General Government: County Administrator Section]

Employment and Human Services

Health and Human Services

Zero Tolerance for Domestic Violence Summary		
Service:		Discretionary
Level of Service:		Discretionary
Gross Expenditures:		\$2,668,800
Financing:		990,553
Net County Cost:		1,678,247
Funding Sources:		
Federal Aid	37.1%	\$990,553
General Fund	62.9%	1,678,247
FTE:	0.0	

On December 20, 2016, the Board of Supervisors approved changing the name of the Zero Tolerance for Domestic Violence Initiative to the Contra Costa Alliance to End Abuse to better reflect the Initiative's expanded portfolio in addressing domestic violence, sexual assault, elder and child abuse, and human trafficking.

Employment and Human Services

Health and Human Services

County Children's Trust

County Children's Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Services And Supplies	146,897	178,000	178,000	178,000	0
Other Charges	0	225,673	7,000	7,000	0
Expense Total	146,897	403,673	185,000	185,000	0
Revenue					
Other Local Revenue	192,528	185,000	185,000	185,000	0
Revenue Total	192,528	185,000	185,000	185,000	0
Net Fund Cost (NFC):	(45,631)	218,673	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		175%	(54%)	0%	
% Change in Total Rev		(4%)	0%	0%	
% Change in NFC		(579%)	(100%)	0%	

Description: In 1982, AB 2994 allowed counties to establish funding through birth certificate fees. The Family and Children's Trust Committee makes recommendations regarding funding for various contracts to provide child abuse prevention services. Fees for child abuse prevention are deposited in a special fund separate services from the General Fund.

The Baseline Budget maintains the current level of services.

No adjustment from Baseline to Recommended Budget for FY 2017-18 is required.

County Children's Trust Fund 132800		
Service:		Discretionary
Level of Service:		Discretionary
Gross Expenditures:		\$185,000
Financing:		185,000
Net Fund Cost:		0
Funding Sources:		
Local	100.0%	\$185,000
FTE:	0.0	

Employment and Human Services

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In-Home Supportive Services (IHSS) Public Authority

IHSS Public Authority Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	1,211,109	1,326,044	1,358,361	1,358,361	0
Services And Supplies	165,095	167,534	201,016	201,016	0
Other Charges	637,294	615,732	466,589	466,589	0
Expenditure Transfers	186,119	280,222	189,693	189,693	0
Expense Total	2,199,617	2,389,532	2,215,659	2,215,659	0
Revenue					
Other Local Revenue	188,550	189,681	356,403	356,403	0
Federal Assistance	978,722	1,028,295	1,188,638	1,188,638	0
State Assistance	1,032,345	1,073,925	670,618	670,618	0
Revenue Total	2,199,617	2,291,901	2,215,659	2,215,659	0
Net Fund Cost (NFC):	0	97,631	0	0	0
Financial Indicators					
Salaries as % of Total Exp	55%	55%	61%	61%	
% Change in Total Exp		9%	(7%)	0%	
% Change in Total Rev		4%	(3%)	0%	
% Change in NFC		(100%)	(100%)	0%	
Compensation Information					
Permanent Salaries	720,760	800,000	827,669	827,669	0
Temporary Salaries	3,429	0	0	0	0
Permanent Overtime	83	124	0	0	0
Deferred Comp	13,980	15,000	13,020	13,020	0
FICA/Medicare	53,008	57,000	61,067	61,067	0
Retirement Expense	280,546	300,000	311,010	311,010	0
Employee Group Insurance	136,589	151,000	143,228	143,228	0
Retiree Health Insurance	520	520	87	87	0
Unemployment Insurance	2,196	2,400	2,280	2,280	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

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Advisory Committee and performs other Board-approved functions related to the delivery of In-Home Supportive Services.

The FY 2017-18 Recommended Budget reflects an overall decrease of \$173,873 compared to FY 2016-17. The funding structure for IHSS as proposed by the Governor has changed the funding for this program from a Maintenance of Effort (MOE) to a county percentage of total costs.

This proposed change substantially increases the county share required to support the IHSS program. There is no change from the Baseline Budget to the Recommended Budget.

IHSS Public Authority Summary		
Service:		Mandatory
Level of Service:		Discretionary
Gross Expenditures:		\$2,215,659
Financing:		2,215,659
Net Fund Cost:		0
Funding Sources:		
Local	16.1%	\$356,403
Federal	53.6%	1,188,638
State	30.3%	670,618
FTE: 16.0*		

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

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Child Development Fund

Child Development Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	7,601,496	8,485,688	8,563,768	8,563,768	0
Services And Supplies	2,906,500	4,306,567	4,461,478	4,461,478	0
Other Charges	4,939,155	4,678,528	5,357,688	5,357,688	0
Fixed Assets	0	60,000	200,000	200,000	0
Expenditure Transfers	8,028,839	8,527,038	9,243,122	9,243,122	0
Expense Total	23,475,991	26,057,821	27,826,056	27,826,056	0
Revenue					
Other Local Revenue	6,457,001	7,865,392	8,016,926	8,016,926	0
State Assistance	17,127,637	17,898,864	19,809,130	19,809,130	0
Revenue Total	23,584,638	25,764,256	27,826,056	27,826,056	0
Net Fund Cost (NFC):	(108,647)	293,565	0	0	0
Allocated Positions (FTE)	118.0	118.0	117.0	117.0	0.0
Financial Indicators					
Salaries as % of Total Exp	32%	33%	31%	31%	
% Change in Total Exp		11%	7%	0%	
% Change in Total Rev		9%	8%	0%	
% Change in NFC		(370%)	(100%)	0%	
Compensation Information					
Permanent Salaries	3,670,598	4,420,714	4,591,781	4,591,781	0
Temporary Salaries	859,268	287,960	287,960	287,960	0
Permanent Overtime	10,442	2,110	2,110	2,110	0
Deferred Comp	11,552	33,420	31,620	31,620	0
Comp & SDI Recoveries	(1,600)	(29,329)	(29,329)	(29,329)	0
FICA/Medicare	324,207	338,113	351,271	351,271	0
Ret Exp-Pre 97 Retirees	13,422	23,096	23,096	23,096	0
Retirement Expense	1,244,739	1,370,854	1,465,431	1,465,431	0
Employee Group Insurance	963,760	1,566,614	1,313,893	1,313,893	0
Retiree Health Insurance	285,959	280,944	329,866	329,866	0
Unemployment Insurance	13,454	12,047	10,103	10,103	0
Workers Comp Insurance	182,527	179,145	185,967	185,967	0
Labor Received/Provided	23,169	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 1,186 children of low- and middle-income families in 13 centers with 49 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. State funding also provides childcare services to six partnering childcare agencies

During FY 2014-15, 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 2016-17.

As described in the Community Services section, the Child Development Fund Baseline Budget reflects an increase in operating expenses of \$1,758,498 from FY 2016-17 Budget. Baseline revenues are projected to increase by \$2,061,800 from FY 2016-17 Budget. Changes in the Federal and State collaboration models for FY 2017-18 resulted in a shift of Early Care and Education Programs childcare slots, and operating costs to State's Child Development childcare programs. As a result, childcare care expenditures reported in the General Fund shows reduced costs while Child Development Fund reflects increased operating costs. Revenues are reported appropriately in the General and Child Development Funds to match the reduction or increase in expenditures.

No adjustment from Baseline to Recommended Budget for FY 2017-2018 is required.

Child Development Fund Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$27,826,056	
Financing:	27,826,056	
Net Fund Cost:	0	
Funding Sources:		
Local	28.8%	\$8,016,926
State	71.2%	19,809,130
FTE:	117.0	

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Childcare Enterprise Fund

Childcare Enterprise Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Services And Supplies	0	1,000	1,000	1,000	0
Other Charges	0	1,000	1,000	1,000	0
Expenditure Transfers	0	72,089	72,089	72,089	0
Expense Total	0	74,089	74,089	74,089	0
Revenue					
Other Local Revenue	0	74,089	74,089	74,089	0
Revenue Total	0	74,089	74,089	74,089	0
Net Fund Cost (NFC):	0	0	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		0%	0%	0%	
% Change in Total Rev		0%	0%	0%	
% Change in NFC		0%	0%	0%	

Description: The Childcare Enterprise program was approved by the Board of Supervisors on September 18, 2007. This tuition-based program offers child day care at below market rates to families who cannot otherwise afford the cost of childcare in order to stay in the workforce and remain self-sufficient. Childcare Enterprise Fund services are integrated in classrooms at several of the centers throughout the county. The number of tuition-based slots in each classroom depends upon the number of lower-income families that demonstrate the need for affordable childcare in each of those areas. These tuition-based slots are commingled with Head Start and State Child Development slots.

The Baseline Budget maintains the current level of services.

No adjustment from Baseline to Recommended Budget for FY 2017-18 is required.

Childcare Enterprise Fund 142500		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		\$74,089
Financing:		74,089
Net Fund Cost:		0
Funding Sources:		
Local	100%	\$74,089
FTE:	0.0	

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Domestic Violence Victim Assistance - Special Revenue Fund

Domestic Violence Victim Assistance Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Services And Supplies	125,000	164,953	120,000	120,000	0
Expense Total	125,000	164,953	120,000	120,000	0
Revenue					
Other Local Revenue	140,174	139,000	120,000	120,000	0
Revenue Total	140,174	139,000	120,000	120,000	0
Net Fund Cost (NFC):	(15,174)	25,953	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		32%	(27%)	0%	
% Change in Total Rev		(1%)	(14%)	0%	
% Change in NFC		(271%)	(100%)	0%	

Description: Provides funding for emergency shelter, counseling, health and social welfare services to victims of domestic violence as mandated by Welfare and Institutions Code §18290-18308. Twenty-three dollars of each marriage license fee has been dedicated to fund these services. Additional funds are also provided through court fines under Penal Code §1203.097. Monies are used to pay for a portion of the STAND! for Families Free of Violence program.

The FY 17-18 Baseline Budget includes a revenue decrease from the FY 16-17 Budget.

No adjustment from Baseline to Recommended Budget for FY 2017-18 is required.

Domestic Violence –Victim Assistance Summary		
Service:		Mandated
Level of Service:		Mandated
Gross Expenditures:		\$120,000
Financing:		120,000
Net Fund Cost:		0
Funding Sources:		
Local	100%	\$120,000
FTE:	0.0	

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Zero Tolerance for Domestic Violence – SB 968 Administration

Zero Tolerance- Dom Violence Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	252,905	638,263	458,792	458,792	0
Services And Supplies	149,236	383,812	89,298	89,298	0
Other Charges	15,935	17,162	16,562	16,562	0
Expenditure Transfers	9,867	0	0	0	0
Expense Total	427,943	1,039,237	564,652	564,652	0
Revenue					
Other Local Revenue	429,375	440,095	564,652	564,652	0
Federal Assistance	0	254,668	0	0	0
Revenue Total	429,375	694,763	564,652	564,652	0
Net Fund Cost (NFC):	(1,431)	344,474	0	0	0
Allocated Positions (FTE)	4.0	4.0	4.0	4.0	0.0
Financial Indicators					
Salaries as % of Total Exp	59%	61%	81%	81%	
% Change in Total Exp		143%	(46%)	0%	
% Change in Total Rev		62%	(19%)	0%	
% Change in NFC		(24,164%)	(100%)	0%	
Compensation Information					
Permanent Salaries	153,928	394,590	290,691	290,691	0
Deferred Comp	3,783	8,664	9,240	9,240	0
FICA/Medicare	11,308	25,690	22,238	22,238	0
Ret Exp-Pre 97 Retirees	574	600	601	601	0
Retirement Expense	52,654	123,382	82,612	82,612	0
Employee Group Insurance	23,952	68,706	40,998	40,998	0
Unemployment Insurance	471	1,076	640	640	0
Workers Comp Insurance	6,234	15,555	11,773	11,773	0

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Description: Provides oversight and coordination of domestic violence response system. This budget unit is supported by recording fees authorized by State law (SB 968).

The FY 2016-2017 Budget includes a one-time carryover of over \$344,000 from the prior fiscal year. The Department does not project a carryover to FY 2017-18. The Baseline Budget for FY 2017-2018 only includes minor adjustments to expenditures and revenues with no impact to program objectives.

No adjustment from Baseline to Recommended Budget for FY 2017-18 is required.

Zero Tolerance – Domestic Violence Summary			
Service:			Mandated
Level of Service:			Discretionary
Gross Expenditures:			\$564,652
Financing:			564,652
Net Fund Cost:			0
Funding Sources:			
Local	100%		\$564,652
FTE:	4.0		

CAO’s Recommendation

The Employment and Human Services Department continues to reorganize key bureaus to more efficiently and effectively respond to community and administrative needs. The closure of the California Exchange Call Center, the State’s new Continuum of Care Reform initiative, and increased resources for Adult Protective Services, particularly for preventing elder fiscal abuse, has resulted in substantial reorganization of departmental and bureau personnel resources.

EHSD is eliminating 225 vacant unfunded FTEs from current year adjusted. EHSD regularly has in excess of 300 vacant positions and has focused their efforts to better align vacant positions with anticipated Departmental needs. The Department has added positions in Children

and Family Services, Aging and Adult Services, and Community Services Bureau.

The Baseline request to the Recommended Budget reflects a net reduction of 66.6 vacant and unfunded FTEs. This net number does not include the 202 FTE eliminated in November, 2016 from the Covered California Call Center. This net FTE reduction more accurately reflects the needs of the Departmental bureaus and the clients they serve. EHSD continues efforts to better manage position control. The Department will closely monitor any fiscal impact the FTE reduction may have on revenue and client served. The FTE reduction will not reduce the current level of service, nor will it influence 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 2017-18 revenue projections expect a \$9.8 million increase from local sources; a \$8.7 million reduction from federally sourced revenue, a \$1.8 million reduction from State revenues, and a \$1.2 million reduction in general purpose revenue support.

The Department, in response to the Governor’s proposed changes in the funding structure for In-Home Supportive Services anticipates an additional \$3.3 million County match. The actual additional match may be as large as \$12 million. The previous funding model included a fixed Maintenance of Effort portion for the County match. The new structure requires the County to provide a percentage of total expenses.

EHSD does not yet have a State funding allocation for FY 2017-18. The Department has included estimated revenue based on the Governor’s FY 2017-18 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.

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Performance Measures

The Employment and Human Services Department (EHSD) had five broad Administrative and Program goals in 2016. Each goal is described and reported on below:

- 1. Enhance Business Intelligence – EHSD has partnered with Santa Clara County Social Services to implement their business intelligence templates. The Department continues to explore other data sources to assist us in better serving customers and families. The Department will build and expand systems that develop and report data to inform and improve the Department’s decision-making processes. The Department will encourage staff at all levels to identify technology ideas that could be beneficial in accomplishing departmental goals.**

EHSD continues to make substantial progress as a data driven organization and effectively using technology to assist customers in obtaining services and for staff to provide services. The Program Technology Advisory Council (PTAC) focuses on innovation and the effective use of technology. A subcommittee of the PTAC developed a five-year strategic technology plan that provides the structure and guiding principles. A state evaluation team in October 2016 praised the level of technology used by EHSD to assist customers. In addition, EHSD has added resources in its technology divisions and includes technology as an integral part of its budget preparation process.

- 2. Exemplary Customer Service – EHSD will cultivate an agency culture that emphasizes exemplary customer service and improves the customer experience. More than 200,000 Contra Costa residents interface with EHSD staff each**

year and EHSD’s goal is for each of them to have a positive experience with EHSD.

Over 190 staff attended training in Customer Service 2.0 and over 700 in other EHSD sponsored Customer Service trainings. The Department’s focus has been on reaching out to experienced staff while also ensuring that new staff understand the EHSD cultural imperative of providing an exemplary level of customer service. The trainings were developed with the combined effort of experienced program staff, the Staff Development Office and representatives of the California Welfare Director’s Association. The Department continues to gather data from customers on ways the staff can use technology to assist them with information about their case and engaging us from a variety of portals that are available on their schedule from any location.

- 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.**

EHSD continues to explore options in this arena. Over the course of 2016, a strategic work group reviewed community needs, assessments and potential models. Budget challenges hindered progress in moving work forward. As a result, efforts are now focused on transitioning EHSD’s time and attention into existing collaborative efforts that support and enhance family service models, such as partnering with the Health Department on Whole Person Care.

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

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AAS has added several positions to increase capacity in Adult Protective Services by adding social workers and filling the vacant supervisory position. The program has also increased capacity in IHSS by adding a new unit dedicated to providing intake services for the program and enhancing the accountability for the intake process. AAS has also filled all vacant Division Manager positions.

AAS hired a Staff Development Specialist who will work with the bureau to develop training specific to staff working with the aged and disabled adult population. The Department is currently designing training to support efforts for Mobile Work, including topics such as Distance Supervision as well as cross training efforts to support a centralized call center for AAS services.

Early in 2016, AAS was able to correct service deficits in the reassessment rates for IHSS. The program successfully completed a state imposed corrective action plan. Maintaining sufficient staffing to ensure continued compliance has been difficult due to ongoing fiscal constraints. AAS will continue to pursue innovative solutions to the backlogged cases in the program with the existing limited staff.

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 service delivery to customers and explore opportunities to improve and strengthen this relationship. Aging & Adult Services will collaborate with Health Services to coordinate care and integrate services.

Children and Family Services (CFS) continues to strengthen its partnership with Contra Costa County Health Services (CCHS). The Department has created and

strengthened several working groups to enhance relationship and improve service delivery.

A new work group with members from CFS, CCHS, and Public Health has identified two main goals: (1) tracking and monitoring all CFS children on psychotropic medications and (2) getting all CFS children a medical appointment within 30 days to establish a medical provider home.

The work group has reviewed and identified opportunities in the service delivery process where access to services could be improved:

- The work group prioritized the co-location of CCHS workers at CFS district offices, with plans to increase from only one co-located worker to three.
- Public Health is also committed to hiring three more Public Health Nurses specifically to monitor psychotropic medications for foster children.
- To ensure that foster children are receiving timely medical exams, CFS is transmitting to CCHS a weekly report of children in foster care.
- Select CFS staff now have read-only access to electronic medical records for foster youth seen in the Contra Costa County medical system. These data aid with compliance with the health and education passport mandated by the State.

The Katie A. v. Bonta Settlement Agreement (Katie A). work group completed its mission to increase access to mental health screenings for foster children. Children’s Mental Health has reinstated its emergency mental health service for foster youth, which is responsible for ensuring compliance with the Katie A. mandate.

Furthermore, as part of the Continuum of Care Reform (CCR), CFS meets at least

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monthly with Behavioral Health to improve and deliver service to youth with high end mental health needs.

In the Aging & Adult Services Bureau, the Adult Protective Services (APS) program re-engaged Multidisciplinary Team (MDT) meetings for the Public Guardianship program in August 2016. The Public Guardian program has become a primary member of the MDT, meeting weekly with APS and community partners to investigate and intervene in complex cases.

Furthermore, Aging and Adult Services secured a grant from the California Office of Emergency Services for elder abuse prevention. As part of that grant, funding will be used to add an Older Adult Mental Health Specialist to assess the capacity of elders served in the APS program. Hiring for this position is currently underway.

Administrative and Program Goals

The Employment and Human Services Department (EHSD) has six Administrative and Program goals for 2017. Each is described below:

1. Enhance Business Intelligence –

Leverage technology across the department with emphasis on (1) customer-facing automated solutions that improve service delivery and increase efficiencies; (2) ensuring full utilization of business intelligence systems and capacity; and, (3) developing and implementing data capture and reporting through the use of regular data dashboards and data snapshots.

Business Intelligence Goals:

The Department will refocus the Program and Technology Advisory Council to track and monitor IT projects that will improve service delivery to customers, both internal and external. The Department will conduct trainings of staff on business intelligence systems and how to use them for workload monitoring and data capture. The Department will use these skills to produce

regular data reports that provide leaders with the data and information needed for making the best and most effective decisions.

- 2. Exemplary Customer Service –** EHSD will continue to promote an agency culture that emphasizes exemplary customer service and improves the customer experience. More than 200,000 Contra Costa residents interface with EHSD staff each year and the Department's goal is for each of them to have a positive experience with EHSD.

Customer Service Goals:

- The Department will continue to 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), SparkPoint Centers, 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.

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Family Service Goals:

Use the completed assessments 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.
 - Establish a culture of “family services” across all bureaus in EHSD.
4. **Establish Aging & Adult Services as a Community Partner** – AAS is the primary service in the County for low-income seniors. The Department will focus efforts this year on re-establishing the Department’s presence in the community, and elevating attention to senior issues.

AAS Community Partner Goals:

- Develop a countywide Area Plan for Aging in collaboration with the Advisory Council and other community partners.
 - Continue the expansion of the Elder Abuse Forensic Center, which includes the death review team and financial abuse strike team.
5. **Increased Partnership with Contra Costa County Health Services** -- The Health and Human Services systems

share many common goals for families, children and seniors in this county. Collaboration and coordination between EHSD and Health Services will continue to be a high priority in a number of areas.

Health Services Goals:

- Collaborate on Whole Person Care (WPC) – The overall goal of WPC is to increase coordination of health, behavioral health, and social services to serve vulnerable Medi-Cal recipients in order to reduce utilization of high cost services and improve health outcomes. EHSD will partner to help improve infrastructure, share and enhance the use of data, and deliver direct services.
- Collaborate on Homeless Services – Housing is a critical resource to family stability and self-sufficiency. In collaboration with Health Services, The Department’s goal is to improve access to resources through coordination, leverage all financing opportunities including pursuing grants, and improve data collection, analysis and policy development related to housing.
- Collaborate with Mental Health for Continuum of Care Reform (CCR) – CCR is a major reform of the foster care system that requires a much closer coordination with Children’s Mental Health. Work groups will continue to pursue their development and implementation goals.
- Collaborate on Aging and Senior Services – The Department’s goal is to add nursing services to support

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both in-home care and protective services to the frail elderly population.

6. **Invest in EHSD's Staff** – A successful organization must cultivate and maintain a departmental culture that is respectful of all staff, embraces differences and diversity, values and rewards dedication and commitment to service excellence, and promotes personal wellness through a work-life balance.

Staff Goals:

Focused efforts in 2017 will include strategies to promote staff retention such as career development, educational opportunities, and expanded trainings. Work satisfaction surveys will provide input for determining focus areas. The Department will also focus on strategies to promote a healthy workplace, and inspire staff to share an optimistic vision for the future.

FY 2017-18 Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	2	Adult Program Services	Provides social worker response to investigate reports that older or dependent adults are exploited, neglected or physically abused.	10.0	231,812	The current Adult Protective Services (APS) caseloads per social worker is above the national standard. Additional APS social workers will allow APS staff to respond more timely to reports of elder and dependent adult abuse and be fully compliant with state mandates for providing services. These additional positions will be supported with additional state revenue.
2	4	General Assistance Eligibility	Provides eligibility determination for General Assistance (GA). Included are other services required to maintain	(1.0)	(90,667)	Due to an improved economy, the General Assistance caseload has

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Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
			eligibility such as mental health, substance abuse treatment and shelter beds. On-going case management is also included.			declined. Therefore, one vacant caseworker position will be cancelled.
3	22, 32, & 41	CalWORKs and CalFresh Eligibility Services, Workforce Innovation & Opportunity Act (WIOA)	Provides eligibility determination for CalWORKs cash aid, supportive services, and ongoing case management for both CalWORKs and CalFresh eligible low-income individuals and families; and provides career counseling, access to job training, adult education, literacy, and employment services to individuals seeking new or better employment opportunities.	(71.6)	(6,572,468)	The CalWORKs and CalFresh caseloads have steadily declined in recent years. As a result, CalWORKs funding was significantly reduced in FY 16-17. CalWORKs and CalFresh funding are projected to be significantly reduced in FY 17-18. The cancellation of vacant caseworker positions may result in reduced CalWORKs services and a reduction in the issuance of timely CalFresh benefits. Not cancelling these positions would result in a significant net county cost. For WIOA the improved economy has resulted in a decrease to FY 17-18 WIOA funding. One vacant One-Stop case manager will be cancelled.

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Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
4	41	Workforce Innovation & Opportunity Act (WIOA)	Provides employment services, career counseling, access to job training, adult education and literacy, and employment services to individuals seeking to find new or better employment opportunities.	(2.0)	(180,523)	Due to an improved economy, FY 17-18 WIOA funding is decreased. Two vacant program administration positions will be cancelled.
5	1	Administrative Services	Provides IT support to all areas of the Department	(2.0)	(249,907)	Due to reduced program funding in CalWORKs, CalFresh, and WIOA, two vacant Information Technology positions will be cancelled.
			Total	(66.6)	(6,861,753)	

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General Fund Summary

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	127,915,117	148,555,613	175,248,319	175,248,319	0
Services And Supplies	176,765,879	184,695,667	221,886,701	221,886,701	0
Other Charges	32,872,818	32,431,129	31,684,185	31,684,185	0
Fixed Assets	563,225	582,029	855,000	855,000	0
Expenditure Transfers	(12,713,419)	(14,056,721)	(16,405,334)	(16,405,334)	0
Expense Total	325,403,621	352,207,717	413,268,872	413,268,872	0
Revenue					
Other Local Revenue	104,185,888	113,481,361	150,313,056	150,313,056	0
Federal Assistance	78,300,342	83,962,319	103,926,211	103,926,211	0
State Assistance	55,527,667	58,957,209	64,029,605	64,029,605	0
Revenue Total	238,013,897	256,400,889	318,268,872	318,268,872	0
Net County Cost (NCC):	87,389,724	95,806,828	95,000,000	95,000,000	0
Allocated Positions (FTE)	1,088.0	1,109.3	1,274.8	1,274.8	0.0
Financial Indicators					
Salaries as % of Total Exp	39%	42%	42%	42%	
% Change in Total Exp		8%	17%	0%	
% Change in Total Rev		8%	24%	0%	
% Change in NCC		10%	(1%)	0%	
Compensation Information					
Permanent Salaries	71,777,266	83,400,098	102,071,221	102,071,221	0
Temporary Salaries	3,516,769	3,562,678	2,134,270	2,134,270	0
Permanent Overtime	818,853	798,040	820,277	820,277	0
Deferred Comp	465,344	570,955	1,108,900	1,108,900	0
Hrly Physician Salaries	79,886	90,556	159,586	159,586	0
Perm Physicians Salaries	2,532,822	2,924,799	3,280,750	3,280,750	0
Perm Phys Addnl Duty Pay	9,012	300,354	25,953	25,953	0
Comp & SDI Recoveries	(288,407)	(233,125)	(239,513)	(239,513)	0
FICA/Medicare	5,536,684	6,621,897	8,197,630	8,197,630	0
Ret Exp-Pre 97 Retirees	297,363	321,188	320,140	320,140	0
Retirement Expense	26,163,011	29,404,277	33,159,340	33,159,340	0
Employee Group Insurance	9,399,577	12,653,094	15,690,956	15,690,956	0
Retiree Health Insurance	3,841,499	4,031,825	4,042,189	4,042,189	0
OPEB Pre-Pay	1,474,600	1,474,600	1,514,134	1,514,134	0
Unemployment Insurance	234,739	252,375	187,111	187,111	0
Workers Comp Insurance	2,252,760	2,382,002	2,897,280	2,897,280	0
Labor Received/Provided	(196,661)	0	(121,905)	(121,905)	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 – Health, Housing and Homeless
- 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.

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2017-18 Baseline to 2017-18 Recommended

Budget Unit Description	2017-18 Baseline Service Level			2017-18 Recommended Service Level			GF Change – FY 16/17 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	\$621,250,524	\$598,875,762	\$22,374,762	\$621,250,524	\$598,875,762	\$22,374,762	\$0
EF-2 M-Cal Plan	680,094,504	680,094,504	0	680,094,504	680,094,504	0	0
EF-3 Comm Plan	70,953,642	70,953,642	3,736,288	70,953,642	70,953,642	3,736,288	0
Major Risk Ins. Program	100,000	100,000	0	100,000	100,000	0	0
Sub-Total Enterprise Funds^(A)	\$1,372,398,670	\$1,350,023,908	\$26,111,050	\$1,372,398,670	\$1,350,023,908	\$26,111,050	\$0
General Fund Units:							
Behavioral Health:							
Mental Health	\$211,700,874	\$194,409,686	\$17,291,188	\$211,700,874	\$194,409,686	\$17,291,188	\$0
Alcohol & Other Drugs	33,957,534	33,172,351	785,183	33,957,534	33,172,351	785,183	0
Homeless Programs	6,903,915	4,707,061	2,196,854	6,903,915	4,707,061	2,196,854	0
Public Health	74,673,785	54,258,815	20,414,970	74,673,785	54,258,815	20,414,970	0
Environmental Health	21,163,150	21,484,275	(321,125)	21,163,150	21,484,275	(321,125)	0
Detention	23,985,474	1,549,282	22,436,192	23,985,474	1,549,282	22,436,192	0
Conservatorship	3,700,765	613,034	3,087,731	3,700,765	613,034	3,087,731	0
California Children's Services	10,443,472	7,780,727	2,662,745	10,443,472	7,780,727	2,662,745	0
Public Administrator	628,853	293,641	335,212	628,853	293,641	335,212	0
Sub-Total General Fund	\$387,157,822	\$318,268,872	\$68,888,950	\$387,157,822	\$318,268,872	\$68,888,950	\$0
Total General & Enterprise Funds	\$1,759,556,492	\$1,668,292,780	\$95,000,000	\$1,759,556,492	\$1,668,292,780	\$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	5,000,676	5,000,676	0	5,000,676	5,000,676	0	0
Total Special Funds:	\$6,693,079	\$6,693,079	\$0	\$6,693,079	\$6,693,079	\$0	\$0
Grand Total All Funds:	\$1,766,249,571	\$1,674,985,859	\$95,000,000	\$1,766,249,571	\$1,674,985,859	\$95,000,000	\$0

A. General Fund subsidy contribution to the Enterprise Funds is provided through General Fund unit 0465.

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2016-17 Adopted to 2017-18 Recommended

Budget Unit Description	2016-17 Adopted Budget			2017-18 Recommended Service Level			GF Change – FY 16/17 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	\$621,250,524	\$598,875,762	\$22,374,762	(\$1,052,025)
EF-2 M-Cal Plan	666,062,024	666,062,024	0	680,094,504	680,094,504	0	0
EF-3 Comm Plan	77,678,750	73,942,462	3,736,288	70,953,642	67,217,354	3,736,288	0
Major Risk Ins. Program	800,000	800,000	0	100,000	100,000	0	0
Sub-Total Enterprise Funds^(A)	\$1,293,004,396	\$1,265,841,321	\$27,163,075	\$1,372,398,670	\$1,346,287,620	\$26,111,050	(\$1,052,025)
General Fund Units:							
Behavioral Health:							
Mental Health	\$191,036,617	\$173,763,444	\$17,273,173	\$211,700,874	\$194,409,686	\$17,291,188	\$18,015
Alcohol & Other Drugs	17,843,311	17,132,858	710,453	33,957,534	33,172,351	785,183	74,730
Homeless Programs	5,737,745	4,006,387	1,731,358	6,903,915	4,707,061	2,196,854	465,496
Public Health	51,105,453	31,102,911	20,002,542	74,673,785	54,258,815	20,414,970	412,428
Environmental Health	20,825,500	21,103,728	(278,228)	21,163,150	21,484,275	(321,125)	(42,897)
Detention	23,566,313	1,126,648	22,439,665	23,985,474	1,549,282	22,436,192	(3,473)
Conservatorship	3,491,591	403,859	3,087,732	3,700,765	613,034	3,087,731	(1)
California Children's Services	10,148,932	7,368,702	2,780,230	10,443,472	7,780,727	2,662,745	(117,485)
Public Administrator	482,352	392,352	90,000	628,853	293,641	335,212	245,212
Sub-Total General Fund	\$324,237,814	\$256,400,889	\$67,836,925	\$387,157,822	\$318,268,872	\$68,888,950	\$1,052,025
Total General & Enterprise Funds	\$1,617,242,210	\$1,522,242,210	\$95,000,000	\$1,759,556,492	\$1,664,556,492	\$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	5,000,676	5,000,676	0	0
Total Special Funds:	\$6,705,182	\$6,705,182	\$0	\$6,693,079	\$6,693,079	\$0	\$0
Grand Total All Funds:	\$1,623,947,392	\$1,528,947,392	\$95,000,000	\$1,766,249,571	\$1,671,249,571	\$95,000,000	\$0

A. General Fund subsidy contribution to the Enterprise Funds is provided through General Fund unit 0465.

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 2016-17 Adopted Budget service level with the 2017-18 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 – Health, Housing and Homeless
- 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 this County government, employing approximately 4,400 individuals and 3,910 FTE’s (Full-Time Equivalents). Approximately 5.4 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 the 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 several 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 include emergency care, psychiatric care, newborn labor and delivery, medicine, and surgery. Eleven ambulatory care health centers throughout Contra Costa provide comprehensive, personalized, patient-centered health care with a full range of specialty services.

The Brentwood Health Center has recently been expanded to add nine exam and treatment rooms, and construction will soon be completed at the Pittsburg Health Center that will add sixteen new exam and treatment rooms.

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 CCHP exited the individual and family markets at the beginning of 2015. Currently CCHP has programs for Medi-Cal recipients, County employees, In Home Support Services, and a Medicare Cost Plan.

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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 88,000 Medi-Cal members since the implementation of the ACA, and now provides comprehensive, quality health coverage to approximately 190,000 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 and Alcohol and Other Drugs 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.

To achieve the goal of care coordination and to better serve the needs of mental health and substance use disorder patients, the Behavioral Health Division will be implementing the ccLink Electronic Medical Record system. This will enable Health Services to have a single patient health record, no matter where the venue may be. Having a single patient health record will

promote better communication and coordination of care. For budgetary purposes the Mental Health and Alcohol and Other Drugs programs will be reported separately.

The **Health, Housing and Homeless Services** Division integrates housing and homeless services across our health system; coordinates health and homeless services across County government and in the community; and works with key partners such as the Employment and Human Services Department, the Housing Authority, school districts, housing providers, law enforcement and cities to develop innovative strategies to address the community's health and social needs.

This new division was established in 2016 to meet the requirements of the Medi-Cal 2020 Waiver, which recognizes the nexus between improving population health and providing safe housing. Medi-Cal 2020 has new requirements for meeting the needs of our highest risk patients, many of whom are homeless. We have learned that we will never be able to end homelessness without addressing the upstream social determinants of health. Access to basic needs such as nutritious food, housing, and safe places to exercise and play have been found to impact the health of those whom we serve. The Medi-Cal 2020 Waiver requires that health systems like ours address these social needs, and funding is linked to our ability to do this successfully.

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; and 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 Local EMS Agency (LEMSA) 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 evidence 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.

Major Changes that Could Impact the Budget

There is a lot of conjecture about what might happen to the health care delivery system after the recent presidential election, but so far there is nothing definitive. We know that many of the proposed health policy changes that the president has vowed to make will significantly impact CCHS operations. A dramatic increase in the number of uninsured, coupled with the loss of funding, could destabilize the health care delivery system.

The Governor has proposed a state budget for 2017-18 that does not involve any reduction in federal ACA funding. Health Services is taking the same approach in developing its 2017-18 budget, and we are not anticipating any reduction in our staff or services in the short-term.

Our integrated healthcare delivery system is now supported primarily with federal dollars in partnership with the state. A small percentage of the CCHS budget comes from the County's General Fund. Eliminating Medi-Cal expansion would greatly impact the Contra Costa Health Plan (CCHP), the Contra Costa Regional Medical Center and Health Centers, the Mental Health Division and all of our community health center partners. In Contra Costa, approximately 72,000 people are enrolled in the Medi-Cal expansion, and this brings approximately \$90

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million in federal revenues to the County. CCHP manages the care of 55,000 of those enrolled. The elimination of the Medi-Cal expansion would create a huge deficit in the Department's budget.

health home to low-income adults who were ineligible for coverage under the ACA.

In August 2015, the Federal Centers for Medicare and Medicaid Services (CMS) approved California's Drug Medi-Cal (DMC) Organized Delivery System (ODS) Waiver amendment, which provides a continuum of care for Substance Use Disorder (SUD) treatment services for Medi-Cal beneficiaries. The DMC-ODS Waiver requires counties to provide greater administrative oversight, implement utilization controls to improve care, and maximize efficiency. Contra Costa County opted into the Waiver following the submission of a County Implementation Plan and a Fiscal Plan that was approved by the State Department of Health Care Services (DHCS) and CMS in November 2016. The DMC-ODS Waiver is an opportunity for counties to expand service capacity and the range of available benefits for Medi-Cal beneficiaries who meet medical necessity criteria and reside in our County.

Under the Medi-Cal 2020 Waiver, we received a five-year grant of \$20 million annually to provide whole person care to high-need, high-utilizers of multiple services. We are currently building the information system infrastructure to support this new, innovative and highly integrated approach to health services.

We also continue to build upon our successful quality improvement efforts under the Delivery System Reform Incentive Payment Program (DSRIP) and began the hard work of setting benchmarks and milestones under the new Medi-Cal 2020 Waiver's Public Hospital Redesign and Incentives in Medi-Cal (PRIME) requirements.

The Contra Costa Health Plan has expanded its provider networks and enrolled thousands of new members who became eligible for coverage through the ACA expansion. Children have become eligible for state Medi-Cal regardless of immigration status, adults continue to take advantage of the new eligibility to Medi-Cal under the Affordable Care Act, and Contra Costa CARES, a local program supported by the County and local hospitals, now provides a

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Contra Costa Regional Medical Center & Ambulatory Care Centers

Hospital and Clinics (Enterprise Fund I)	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	341,857,787	351,236,887	374,314,697	374,314,697	0
Services And Supplies	188,470,257	177,248,145	194,692,378	194,692,378	0
Other Charges	340,011	11,029,590	12,429,289	12,429,289	0
Fixed Assets	(0)	8,949,000	39,814,160	39,814,160	0
Expense Total	530,668,055	548,463,622	621,250,524	621,250,524	0
Revenue					
General Fund Subsidy	23,071,767	23,426,787	22,374,762	22,374,762	0
Other Local Revenue	247,855,367	255,792,850	229,501,499	229,501,499	0
Federal Assistance	37,794,007	41,032,646	54,563,259	54,563,259	0
State Assistance	241,390,286	228,211,339	314,811,004	314,811,004	0
Revenue Total	550,111,427	548,463,622	621,250,524	621,250,524	0
Net Fund Cost (NFC):	(19,443,371)	0	0	0	0
Allocated Positions (FTE)	2,494.0	2,474.8	2,474.8	2,474.8	0.0
Financial Indicators					
Salaries as % of Total Exp	64%	64%	60%	60%	
% Change in Total Exp		3%	13%	0%	
% Change in Total Rev		0%	13%	0%	
% Change in NFC		(100%)	0%	0%	
Compensation Information					
Permanent Salaries	144,036,558	151,569,804	160,959,438	160,959,438	0
Temporary Salaries	21,976,506	21,727,015	21,797,001	21,797,001	0
Permanent Overtime	6,244,098	6,400,950	6,336,190	6,336,190	0
Deferred Comp	560,294	528,375	665,158	665,158	0
Hrly Physician Salaries	2,044,513	2,109,372	2,093,826	2,093,826	0
Perm Physicians Salaries	42,460,817	44,510,244	48,989,992	48,989,992	0
Perm Phys Addnl Duty Pay	2,723,473	2,552,559	2,805,682	2,805,682	0
Comp & SDI Recoveries	(495,646)	(562,172)	(562,172)	(562,172)	0
Vacation/Sick Leave Accrual	1,660,848	0	0	0	0
FICA/Medicare	15,024,634	10,756,031	17,972,042	17,972,042	0
Ret Exp-Pre 97 Retirees	683,936	682,774	679,694	679,694	0
Retirement Expense	61,517,269	64,271,620	67,592,976	67,592,976	0
Excess Retirement	137,912	315,332	315,332	315,332	0
Employee Group Insurance	25,579,217	30,716,308	28,738,683	28,738,683	0
Retiree Health Insurance	7,742,245	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	653,781	686,803	539,600	539,600	0
Workers Comp Insurance	6,278,379	3,977,541	4,396,924	4,396,924	0
Labor Received/Provided	74,756	0	0	0	0

* Capital assets expenditures are fully funded budgetarily in the year of acquisition; for Enterprise Fund Financial reporting depreciation rather than acquisition cost is recognized as a current year expense.

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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 2017-2018 budget is based on an average daily inpatient census of 131 patients, and 479,426 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. CCRMC is licensed to provide basic medical emergency and psychiatric services. The Psychiatric Emergency Services (PES) is a designated psychiatric evaluation center.

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.

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. 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. This is known as the optional expansion. For three years, the federal government paid 100% of the costs of health care services provided to the newly eligible population. On January 1, 2017, the percentage dropped to 95%, and it will drop to 90% of costs on January 1, 2018.

California's 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) 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.

The Public Hospital Redesign and Incentives in Medi-Cal program (PRIME) builds on the success of the DSRIP program under the previous Waiver, which helped us improve care

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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. This ambitious pay-for-improvement portfolio will require smart realignment and investment of current and future human and technology resources.

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 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.

In the first quarter of 2017, we expect to have the newly renovated and expanded Emergency Department. This expansion will increase the bed capacity from 17 licensed beds to 25 licensed beds.

Hospital and Emergency Care Services Summary		
Service:	Mandatory	
Level of Service:	Mandatory	
Expenditures:	\$270,110,188	
Financing:	267,016,633	
Net Fund Cost:	3,093,555	
Funding Sources:		
State	52.5%	\$141,887,622
Local	38.3%	103,470,321
Federal	8.0%	21,658,690
General Fund	1.2%	3,093,555
FTE:	1,082.0	

2. Ambulatory Care Centers

Description: Eleven ambulatory care centers in East, West and Central Contra Costa County provide family practice oriented primary care, primary care with integrated behavioral health and group medical clinics, geriatrics, dental, rehabilitation, prenatal, pediatric and adult medical services, as well as specialty clinic services. Specialty clinics include: child developmental services, an opioid addiction treatment clinic, a Gender clinic, podiatry, infectious disease, eye, dermatology, orthopedics, urology, ENT, and gynecology clinics. We also operate the Hansen’s Disease regional center for Northern California, a Transitions clinic for returning citizens, and other services.

A new integrated health center was constructed to replace the Antioch Health Center facilities on Lone Tree Way. The replacement Antioch Health Center, located at 2335 Country Hills

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Drive in Antioch, houses 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 with increased capacity of primary care services to meet the growing demand for services in East County. This new facility offers three expanded services: group medical visits, mammography screening and ultrasonography.

The Brentwood Health Center expansion project includes the addition of eight exam rooms and one treatment room. The project is now licensed and is scheduled to open in February 2017. During the first quarter of 2017, the build out of the Pittsburg Health Center will be completed which will consolidate and co-locate primary care delivery services for efficiency and to enhance access. This project will result in an increase of 15 exam rooms and one treatment room. The expansion in East County is critical to meet the rapidly growing need in this region as the Contra Costa Health Plan has seen the largest growth of members in this geographical region.

Ambulatory Care Centers Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$143,951,858
Financing:		142,303,187
Net Fund Cost:		1,648,671
Funding Sources:		
State	57.8%	\$83,189,088
Local	24.3%	34,957,759
Federal	16.8%	24,156,340
General Fund	1.1%	1,648,671
FTE:	748.6	

3. Physician Services

Description: The interdisciplinary medical staff at Contra Costa Regional Medical Center and Health Centers includes 136 primary care 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:		\$109,101,055
Financing:		107,851,527
Net Fund Cost:		1,249,528
Funding Sources		
State	48.6%	\$53,068,935
Local	42.2%	46,034,363
Federal	8.0%	8,748,229
General Fund	1.2%	1,249,528
FTE:	289.0	

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4. Emergency Medical Services

Description: This program provides overall coordination of Contra Costa's Emergency Medical System. It regulates emergency and non-emergency ambulance services. The Local EMS agency is solely responsible for the medical and patient safety oversight of the County's trauma, STEMI (high risk heart attack) stroke and cardiac arrest systems of care. The EMS Agency establishes pre-hospital treatment protocols, certifies and accredits pre-hospital personnel and is responsible for assuring EMT and paramedic professional standards are met to assure the public safety. The EMS Medical Director approves and provides medical control and oversight for medical dispatch, paramedic programs and first-responder defibrillation programs, plans and coordinates medical disaster response, and reviews inter-facility patient transfers.

Emergency Medical Services Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$2,407,879
Financing:		2,407,879
Net Fund Cost:		0
Funding Sources:		
Local	100.0%	\$2,407,879
FTE: 5.0		

5. Support Services

a. Administrative Services

Description: This section includes costs of the Office of the Director, Health Services Personnel, Payroll, General Accounting, Information Technology, Purchasing, and Contracts and Grants.

Administrative Services Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$27,053,087
Financing:		27,053,087
Net Fund Cost:		0
Funding Sources:		
Local	100.0%	\$27,053,087
FTE: 350.2		

b. Charges from Other County Departments

Description: This section includes non-distributed costs charged to the Health Services Department by other County departments for various services.

Charges From Other County Departments		
Service:		Mandatory
Level of Service:		Discretionary
Total Expenditures:		\$16,383,008
Financing:		0
Net Fund Cost:		16,383,008
Funding Sources:		
General Fund	100.0%	\$16,383,008

Charges From Other County Departments include:

Auditor	\$997,549
Purchasing	\$182,966
County Counsel	\$1,300,000
Human Resources	\$1,786,107
Telecommunication	\$4,839,047
Courier Service (PW-GSD)	\$20,175
Sheriff's Office	\$4,417,356
DoIT	\$1,103,611
Occupancy-owned	\$1,598,211
Occupancy-rented	\$12,667
Travel-Co equip	\$125,319
Total	\$16,383,008

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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 and renovation in the cafeteria including the kitchen; Emergency Department Expansion; enhanced facility and security personnel 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.

Hospital Capital Project Cost		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$52,243,449
Financing:		52,243,449
Net Fund Cost:		0
Funding Sources:		
State	70.2%	\$36,665,359
Local	29.8%	15,578,090

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Contra Costa Health Plan

CCHP Medi-Cal (Enterprise Fund II)^A	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	20,455,022	27,100,487	27,748,363	27,748,363	0
Services And Supplies	593,040,325	563,818,577	572,431,903	572,431,903	0
Other Charges	30,653,624	75,142,960	79,914,238	79,914,238	0
Expense Total	644,148,971	666,062,024	680,094,504	680,094,504	0
Revenue					
Other Local Revenue	660,635,586	666,062,024	680,094,504	680,094,504	0
Revenue Total	660,635,586	666,062,024	680,094,504	680,094,504	0
Net Fund Cost (NFC):	(16,486,615)	0	0	0	0
Allocated Positions (FTE)^B					
	185.4	194.0	194.0	194.0	0.0
Financial Indicators					
Salaries as % of Total Exp	3%	4%	4%	4%	
% Change in Total Exp		3%	2%	0%	
% Change in Total Rev		1%	2%	0%	
% Change in NFC		(100%)	0%	0%	
Compensation Information					
Permanent Salaries	9,826,070	14,251,483	14,938,106	14,938,106	0
Temporary Salaries	2,610,895	2,291,889	1,923,504	1,923,504	0
Permanent Overtime	598,577	644,796	681,480	681,480	0
Deferred Comp	73,018	81,106	101,400	101,400	0
Hrly Physician Salaries	84,186	0	0	0	0
Perm Physicians Salaries	162,909	415,756	373,232	373,232	0
Perm Phys Addnl Duty Pay	4,029	0	42,804	42,804	0
Comp & SDI Recoveries	(31,441)	(7,457)	(51,823)	(51,823)	0
Vacation/Sick Leave Accrual	139,468	0	0	0	0
FICA/Medicare	974,240	1,319,562	1,373,873	1,373,873	0
Ret Exp-Pre 97 Retirees	37,118	36,504	40,320	40,320	0
Retirement Expense	3,356,749	4,636,618	4,771,207	4,771,207	0
Employee Group Insurance	1,688,389	2,402,848	2,540,874	2,540,874	0
Retiree Health Insurance	363,202	365,364	351,336	351,336	0
OPEB Pre-Pay	147,959	147,959	147,959	147,959	0
Unemployment Insurance	39,660	47,486	48,264	48,264	0
Workers Comp Insurance	379,994	466,573	465,826	465,826	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.

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-

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Cal enrollees. Enterprise Fund III is used to account for the premiums and expenditures related to Medicare recipients, employees of participating private and governmental employers, and the Contra Costa CARES program. 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 2017/2018 budget is based on an average monthly enrollment of 180,000 Medi-Cal enrollees. Due to the impact of the Affordable Care Act (ACA), our FY 2017/2018 Medi-Cal enrollment budget increased 3.8% over our FY 2016/2017 Medi-Cal enrollment budget.

Impact: The recommended budget maintains the current level of services, but for a 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.

Starting September 2016, children in the Basic Health Care program, under Enterprise Fund III, as well as others in the County with income under 200% of FPL were transitioned into regular Medi-Cal. By December 2016, CCHP had received approximately 1,500 children who had transitioned into full Medi-Cal.

There were some benefits and services added to Medi-Cal Managed Care Plans in 2016.

- Autism services for Medi-Cal children were transitioned from the East Bay Regional Centers into CCHP's Medi-Cal program.
- Non-Medical Transportation services for recipients of Early and Periodic Screening, Diagnosis and Treatment (EPSDT) became a benefit. Non-Emergency Medical Transportation is also covered for diabetic, perinatal, dialysis and oncology patients. This benefit is handled by the Case Management Unit;
- In FY 2017/2018, the Case Management Unit will manage the expanded Non-Medical Transportation benefit for the entire Medi-Cal population;
- The CCHP Case Management department will also be expanding the Good Health Program to meet the Department of Health Care Services (DHCS) requirement of annual health reassessments for Seniors and Persons with Disabilities (SPD) members.

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The average monthly enrollment for FY 2017/2018 for AFDC/CalWORKS and Other Medi-Cal is projected to be approximately 180,000.

Medi-Cal Members Summary (Excluding SPD)		
Service:	Mandatory per DHCS and DMHC Standards	
Level of Service:	Mandatory	
Expenditures:	\$510,664,208	
Financing:	510,664,208	
Net Fund Cost:	0	
Funding Sources:		
Local (Premiums)	100.0%	\$510,664,208
FTE: 194.0		

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 2017/2018 is projected to be approximately 23,000.

Medi-Cal SPD Members Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$166,008,377	
Financing:	166,008,377	
Net Fund Cost:	0	
Funding Sources:		
Local (Premiums)	100.0%	\$166,008,377

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:	\$3,421,919	
Financing:	3,421,919	
Net Fund Cost:	0	
Funding Sources:		
Local (Premiums)	100.0%	\$3,421,919

Charges From Other County Departments include:

Public Works	\$448,499
Auditor-Controller	\$2,682,772
Information Technology	\$290,648
Total	\$3,421,919

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Contra Costa Community Health Plan (Enterprise Fund III)

CCHP Community Plan (Enterprise Fund III)	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Services And Supplies	83,660,017	76,475,571	69,245,079	69,245,079	0
Other Charges	397,301	1,203,179	1,708,563	1,708,563	0
Expense Total	84,057,318	77,678,750	70,953,642	70,953,642	0
Revenue					
General Fund Subsidy	4,236,288	3,736,288	3,736,288	3,736,288	0
Other Local Revenue	75,188,062	73,942,462	67,217,354	67,217,354	0
Revenue Total	79,424,350	77,678,750	70,953,642	70,953,642	0
Net Fund Cost (NFC)^A:	4,632,969	0	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		(8%)	(9%)	0%	
% Change in Total Rev		(2%)	(9%)	0%	
% Change in NFC		(100%)	0%	0%	

A. Amount necessary to meet Title 28 Tangible Net Equity Requirements

Description: The Contra Costa Community Health Plan is a County-operated prepaid health plan available to certain Medicare recipients; In-Home Support Service providers; and employees of participating private and governmental employers. 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. Children in this program as well as others in the County with income under 200% of FPL were transitioned into regular Medi-Cal starting September 2016.

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 is being assessed on many of our CCHP commercial products. This is a new tax for our commercial business. In FY 2016/2017 the tax was \$7.50 per member per

month, and for FY 2017/2018 the tax will be \$8.00 per member per month.

Workload Indicator: The recommended FY 2017/2018 budget is based on an average monthly enrollment of 9,500 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.

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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:		\$53,665,489
Financing:		53,665,489
Net Fund Cost:		0
Funding Sources:		
Local (Premiums)	100.0%	\$53,665,489

In-Home Supportive Services		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		\$17,288,152
Financing:		17,288,152
Net Fund Cost:		0
Funding Sources:		
Local (Premiums)	78.4%	\$13,551,864
General Fund (Subsidy)	21.6%	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, 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: Beginning December 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 primary care services via three providers: La Clinica de la Raza, Lifelong, and Brighter Beginnings. The providers receive a capitated payment on a per member per month basis.

Contra Costa CARES was initially 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. Enrollment reached 3,100 by December 2016.

Results indicated 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 included \$250,000 from one time CCHP revenues, and a \$250,000 match by private hospital funds to extend the program through the end of the 2016/17 fiscal year.

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The FY 2017/2018 budget includes \$500,000 from CCHP funds to continue the program through the budget 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)	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Services And Supplies	150	800,000	100,000	100,000	0
Expense Total	150	800,000	100,000	100,000	0
Revenue					
Other Local Revenue	(69)	800,000	100,000	100,000	0
Revenue Total	(69)	800,000	100,000	100,000	0
Net Fund Cost (NFC):	219	0	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		534,695%	(88%)	0%	
% Change in Total Rev		1,155,335%	(88%)	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 2017/2018 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:		\$100,000
Financing:		100,000
Net Fund Cost:		0
In meeting		
In Funding Sources:		
Local (Premiums)	100.0%	\$100,000

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Behavioral Health Division - Mental Health

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	50,039,693	57,940,193	61,630,317	61,630,317	0
Services And Supplies	125,971,967	131,051,217	149,515,268	149,515,268	0
Other Charges	5,564,185	5,257,325	5,572,464	5,572,464	0
Fixed Assets	23,781	28,700	28,700	28,700	0
Expenditure Transfers	(2,280,322)	(3,240,818)	(5,045,875)	(5,045,875)	0
Expense Total	179,319,304	191,036,617	211,700,874	211,700,874	0
Revenue					
Other Local Revenue	71,428,011	77,488,622	90,813,435	90,813,435	0
Federal Assistance	61,980,585	66,342,357	73,723,857	73,723,857	0
State Assistance	30,786,729	29,932,465	29,872,394	29,872,394	0
Revenue Total	164,195,325	173,763,444	194,409,686	194,409,686	0
Net County Cost (NCC):	15,123,979	17,273,173	17,291,188	17,291,188	0
Allocated Positions (FTE)	456.7	458.7	474.0	474.0	0.0
Financial Indicators					
Salaries as % of Total Exp	28%	30%	29%	29%	
% Change in Total Exp		7%	11%	0%	
% Change in Total Rev		6%	12%	0%	
% Change in NCC		14%	0%	0%	
Compensation Information					
Permanent Salaries	27,770,077	32,161,707	35,139,375	35,139,375	0
Temporary Salaries	1,551,233	1,239,171	1,089,655	1,089,655	0
Permanent Overtime	142,389	122,328	226,631	226,631	0
Deferred Comp	211,588	270,198	377,640	377,640	0
Hrly Physician Salaries	76,799	90,556	73,845	73,845	0
Perm Physicians Salaries	1,663,524	2,313,776	1,688,976	1,688,976	0
Perm Phys Addnl Duty Pay	2,208	1,499	172	172	0
Comp & SDI Recoveries	(95,540)	(114,768)	(114,768)	(114,768)	0
FICA/Medicare	2,253,389	2,779,451	2,953,424	2,953,424	0
Ret Exp-Pre 97 Retirees	110,720	124,116	125,596	125,596	0
Retirement Expense	10,029,554	10,960,760	11,762,778	11,762,778	0
Employee Group Insurance	3,817,542	5,084,324	5,502,087	5,502,087	0
Retiree Health Insurance	1,305,439	1,435,615	1,374,490	1,374,490	0
OPEB Pre-Pay	410,737	410,737	410,737	410,737	0
Unemployment Insurance	93,186	103,115	102,201	102,201	0
Workers Comp Insurance	893,507	957,608	1,039,383	1,039,383	0
Labor Received/Provided	(196,661)	0	(121,905)	(121,905)	0

Description: To serve serious and persistent mentally disabled adults and seriously emotionally disabled children and youth.

Workload Indicator: The recommended FY 2017-2018 budget is based on 418,316 visits and an inpatient psychiatric average daily census of 18.0 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 Short Term Residential Treatment Program services (STRTP) for seriously emotionally disturbed (SED) children and adolescents provides individual, group, family therapy and wrap-around teams. Case management services are provided at various STRTP's in California and the nation.

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 to 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. With expanded hours being

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added the team will be better able to respond to the entire County population of East County, West County, and Central County with far less wait time and many more hours of availability. The Behavioral Health Division is looking to expand this program and program expansion will be a work-in-progress pending funding availability.

i. Mental Health Services for Children 0-5 Years of Age:

Several contract agencies 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 20%, are enrolled in Special Education. Prior to FY 2010/2011, funding for these mandated services had been federal IDEA funds, State Mandate Claims (SB-90), Medi-Cal and State General Funds. In the Budget Act of 2010-2011, the mandate was suspended and the responsibility to fund these services was transferred from County Mental Health to the local school districts and SELPA's (Special Education Local Plan Areas). An MOU was developed and signed by County Mental Health and the SELPAs, with supporting contracts going before the Board for approval. This budget assumes that the responsibility for funding continued ERMHS Non-Medi-Cal services will remain with the local school districts and SELPA's.

As part of the State 2004-05 Budget, all 2003-04 and prior SB-90 claims were deferred with the requirement to pay them over no more than five years beginning in 2006-07. In the State 2005-06 Budget, Government Code Section 17617

was amended to pay these claims over 15 years from 2006-07 through 2020-21. Subsequent budgets 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 the 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 fourth year development stage 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. 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 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 \$1,000,000 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 Behavioral Health Division will provide technical assistance and support.

o. Continuum of Care Reform (CCR): In 2017 Continuum of Care Reform will serve to expand Katie A. services and provide needed treatment to all children in foster care. CCR effectively eliminates the Rate Classification Level (RCL) system and implements the Short-Term Residential Programs (STRTPs) model while requiring interagency development of child serving partnerships. It is currently in development and Residential Treatment Centers are transitioning to STRTP status and Foster Family Agencies are converting to Resource Family Agencies providing vitally needed services to our most at risk youth. This is a new program and will be a work-in-progress pending funding availability.

p. 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:		\$63,476,541
Financing:		62,722,888
Net County Cost:		753,653
Funding Sources:		
Federal	50.1%	\$31,429,476
Local	43.5%	27,253,498
Transfer	6.4%	4,039,914
General Fund	1.2%	753,653
FTE: 85.5		
Note: Excludes Support Services Costs included under the Administrative component of the budget.		

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

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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 assists 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.

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 at 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. Forensics clinicians receive referrals to AOT from qualified requestors; complete an investigation to determine eligibility for AOT; and make appropriate referrals to AOT services for those who meet criteria and refer to other services for those who do not meet criteria. This is AOT's first year of implementation.

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

k. Oak Grove Residential Program: The Behavioral Health Division is planning to develop and implement a transitional residential program with three components: a residential treatment program, a step down program, and an outpatient services program. The Oak Grove program will provide a highly effective, comprehensive standard of care. This program will serve an age group ranging from 18 to 26 year's old with Early and Periodic Screening, Diagnostic, and Treatment (EPSDT). The program will include eligible young adults struggling with serious life challenges as well as 21 to 26 year old Medi-Cal eligible Transition Aged Youth (TAY) grappling with the new emotional challenges presented by the transition to adulthood. By partnering with these consumers and providing comprehensive, whole person care, Oak Grove will support these young adults as they transition back to their communities. This is a new program and will be a work-in-progress pending funding availability.

l. Older Adult Program: The Older Adult Mental Health Program 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, and case management services including advocacy, placement, linkage and referral.

m. 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. The 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.

n. Evidence Based Practice (EBPs): have been primarily developed in the children's system of care and as a result their staff culture has started to change. However the adult system of care has experienced fewer strides in implementing evidence based practices. In 2017, the adult system of care plans to implement two Evidence Based Practice Models across the Division, in all three regions. EBP trainings will include training for therapists as well as peer providers, and will be available to both Substance Use Disorder (SUD) staff as well as Mental Health staff. Planning is underway to identify leadership to support the change and implement on-going supervision of the practice of EBPs. Similar to the children's system of care, evidence based practice should be supported by EBP team staff leaders in each of the regional clinics with centralized training and ongoing supervision groups. The goal is to develop "train the trainer capacity" within the adult system of care, build a community of practice that supports professional growth and development, and provides quality training in best practices. The overall goal is to improve outcomes. Planning is underway to choose an appropriate outcomes tool for use in the Adult System of Care. This pilot will provide important learning and information to guide implementation of outcomes across the Division as a whole.

o. Mobile Crisis Intervention Team (MCIT): The Behavioral Health Division is planning to develop and implement a 24/7 mobile crisis

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response team for consumers experiencing mental health crisis. The Mobile Crisis Intervention Team (MCIT) will be an interdisciplinary team composed of mental health clinicians, community support workers, and a Family Nurse Practitioner who will provide assessment, brief crisis response, short-term triage, and emergency services to severely persistently mentally ill consumers and their families in order to prevent acute psychiatric crises and subsequent hospitalization. The MCIT will work closely with law enforcement partners to decrease 5150s and PES visits, and to refer consumers to appropriate services in their communities. This is a new program and will be a work-in-progress pending funding availability.

Adult Services Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$55,560,393
Financing:		52,806,620
Net County Cost:		2,753,773
Funding Sources:		
State	52.8%	\$29,355,123
Federal	32.9%	18,303,279
Local	7.6%	4,214,252
Transfer	1.7%	933,966
General Fund	5.0%	2,753,773
FTE: 127.3		
Note: Excludes Support Services Cost included under the Administrative component of the budget.		

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:		\$12,799,648
Financing:		1,841,574
Net County Cost:		10,958,074
Funding Sources:		
Federal	13.8%	\$1,767,150
Transfer	0.6%	71,995
Local	0.0%	2,429
General Fund	85.6%	10,958,074
FTE: 76.5		

4. Local Hospital Inpatient Psychiatric Services

Description: Provides acute inpatient psychiatric care at Contra Costa Regional Medical Center, involuntary evaluation and crisis stabilization for seriously and persistently mentally ill clients who may be a danger to themselves or others.

Local Hospital Inpatient Psychiatric Services Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$10,777,951
Financing:		9,820,858
Net County Cost:		957,093
Funding Sources:		
Federal	82.6%	\$8,906,955
Local	7.5%	804,292
State	1.0%	109,611
General Fund	8.9%	957,093

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:		\$13,893,610
Financing:		13,012,104
Net County Cost:		881,506
Funding Source:		
Federal	73.7%	\$10,234,305
Local	19.8%	2,751,713
State	0.2%	26,086
General Fund	6.3%	881,506

6. Medi-Cal Psychiatric Inpatient/Outpatient Specialty Services (Managed Care)

Description: The Behavioral Health Division operates the County Mental Health Plan, a Managed Care Organization (MCO). The Behavioral Health Division provides Medi-Cal Psychiatric Inpatient and Outpatient Specialty Services through a network of providers. The Behavioral Health Division maintains a network of inpatient psychiatric care providers within Contra Costa County and throughout the Bay Area in order to meet the needs of our patients. The Behavioral Health Division also maintains a network of over 240 contracted outpatient providers who provide services to Medi-Cal beneficiaries. These outpatient services include individual therapy, group therapy, and medication management services for both children and adults who require Specialty Mental Health Services.

Medi-Cal Managed Care Services Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$8,664,040
Financing:		7,676,951
Net County Cost:		987,089
Funding Sources:		
Local	48.6%	\$4,212,685
Federal	35.6%	3,082,693
State	4.4%	381,573
General Fund	11.4%	987,089
FTE:	21.0	

7. Mental Health Services Act/ Proposition 63

Description: Approved by California voters in November 2004, Proposition 63 imposes a one 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

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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.

FY 2017-18 will be the first year of Contra Costa's MHSA Three Year Program and Expenditure Plan for fiscal years 2017-20.

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 2017/2018 MHSA expenditures are described below.

<u>Program Type</u>	<u>\$ in Millions</u>
Community Support System	\$37.6
Prevention and Early Intervention	8.7
Work Force Education & Training	2.5
Capital Facilities	0.6
Innovation	2.1
Total MHSA Allocation	\$51.5

For the MHSA Three Year Program and Expenditure Plan for FY 2017-20 (Three Year Plan) the statutorily required Community Program Planning process concludes with a 30 day public comment period and public hearing in April 2017. Responses to substantive stakeholder input will be incorporated in the final Three Year Plan that will be submitted for Board of Supervisor consideration on or after April 2017.

Mental Health Services Act		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$51,574,566
Financing:		51,574,566
Net County Cost:		0
Funding Sources:		
Local	100.0%	\$51,574,566
(Transfers from the MHSA Fund)		
FTE:	157.0	

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Behavioral Health – Alcohol and Other Drugs

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	2,556,945	3,776,420	5,729,428	5,729,428	0
Services And Supplies	14,393,372	15,318,853	29,879,642	29,879,642	0
Other Charges	403	0	0	0	0
Fixed Assets	0	13,500	13,500	13,500	0
Expenditure Transfers	(1,327,571)	(1,265,462)	(1,665,036)	(1,665,036)	0
Expense Total	15,623,149	17,843,311	33,957,534	33,957,534	0
Revenue					
Other Local Revenue	6,063,949	4,887,506	8,087,917	8,087,917	0
Federal Assistance	3,140,954	3,368,193	14,144,689	14,144,689	0
State Assistance	6,088,116	8,877,159	10,939,745	10,939,745	0
Revenue Total	15,293,019	17,132,858	33,172,351	33,172,351	0
Net County Cost (NCC):	330,130	710,453	785,183	785,183	0
Allocated Positions (FTE)	32.0	34.0	34.0	34.0	0.0
Financial Indicators					
Salaries as % of Total Exp	16%	21%	17%	17%	
% Change in Total Exp		14%	90%	0%	
% Change in Total Rev		12%	94%	0%	
% Change in NCC		115%	11%	0%	
Compensation Information					
Permanent Salaries	1,261,986	2,022,072	3,291,488	3,291,488	0
Temporary Salaries	105,985	107,563	88,347	88,347	0
Permanent Overtime	71,756	46,271	65,912	65,912	0
Deferred Comp	14,705	37,260	36,439	36,439	0
Comp & SDI Recoveries	(675)	0	0	0	0
FICA/Medicare	107,781	154,687	239,994	239,994	0
Ret Exp-Pre 97 Retirees	4,509	5,622	2,173	2,173	0
Retirement Expense	397,919	607,886	870,066	870,066	0
Employee Group Insurance	177,758	366,077	533,846	533,846	0
Retiree Health Insurance	267,448	267,636	367,147	367,147	0
OPEB Pre-Pay	102,277	102,277	141,811	141,811	0
Unemployment Insurance	4,321	5,493	8,060	8,060	0
Workers Comp Insurance	41,176	53,576	84,145	84,145	0

Description: To reduce the incidence and prevalence of Substance Use Disorders (SUD) through prevention, intervention, treatment and recovery services. The Alcohol and Other Drugs

service delivery model is based on a network of community based organizations which operate prevention and treatment programs throughout Contra Costa and one county operated program.

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Health and Human 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 a range of treatment options in different locations in Contra Costa.

In August 13, 2015 the Federal Centers for Medicare and Medicaid Services (CMS) approved California's Drug Medi-Cal (DMC) Organized Delivery System (ODS) Waiver amendment which provides a continuum of care for SUD treatment services for Medi-Cal beneficiaries. The DMC-ODS Waiver requires counties to provide greater administrative oversight, and implement utilization controls to improve care and maximize efficiency. Contra Costa County opted into the Waiver following the submission of a County Implementation Plan and a Fiscal Plan subsequently approved by the State Department of Health Care Services (DHCS) and CMS in November 2016. The DMC-ODS Waiver is an opportunity for counties to expand service capacity and the range of available benefits for Medi-Cal beneficiaries who meet medical necessity criteria and reside in our County.

Workload Indicator: The recommended FY 2017-2018 budget is based on an average caseload of 4,171 unduplicated clients served in treatment and 4,834 prevention participants

Impact: The recommended budget maintains the current level of services; however, as a result of the County's participation in the DMC Waiver, we anticipate an expansion of service delivery during FY17-18. Based on the assumption that services to Medi-Cal beneficiaries will increase, a gradual increase in staffing levels is expected to occur, proportionate to the expansion of services.

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 alcohol and drug 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 implement Evidence Based Practices (EBP) across service delivery. In order to support and ensure model integrity, AOD Administration is able to access free technical assistance through the DHCS Substance Use Disorders Prevention branch. Ongoing training and monitoring ensure 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. The five year period will end in 2018. Accordingly, the Strategic Plan update process will start in 2017.

Alcohol and Other Drugs Information and Referral Services - While at the present residents may access AOD services through multiple portals of entry, AOD has co-located a Substance Abuse Counselor at the Behavioral Health Access Line who provides information and referral to individuals in need of prevention, treatment and recovery services. Upon implementation of the DMC-ODS Waiver, the Behavioral Health Access Line will become the single point of entry for access to SUD services.

Health Services

Health and Human Services

Prevention Services Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$1,602,096	
Financing:	1,602,096	
Net County Cost:	0	
Funding Sources:		
State	96.9%	\$1,552,096
Local	3.1%	50,000
FTE: 4.0		

assessment, individual, group, and family counseling, treatment plan, 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, Motivational Interviewing, Cognitive Behavioral Therapy, and Trauma Informed curriculum. Contra Costa County Behavioral Health directly operates Discovery House, a 40 bed residential facility for men.

2. Non-Residential Program

Description: Provides outpatient and recovery services for adults, youth/adolescents and family members with substance use disorders. Services include individual, family and group counseling, and educational and recovery support groups. Programs operate on a six-month treatment model and implement evidence based practices including: Matrix, Motivational Interviewing, Cognitive Behavioral Therapy, and Trauma Informed curriculum.

Non-Residential Program Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$1,235,027	
Financing:	1,235,027	
Net County Cost:	0	
Funding Sources:		
State	45.4%	\$560,313
Federal	35.5%	438,564
Local	19.1%	236,150

Residential Services Program Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$4,324,197	
Financing:	3,789,014	
Net County Cost:	535,183	
Funding Sources:		
State	55.2%	\$2,387,392
Local	32.4%	1,401,622
General Fund	12.4%	535,183
FTE: 22.0		

4. Narcotic Treatment Program

Description: Outpatient methadone maintenance is provided under a contract for opiate dependent adults, including pregnant women and persons at risk of HIV infection through injection drug use.

3. Residential Services Program

Description: Offers treatment for youth, men, women, women with their children (perinatal), and detoxification for adults. Services include

Health Services

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Narcotic Treatment Program Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$6,744,678
Financing:		6,744,678
Net County Cost:		0
Funding Sources:		
Federal	65.0%	\$4,384,041
Local	35.0%	2,360,637

Support Services		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$1,633,852
Financing:		1,383,852
Net County Cost:		250,000
Funding Sources:		
State	59.7%	\$975,389
Local	25.0%	408,463
General Fund	15.3%	250,000
FTE: 8.0		

5. Special Programs

Description: Alcohol and Other Drugs administers several time-limited federal and state special initiatives and demonstration projects including HIV Testing and Education, Adolescent Treatment; CalWorks (SAMHWorks); Criminal Justice (AB 109) & County Diversion programs (DUI and PC1000).

Special Programs		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$4,182,302
Financing:		4,182,302
Net County Cost:		0
Funding Sources:		
State	46.5%	\$1,944,084
Transfer	39.8%	1,665,036
Local	13.7%	573,183

7. Drug Medi-Cal Waiver

Description: The DMC-ODS Waiver is an opportunity for counties to expand service capacity and the range of available benefits for Medi-Cal beneficiaries who meet medical necessity criteria and reside in our County.

Drug Medi-Cal Waiver		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$15,900,418
Financing:		15,900,418
Net County Cost:		0
Funding Sources:		
Federal	58.7%	\$9,322,084
State	22.1%	3,520,472
Local	19.2%	3,057,862

6. Countywide System Support

Description: Provides management of all substance use disorder 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.

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Health, Housing, and Homeless Services

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	985,278	1,243,768	1,267,601	1,267,601	0
Services And Supplies	7,494,676	8,527,085	10,105,444	10,105,444	0
Fixed Assets	0	64,800	64,800	64,800	0
Expenditure Transfers	(3,656,040)	(4,097,908)	(4,533,930)	(4,533,930)	0
Expense Total	4,823,914	5,737,745	6,903,915	6,903,915	0
Revenue					
Other Local Revenue	678,386	975,626	625,546	625,546	0
Federal Assistance	1,683,851	2,730,761	3,331,757	3,331,757	0
State Assistance	643,346	300,000	749,758	749,758	0
Revenue Total	3,005,584	4,006,387	4,707,061	4,707,061	0
Net County Cost (NCC):	1,818,331	1,731,358	2,196,854	2,196,854	0
Allocated Positions (FTE)	9.5	10.0	10.0	10.0	0.0
Financial Indicators					
Salaries as % of Total Exp	20%	22%	18%	18%	
% Change in Total Exp		19%	20%	0%	
% Change in Total Rev		33%	17%	0%	
% Change in NCC		(5%)	27%	0%	
Compensation Information					
Permanent Salaries	596,458	755,188	788,637	788,637	0
Temporary Salaries	14,261	17,430	0	0	0
Deferred Comp	5,458	5,640	13,620	13,620	0
FICA/Medicare	43,741	55,742	58,693	58,693	0
Ret Exp-Pre 97 Retirees	2,159	2,213	1,786	1,786	0
Retirement Expense	193,469	233,070	234,484	234,484	0
Employee Group Insurance	100,984	140,051	138,903	138,903	0
Retiree Health Insurance	6,083	6,955	5,211	5,211	0
OPEB Pre-Pay	3,365	3,365	3,365	3,365	0
Unemployment Insurance	1,834	2,295	2,003	2,003	0
Workers Comp Insurance	17,467	21,819	20,899	20,899	0

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Description: The Homeless Program has created a coordinated 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 2017-2018 budget is based on the provision of 74,825 annual shelter bed-days.

Impact: The recommended budget maintains the current level of services.

1. Administration

Description: Administration includes staffing, occupancy costs, costs incurred for the homeless advisory board activities, 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:		\$2,155,793
Financing:		1,688,668
Net County Cost:		467,125
Funding Sources:		
State	34.8%	\$749,758
Transfer	25.6%	551,411
Federal	14.8%	319,539
Local	3.1%	67,960
General Fund	21.7%	467,125
FTE: 7.0		

2. Coordinated Entry System

Description: Coordinated Entry streamlines access to housing and services while addressing barriers, and getting the right resources to the right people at the right time. Coordinated entry focuses on three points of entry that are aimed to quickly identify, assess, and prioritize homeless individuals, youth, and families for appropriate housing and services.

a. Homeless Information Line: In partnership with the Contra Costa Crisis Center, the 211 information line will connect homeless individuals to services throughout the coordinated entry system. Services include prevention/diversion screening and triage, referrals to CARE Centers, and linkages to the CORE outreach teams.

b. Care Centers are one of three entry points for the coordination entry system, where clients can access an array of services, including showers, food, case management, housing assessment and navigation services, substance use disorder services and benefits assistance. Coordinated Assessment REsource (CARE) centers operated by local non-profit agencies, in partnership with the County, are located in West, Central, and East County.

c. **CORE** will serve as an entry point into the coordinated entry system for unsheltered homeless persons. Coordinated Outreach Referral and Engagement (CORE) outreach teams engage and stabilize homeless individuals living outside, and help facilitate connection to health and social services, as well as provide direct shelter placement and linkages to CARE Centers.

Coordinated Entry System Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$1,340,603
Financing:		1,340,603
Net County Cost:		0
Funding Sources:		
Federal	100.0%	\$1,340,603

3. Interim Housing and Support Services

Description: Interim 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-six (26) bed shelter for homeless adults who are leaving the hospital and would otherwise be appropriate for discharge to their home, and have health care needs that cannot be met in the emergency shelter environment. This is a collaborative project with Health Care for the Homeless and local hospitals.

Interim Housing and Support Services Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$3,948,095
Financing:		2,459,190
Net County Cost:		1,488,905
Funding Sources:		
Transfer	51.2%	\$2,021,578
Federal	9.8%	387,612
Local	1.3%	50,000
General Fund	37.7%	1,488,905
FTE: 1.0		

4. Supportive Housing Programs

Description: The Supportive Housing Program provides a variety of permanent housing options for homeless adults, families, and transition age youth with disabilities. All housing options come with supportive services aimed at assisting the resident in maintaining their housing.

a. **Rental Assistance Program (formerly Shelter Plus Care)** provides housing subsidies to homeless persons with disabilities and provides support services. A collaborative effort with the Housing Authority of Contra Costa County, this program has the capacity to serve over 500 households.

b. **PCH – Addressing Addictions to Alcohol (AAA)** is a partnership with Anka Behavioral Health, Inc. that provides 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 Connections** 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.

age youth 18-24. Youth-specific case management, vocational and educational services, health care, and substance abuse support services are provided at the center during the day.

- b. **Appian House - Transitional Housing for Youth** provides longer-term housing and services for 18-24 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.
- c. **Bissell Cottages** provides longer-term housing and services for 18-24 year old homeless and/or emancipating foster care youth who have mental health disabilities. This program provides transition-age youth with the support, guidance, and skill development over a two-year period that will support them in their wellness and recovery and lead them to permanent housing.

Supportive Housing Program Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$3,022,913
Financing:		2,805,497
Net County Cost:		217,416
Funding Sources:		
Transfer	48.1%	\$1,453,600
Federal	29.1%	878,401
Local	15.6%	473,496
General Fund	7.2%	217,416

Contra Costa Youth Continuum of Services Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$706,755
Financing:		683,347
Net County Cost:		23,408
Funding Sources:		
Transfer	64.2%	\$453,341
Federal	32.5%	230,006
General Fund	3.3%	23,408
FTE: 1.0		

5. Contra Costa Youth Continuum of Services (CCYCS) for Runaway and Homeless Youth

Description: Contra Costa's Youth Continuum of Services provides shelter, transitional and permanent housing, and services to youth ages 18-24.

- a. **Calli House** is an eighteen (18) bed emergency shelter and service program located in Richmond that serves transition-

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.

Homeless Management Information System		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$263,686
Financing:		263,686
Net County Cost:		0
Funding Sources:		
Federal	66.6%	\$175,596
Local	12.9%	34,090
Transfer	20.5%	54,000
FTE: 1.0		

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Public Health

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	36,031,847	41,896,150	60,684,062	60,684,062	0
Services And Supplies	12,786,267	11,985,764	16,332,346	16,332,346	0
Other Charges	0	1,200	0	0	0
Fixed Assets	363,376	380,000	548,000	548,000	0
Expenditure Transfers	(3,262,909)	(3,157,661)	(2,890,623)	(2,890,623)	0
Expense Total	45,918,581	51,105,453	74,673,785	74,673,785	0
Revenue					
Other Local Revenue	6,735,305	7,254,967	27,510,944	27,510,944	0
Federal Assistance	11,494,951	11,521,008	12,375,908	12,375,908	0
State Assistance	9,613,717	12,326,936	14,371,963	14,371,963	0
Revenue Total	27,843,974	31,102,911	54,258,815	54,258,815	0
Net County Cost (NCC):	18,074,607	20,002,542	20,414,970	20,414,970	0
Allocated Positions (FTE)	330.1	330.1	477.5	477.5	0.0
Financial Indicators					
Salaries as % of Total Exp	78%	82%	81%	81%	
% Change in Total Exp		11%	46%	0%	
% Change in Total Rev		12%	74%	0%	
% Change in NCC		11%	2%	0%	
Compensation Information					
Permanent Salaries	20,613,763	24,665,881	36,517,224	36,517,224	0
Temporary Salaries	919,407	813,631	503,732	503,732	0
Permanent Overtime	39,346	50,726	42,650	42,650	0
Deferred Comp	145,770	137,249	512,751	512,751	0
Perm Physicians Salaries	338,684	370,675	826,383	826,383	0
Perm Phys Addnl Duty Pay	4,537	11,000	11,000	11,000	0
Comp & SDI Recoveries	(144,376)	(87,000)	(90,000)	(90,000)	0
FICA/Medicare	1,598,848	1,836,187	2,937,142	2,937,142	0
Ret Exp-Pre 97 Retirees	86,156	86,000	87,900	87,900	0
Retirement Expense	7,163,720	7,744,844	10,410,475	10,410,475	0
Employee Group Insurance	2,673,139	3,604,915	6,042,506	6,042,506	0
Retiree Health Insurance	1,270,245	1,303,488	1,262,736	1,262,736	0
OPEB Pre-Pay	630,564	630,564	630,564	630,564	0
Unemployment Insurance	65,140	67,328	0	0	0
Workers Comp Insurance	626,905	660,662	989,000	989,000	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 582,000 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, the provision of health screenings and follow-up care for over 200 refugees, asylees or victims of trafficking; and translation and interpreting services to all of CCHS, including over 108,000 medical interpretation encounters per year.

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 different 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 2016 the OLR was responsible for certifying and registering approximately 9,752 births, including 51 out of hospital births, 6,226 deaths and 43 fetal deaths occurring in the County; issuing 7,317 permits for the disposition of human remains; and providing 44,690 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 31 Declaration of Paternity forms, and issued 127 Medical Marijuana ID cards. (Note the statistics for birth, death and fetal are for those records registered as of November 10,

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2016, which is not the grand total for 2016 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 (OSHPD), 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, the Statewide Integrated Traffic Records System (SWITRS), and OSHPD data 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 - Supports required Quality Improvement work in clinical settings, for Public Health Clinic Services, Contra Costa EMS, Contra Costa Health Plan, and the 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. The Reducing Health Disparities Unit works in partnership with internal and external stakeholders to eliminate health disparities and build health equity for populations which have traditionally faced systemic barriers to achieving optimal health. Our programs include:
- The African American Health Conductor Program provides community outreach, health navigation, resource linkage, health and social benefit application enrollment. In fiscal year 2015-2016, over 7,000 African Americans received community outreach materials, 720 African American residents were enrolled into the program and received navigation, resource linkage or health/social benefit application assistance,
 - The Reentry Health Program provides medical treatment through the Transition medical clinic (at both the West County and Pittsburg Health Centers), REMEDY support groups (at both the West County and Pittsburg Health Centers), health navigation, resource linkage and health and social benefit application assistance to citizens returning from incarceration. In fiscal year 2015-2016, 206 formerly incarcerated persons were enrolled into these programs and benefitted from these services.
 - The Promotora Program provides community outreach, health navigation, resource linkage, health and social benefit application assistance. In fiscal year 2015-2016, over 13,000 Latinos received community outreach materials and 1,833 Spanish speaking residents were enrolled into the program and benefitted from these services.
 - The Oncology navigation program provides health navigation, resource linkage, health and social benefit application assistance, emotional and medical visit support to cancer patients. In fiscal year 2015-2016, 505 persons benefitted from these services.
 - The Ambulatory Care group medical visit program provides culturally relevant and appropriate diabetes, prenatal and pediatric obesity medical group visits. In 2015-2016, the African American Health Conductors, Promotoras and Navigators co-facilitated 47 medical group visit series serving approximately 500 patients. These included 19 six-session Diabetes Management groups (230 patients), two ongoing Diabetes Follow Up groups (22 patients), nine five-session We Can pediatric obesity groups (103 patients), and 17 ten-session Prenatal Groups (approximately 145 patients).
- Nearly 75% of all group participants attended the majority of the sessions of their group series. On average, the Diabetes Management patients who attended three or more sessions were successful in lowering their HBA1c levels by one A1C point. 75% of the We Can patients who attended three or more sessions either lowered or maintained their BMI percentile numbers.}
- e. **Violence Prevention Re-entry Efforts Program** staff work with CCHS divisions to monitor and respond to community violence and create a seamless pathway for individuals released from prison to a medical home. CCHS Reducing Health Disparities staff and Behavioral Health staff continue to work with the City of Richmond, County Emergency Medical Services, John Muir Hospital, Supervisors Gioia and Glover's Offices, and several key Community Based 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

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Costa Health Services. The program includes the Refugee Health program and the Medical Interpreters who staff the Health Care Interpreter Network (HCIN). This language service is mandated by both state and federal law. The program currently has 23 qualified medical interpreters who speak more than 13 different languages and assist with interpretation for the 14,700 encounters that are initiated at CCRMC and Health Centers every year. This program also assists with interpretation for the CCHP network providers and the nation-wide Health Care Interpreter Network as well.

- 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 200 to 250 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 and nationally to ensure that meaningful communication between the patient and the health care provider is available at all times. Qualified medical interpreters provide interpretation through a telephone and video network directly into the provider examination room or wherever patients access our health system.

Public Health Administration and Financial Management		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$7,579,581
Financing:		1,530,464
Net County Cost:		6,049,117
Funding Sources:		
Local	11.3%	\$858,000
State	8.9%	672,464
General Fund	79.8%	6,049,117
FTE:	42.0	

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 158,000 meals in a congregate setting and over 415,000 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 2,400 meals are delivered to homebound AIDS/HIV clients annually through separate funding. The program also supplies over 9,200 meals annually to one adult day care provider.

Senior Nutrition Program		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$4,641,715	
Financing:	4,636,433	
Net County Cost:	5,282	
Funding Sources:		
Local	54.7%	\$2,537,100
Transfer	45.2%	2,099,333
General Fund	0.1%	5,282
FTE: 4.2		

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. As of November 2016, the Disease Investigation and Control Unit received over 400 reports of communicable diseases, and 800 electronic lab records. In addition, staff assisted with over 300 requests for Zika testing. Staff also investigated 31 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 48 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 2016 (as of November 14, 2016), a total of 8,183 immunizations were given at Public Health clinics, including 523 flu vaccines and 1,182 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. As of December 5, 2016, Contra Costa identified 47 newly diagnosed TB cases, and provided case management services to 69 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 2,753 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. As of December 6, 2016, 285 contacts were identified and investigated. 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 programs. 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. As of November 30, 2016, the Public Health Lab performed 145,734 clinical and environmental tests.

Communicable Disease Control Summary		
Service:	Mandatory/Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$9,356,222	
Financing:	6,547,772	
Net County Cost:	2,808,450	
Funding Sources:		
Local	33.1%	\$3,099,674
State	27.0%	2,529,786
Federal	5.5%	518,662
Transfer	4.3%	399,650
General Fund	30.1%	2,808,450
FTE:	48.1	

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 technical assistance is provided to clinicians on methods to increase opt-out testing, a process to improve the number of individuals aware of their HIV status.

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. The rate of chlamydia increased from 385.5/100,000 residents in 2014 to 422.5/100,000 in 2015 and the rate of gonorrhea increased from 96.4/100,000 residents in 2014 to 118.1/100,000 in 2015. 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. The rate of primary syphilis increased from 7.3/100,000 residents in 2014 to 7.6/100,000 in 2015. While not a huge increase, much of the increase was among women, many of whom were pregnant. Syphilis during pregnancy can lead to congenital syphilis among newborns if not properly treated. 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 including partner notification and follow up.

 - 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, and clinical quality assurance activities and agency capacity building.
- Targeted HIV rapid test services support healthier behaviors by encouraging people of all ages and orientations to know their

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HIV status. Confidential and quick HIV and hepatitis C testing in non-traditional sites such as soup kitchens, shelters, substance abuse agencies and parks reach about 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 of individuals who have tested positive for HIV or other STDs and encourage follow up testing and linkage to care and treatment. The Program also offers help with Pre-Exposure Prophylaxis navigation services.

In calendar year 2015 the HIV/AIDS and STD program served 773 people with HIV or AIDS. Approximately 94 percent of those served were at or below 300 percent of the federal poverty level. Eighty two individuals were newly enrolled in the program during the year. Services include nurse and community-based case management and clinic based social work, benefits counseling and support for accessing health care coverage, outreach to newly infected and those lost to care, medication adherence counseling and education enrollment in the AIDS Drug Assistance Program. Referrals are provided for food, legal, and transportation assistance, referrals for substance abuse and mental health support, home care services, oral healthcare, housing assistance and other emergency assistance. These services allow people to remain in their homes longer, reduces the utilization of emergency medical care, and decreases hospitalizations, thereby reducing health care cost by improving health status. The clinical quality management program monitors approximately 250 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 training, Partner Counseling and Referral Services, initiation of Rapid Anti-retroviral Therapy as a means to reduce community viral load, Hepatitis C among people with HIV, and other risk reduction seminars. The program collaborates with the Homeless System of Care, Alcohol and Other Drugs Services, and Public Health Clinic Services, as well as provides support to various Health Department programs to strengthen Divisions serving similar populations.

HIV/AIDS and STD Program Summary		
Service:	Mandatory/Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$4,893,483	
Financing:	3,720,606	
Net County Cost:	1,172,877	
Funding Sources:		
Federal	47.6%	\$2,327,995
State	24.5%	1,198,211
Transfer	4.0%	194,400
General Fund	23.9%	1,172,877
FTE:	34.0	

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

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Program. The NFP Program has several goals, including achieving better pregnancy outcomes, improving the child's health and development, and helping the families become economically self-sufficient by working with parents to develop a vision for their future, plan subsequent pregnancies, continue their education, and find employment. Federal funding is expected through June 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, and 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 17,000 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:	\$9,938,238	
Financing:	7,979,220	
Net County Cost:	1,959,018	
Funding Sources:		
Federal	73.4%	\$7,289,912
State	6.9%	689,308
General Fund	19.7%	1,959,018
FTE:	82.8	

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
- 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 72,050.

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 to promote health, prevent disease 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, Black Diamond, 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.
- d. The Whole Person Care Pilot** program, called CommunityConnect will target Medi-Cal patients that are high-risk, high-utilizers of high acuity medical services and/or services across multiple delivery systems. This is an opportunity for CCHS to bring to scale efforts to implement large system change and redirect resources to address significant unmet needs of our patients through appropriate, streamlined, non-duplicative, and coordinated care that is prioritized to each patient. The pilot will deliver services to address the social determinants of health that are leading to poor health outcomes. Services provided cannot be duplicative of services currently provided by the Medi-Cal program.

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The Pilot will provide coordination of services through a three-pronged approach that includes Integrated and Coordinated Data Systems, Enhanced and Coordinated Case Management touching 7,000 people in FY16-17, and a Sobering Center

Public Health Clinic Services Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$38,305,889	
Financing:	30,419,037	
Net County Cost:	7,886,852	
Funding Sources:		
Local	53.4%	\$20,473,924
State	22.2%	8,497,873
Federal	3.3%	1,250,000
Transfer	0.5%	197,240
General Fund	20.6%	7,886,852
FTE:	246.8	

7. The Community Wellness and Prevention Program

Description: The primary goals of the Community Wellness and Prevention Program (CW&PP) are to examine the root causes of poor health, to support factors that promote community health, and to reduce risk factors that contribute to chronic diseases and injuries, the leading causes of death and disability in the United States.

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.

a. Tobacco Prevention Program (TPP) works with 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 among residents, workers and visitors. TPP works with Contra Costa cities to adopt and implement tobacco prevention policies to change community norms in order to facilitate behavior change and reduce tobacco use and exposure to tobacco influences. This work has led to adoption of laws that protect residents from tobacco influences and secondhand smoke exposure in both outside areas and inside multi-unit housing, and has led to a decrease in the County smoking rate by more than 31% since 1990.

b. 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 \$250,000 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

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Council of the Bay Area Nutrition and Physical Activity Coalition.

and the Public Works Department in communities throughout Contra Costa.

- c. **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 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.

- d. **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 that are available to 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

- e. **The Healthy Communities Program** works with a variety of partners including elected officials, County staff, city staff, community organizations, schools and residents. The program collaborates with these partners to improve health and quality of life for residents by reducing traffic injuries, community violence, and exposure to second hand smoke and lead. The program also provides assistance in promoting physical activity and access to healthy food. Program staff participate 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. Program staff also provide support to the Healthy and Livable Pittsburg Collaborative.

- f. **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:	\$2,849,280	
Financing:	2,315,906	
Net County Cost:	533,374	
Funding Sources:		
Federal	34.7%	\$989,339
State	27.5%	784,321
Local	19.0%	542,246
General Fund	18.8%	533,374
FTE:	19.6	

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Environmental Health

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	14,307,582	16,983,503	17,258,900	17,258,900	0
Services And Supplies	3,117,805	4,401,917	3,594,740	3,594,740	0
Other Charges	22	8,929	0	0	0
Fixed Assets	30,438	95,000	150,000	150,000	0
Expenditure Transfers	(56,978)	142,979	159,510	159,510	0
Expense Total	17,398,868	21,632,328	21,163,150	21,163,150	0
Revenue					
Other Local Revenue	17,361,876	20,882,728	21,308,275	21,308,275	0
State Assistance	227,339	221,000	176,000	176,000	0
Revenue Total	17,589,215	21,103,728	21,484,275	21,484,275	0
Net County Cost (NCC)^A:	(190,347)	528,600	(321,125)	(321,125)	0
Allocated Positions (FTE)	95.0	96.0	96.0	96.0	0.0
Financial Indicators					
Salaries as % of Total Exp	82%	79%	82%	82%	
% Change in Total Exp		24%	(2%)	0%	
% Change in Total Rev		20%	2%	0%	
% Change in NCC		(378%)	(161%)	0%	
Compensation Information					
Permanent Salaries	8,244,853	9,140,598	9,845,094	9,845,094	0
Temporary Salaries	79,401	321,738	150,000	150,000	0
Permanent Overtime	150,502	159,975	159,975	159,975	0
Deferred Comp	42,979	66,000	75,000	75,000	0
Comp & SDI Recoveries	(8,417)	(13,747)	(13,747)	(13,747)	0
FICA/Medicare	454,489	558,094	592,034	592,034	0
Ret Exp-Pre 97 Retirees	41,324	47,317	47,317	47,317	0
Retirement Expense	3,697,316	4,844,518	4,506,107	4,506,107	0
Employee Group Insurance	819,228	1,054,642	1,077,104	1,077,104	0
Retiree Health Insurance	417,949	423,354	423,354	423,354	0
OPEB Pre-Pay	100,235	100,235	100,235	100,235	0
Unemployment Insurance	25,330	25,884	27,419	27,419	0
Workers Comp Insurance	242,393	254,895	269,008	269,008	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 \$340,920.

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 2017-2018 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 2,235 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 2,538 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 383 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 334 facilities that have this storage. This program protects the waters of the state.
- 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. The Green Business Program works with businesses in pollution prevention.
- h. **Clean Water Program:** Implements the clean water program for Public Works for industrial sites in the unincorporated parts of the County. Selected sites are inspected to determine that these sites have good programs to ensure storm water runoff from the site is free of oil and other hazardous materials.

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Hazardous Materials Program Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$10,427,089
Financing:		10,587,651
Net County Cost:		(160,562)
Funding Sources:		
Local Fees	100.0%	\$10,587,651
FTE: 38.0		

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. Reviews, and based on meeting local, state, and federal requirements, approves plans for retail food facilities.
- 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; and leads efforts in the County to understand and protect the public from hazards of blue green algae. Reviews, and based on meeting local, state, and federal requirements, approves plans for public and spa facilities.
- c. **Solid Waste Program:** Performs permitting and inspection of landfills, composting facilities and transfer stations; inspections of closed or abandoned landfills; notification

review and inspection of smaller 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.

- d. **Medical Waste Program:** Performs registration, inspection and permitting of specified medical waste generators, treatment facilities, and storage and transfer facilities and haulers.
- e. **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.
- f. **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.
- g. **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:		\$10,586,061
Financing:		10,746,624
Net County Cost:		(160,563)
Funding Sources:		
Local Fees	99.9%	\$10,570,624
State	1.7%	176,000
General Fund	(1.5%)	(160,563)
FTE: 58.0		

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:		\$150,000
Financing:		150,000
Net County Cost:		0
Funding Sources:		
Local Fees	100.0%	\$150,000

Health Services

Health and Human Services

Detention Facility Programs

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	13,720,502	14,934,882	16,206,072	16,206,072	0
Services And Supplies	10,745,113	11,084,937	10,175,612	10,175,612	0
Other Charges	153	0	71	71	0
Fixed Assets	75,653	29	50,000	50,000	0
Expenditure Transfers	(2,146,397)	(2,453,535)	(2,446,281)	(2,446,281)	0
Expense Total	22,395,024	23,566,313	23,985,474	23,985,474	0
Revenue					
Other Local Revenue	1,055,956	1,054,918	1,140,962	1,140,962	0
Federal Assistance	0	0	350,000	350,000	0
State Assistance	73,741	71,730	58,320	58,320	0
Revenue Total	1,129,697	1,126,648	1,549,282	1,549,282	0
Net County Cost (NCC):	21,265,327	22,439,665	22,436,192	22,436,192	0
Allocated Positions (FTE)^A	80.9	91.0	93.9	93.9	0.0
Financial Indicators					
Salaries as % of Total Exp	61%	63%	68%	68%	
% Change in Total Exp		5%	2%	0%	
% Change in Total Rev		0%	38%	0%	
% Change in NCC		6%	0%	0%	
Compensation Information					
Permanent Salaries	7,579,834	8,059,406	9,397,364	9,397,364	0
Temporary Salaries	627,169	797,736	0	0	0
Permanent Overtime	407,073	411,417	319,528	319,528	0
Deferred Comp	8,474	12,368	37,200	37,200	0
Perm Physicians Salaries	271,097	0	621,755	621,755	0
Perm Phys Addnl Duty Pay	2,267	287,855	14,781	14,781	0
Comp & SDI Recoveries	(19,638)	(4,500)	(9,952)	(9,952)	0
FICA/Medicare	631,794	722,145	845,538	845,538	0
Ret Exp-Pre 97 Retirees	29,947	31,347	31,187	31,187	0
Retirement Expense	2,631,627	2,829,585	3,032,274	3,032,274	0
Employee Group Insurance	1,031,046	1,282,748	1,339,815	1,339,815	0
Retiree Health Insurance	204,332	193,600	212,909	212,909	0
OPEB Pre-Pay	34,880	34,880	34,880	34,880	0
Unemployment Insurance	26,410	28,289	30,049	30,049	0
Workers Comp Insurance	254,191	248,006	298,745	298,745	0

A. Does not include temporary or registry employees.

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Description: To provide medical and mental health services to inmates of the County adult and juvenile detention facilities.

Workload Indicators: The recommended FY 2017/2018 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:	\$2,346,879		
Financing:	58,320		
Net County Cost:	2,288,559		
Funding Sources:			
State	2.5%	\$58,320	
General Fund	97.5%	2,288,559	
FTE:	16.0		

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:	\$21,508,150		
Financing:	1,490,962		
Net County Cost:	20,017,188		
Funding Sources:			
Local	5.3%	\$1,140,962	
Federal	1.6%	350,000	
General Fund	93.1%	20,017,188	
FTE:	67.5		

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:	\$1,865,332		
Financing:	1,734,887		
Net County Cost:	130,445		
Funding Sources:			
Transfer (Probation)	93.0%	\$1,734,887	
General Fund	7.0%	130,445	
FTE:	10.4		

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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:	\$711,394
Financing:	711,394
Net County Cost:	0
Funding Sources:	
Transfer (Probation) 100.0%	\$711,394

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Health and Human Services

Conservatorship/Guardianship

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	2,247,169	2,585,724	2,685,860	2,685,860	0
Services And Supplies	831,592	890,183	998,003	998,003	0
Expenditure Transfers	16,799	15,684	16,902	16,902	0
Expense Total	3,095,560	3,491,591	3,700,765	3,700,765	0
Revenue					
Other Local Revenue	159,816	139,492	127,636	127,636	0
State Assistance	386,854	264,367	485,398	485,398	0
Revenue Total	546,670	403,859	613,034	613,034	0
Net County Cost (NCC):	2,548,890	3,087,732	3,087,731	3,087,731	0
Allocated Positions (FTE)	20.0	22.0	22.0	22.0	0.0
Financial Indicators					
Salaries as % of Total Exp	73%	74%	73%	73%	
% Change in Total Exp		13%	6%	0%	
% Change in Total Rev		(26%)	52%	0%	
% Change in NCC		21%	(0%)	0%	
Compensation Information					
Permanent Salaries	1,242,865	1,447,858	1,462,663	1,462,663	0
Temporary Salaries	67,148	57,917	90,844	90,844	0
Permanent Overtime	7,416	1,923	181	181	0
Deferred Comp	10,978	11,040	18,240	18,240	0
Comp & SDI Recoveries	(6,604)	(3,042)	(3,042)	(3,042)	0
FICA/Medicare	98,456	112,916	127,276	127,276	0
Ret Exp-Pre 97 Retirees	4,692	5,191	4,907	4,907	0
Retirement Expense	422,904	500,430	495,643	495,643	0
Employee Group Insurance	180,411	221,501	263,055	263,055	0
Retiree Health Insurance	119,709	125,189	120,349	120,349	0
OPEB Pre-Pay	57,572	57,572	57,572	57,572	0
Unemployment Insurance	3,945	4,494	4,493	4,493	0
Workers Comp Insurance	37,678	42,735	43,680	43,680	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.

The Conservator's Office operates under the Behavioral Health Division, and has three

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distinct core functions: 1) Probate Conservatorship; 2) Lanterman-Petris Short (LPS) Conservatorship; 3) Payee Services.

Probate Conservatorship is generally initiated when a patient has no one else who is qualified and willing to act on his behalf to make medical/treatment decisions. Probate Conservators assist to ensure the patient's basic needs are met. These include: physical health, food, clothing, and shelter/housing. If a patient has an estate, the Probate Conservator helps to manage his/her financial resources and resist fraud or undue influence.

LPS Conservatorship is specifically designed for a mentally ill patient who is deemed gravely disabled as a result of his/her mental illness. The LPS Conservatorship process starts while a patient is in an inpatient psychiatric unit and the patient's psychiatric treatment is required beyond the short term acute setting. Generally the attending psychiatrist at an acute in-patient unit files a temporary conservatorship before the expiration of a 5250. The Conservator's Office assigns a staff to process a T-Con investigation which includes gathering the patient's history/medical records, as well as a face to face interview. The assigned deputy conservator makes a final recommendation to the court after reviewing all records and completing his/her interview with the patient and family if there is identified family involvement.

Payee Services. As a Public Guardian entity recognized by the Social Security Administration, the Conservator's Office offers payee services to their conserved patients. The following are required duties:

- Determine the patient's needs and use his/her financial resources to meet those needs.
- Save any money left over in an interest bearing account.
- Report any changes or events which could affect the patient's eligibility for benefit.
- Keep all records of payments received and how a patient's funds were spent.
- Help the patient get medical/psychiatric treatment when needed.

- Assist a patient to access social services programs specific to the patient's needs.

Workload Indicators: The recommended FY 2017-2018 budget is based on an average caseload of 900 clients per month.

Impact: The recommended budget maintains the current level of services.

Conservatorship/Guardianship Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$3,700,765
Financing:		613,034
Net County Cost:		3,087,731
Funding Sources:		
State	13.1%	\$485,398
Local	3.4%	127,636
General Fund	83.5%	3,087,731
FTE:	22.0	

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California Children's Services

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	7,797,145	8,752,941	9,221,922	9,221,922	0
Services And Supplies	1,328,244	1,395,391	1,220,950	1,220,950	0
Other Charges	0	600	600	600	0
Fixed Assets	69,979	0	0	0	0
Expense Total	9,195,369	10,148,932	10,443,472	10,443,472	0
Revenue					
Other Local Revenue	515,963	405,150	404,700	404,700	0
State Assistance	7,707,826	6,963,552	7,376,027	7,376,027	0
Revenue Total	8,223,789	7,368,702	7,780,727	7,780,727	0
Net County Cost (NCC):	971,580	2,780,230	2,662,745	2,662,745	0
Allocated Positions (FTE)	59.8	62.9	62.9	62.9	0.0
Financial Indicators					
Salaries as % of Total Exp	85%	86%	88%	88%	
% Change in Total Exp		10%	3%	0%	
% Change in Total Rev		(10%)	6%	0%	
% Change in NCC		186%	(4%)	0%	
Compensation Information					
Permanent Salaries	4,340,445	4,894,752	5,294,402	5,294,402	0
Temporary Salaries	152,093	207,492	211,692	211,692	0
Permanent Overtime	372	5,400	5,400	5,400	0
Deferred Comp	24,542	26,580	34,170	34,170	0
Hrly Physician Salaries	3,087	0	85,741	85,741	0
Perm Physicians Salaries	259,517	240,348	143,636	143,636	0
Comp & SDI Recoveries	(13,157)	(10,068)	(8,004)	(8,004)	0
FICA/Medicare	338,819	383,355	418,944	418,944	0
Ret Exp-Pre 97 Retirees	17,349	18,900	18,552	18,552	0
Retirement Expense	1,581,116	1,605,280	1,741,688	1,741,688	0
Employee Group Insurance	578,573	843,212	733,272	733,272	0
Retiree Health Insurance	241,299	264,000	264,000	264,000	0
OPEB Pre-Pay	122,880	122,880	122,880	122,880	0
Unemployment Insurance	14,193	14,793	12,004	12,004	0
Workers Comp Insurance	136,016	136,017	143,545	143,545	0

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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 4,165 Contra Costa children and youth with serious health care conditions. Thirteen percent (13%) of these clients are covered by “Straight CCS”, twelve percent (12%) by Medi-Cal TLICP, and seventy five percent (75%) 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 2017/2018 is based on a monthly average of 4,165 active cases, 863 of whom are in the MTU, and 153 new applicants each month.

Impact: The recommended budget maintains the current level of services.

CCS Program Services Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$10,443,472
Financing:		7,780,727
Net County Cost:		2,662,745
Funding Sources:		
State	70.6%	\$7,376,027
Local	3.9%	404,700
General Fund	25.5%	2,662,745
FTE:	62.9	

Public Administrator

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	228,955	442,032	564,157	564,157	0
Services And Supplies	96,842	40,320	64,696	64,696	0
Expense Total	325,796	482,352	628,853	628,853	0
Revenue					
Other Local Revenue	186,624	392,352	293,641	293,641	0
Revenue Total	186,624	392,352	293,641	293,641	0
Net County Cost (NCC):	139,172	90,000	335,212	335,212	0
Allocated Positions (FTE)	4.0	4.5	4.5	4.5	0.0
Financial Indicators					
Salaries as % of Total Exp	70%	92%	90%	90%	
% Change in Total Exp		48%	30%	0%	
% Change in Total Rev		110%	(25%)	0%	
% Change in NCC		(35%)	272%	0%	
Compensation Information					
Permanent Salaries	126,986	252,636	334,975	334,975	0
Temporary Salaries	73	0	0	0	0
Deferred Comp	850	4,620	3,840	3,840	0
FICA/Medicare	9,367	19,320	24,585	24,585	0
Ret Exp-Pre 97 Retirees	507	482	722	722	0
Retirement Expense	45,385	77,904	105,826	105,826	0
Employee Group Insurance	20,896	55,624	60,368	60,368	0
Retiree Health Insurance	8,995	11,988	11,993	11,993	0
OPEB Pre-Pay	12,090	12,090	12,090	12,090	0
Unemployment Insurance	380	684	882	882	0
Workers Comp Insurance	3,427	6,684	8,877	8,877	0

A Public Administrator first quarter 2015-16 budget data is reflected in the District Attorney's budget.

Description: The Public Administrator protects and manages the estates of descendants and at-risk individuals who are unable to make decisions.

Within the Health Service Department, the Public Administrator program sits in the Health, Housing and Homeless Services Division and has duties distinct from the Public

Guardian/Conservator program that sits within the Behavioral Health Division.

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. Duties of the Public Administrator may include any or all of the following:

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- Make appropriate arrangements for the interment of the deceased person
- Protect the descendant's property from waste, loss, or theft
- Conduct thorough investigations to discover all assets and debts
- Search for next-of-kin, or locate all persons entitled to inherit from the estate
- When appropriate, petition the court for appointment as administrator of the estate and follow through with all of the duties of probate as set forth in the California Probate Code
- Under some circumstances, the Public Administrator may also arrange for the interment of indigents.

Public Administrator Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$628,853
Financing:		293,641
Net County Cost:		335,212
Funding Sources:		
Estate Fees	46.7%	\$293,641
General Fund	53.3%	335,212
FTE:	4.5	

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 2017-18 increases services.

Impact: The recommended budget increases the current level of services and anticipates that the Public Administrator's office will generate about \$294,000 in estate fee revenue during fiscal year 2017-18.

Emergency Medical Services (SB12)

Emergency Medical Services Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Services And Supplies	1,806,916	1,692,403	1,692,403	1,692,403	0
Other Charges	423,154	422,846	0	0	0
Expense Total	2,230,070	2,115,249	1,692,403	1,692,403	0
Revenue					
Other Local Revenue	2,096,088	1,692,403	1,692,403	1,692,403	0
Revenue Total	2,096,088	1,692,403	1,692,403	1,692,403	0
Net Fund Cost (NFC):	133,983	422,846	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		(5%)	(20%)	0%	
% Change in Total Rev		(19%)	0%	0%	
% Change in NFC		216%	(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, 2027 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

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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

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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)	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	1,035,588	1,248,789	1,011,858	1,011,858	0
Services And Supplies	1,340,662	5,918,486	1,784,093	1,784,093	0
Other Charges	2,140,501	2,345,852	2,204,725	2,204,725	0
Expense Total	4,516,750	9,513,127	5,000,676	5,000,676	0
Revenue					
Other Local Revenue	4,704,750	5,012,779	5,000,676	5,000,676	0
Revenue Total	4,704,750	5,012,779	5,000,676	5,000,676	0
Net Fund Cost (NFC):	(188,000)	4,500,348	0	0	0
Allocated Positions (FTE)	10.0	9.0	9.0	9.0	0.0
Financial Indicators					
Salaries as % of Total Exp	23%	13%	20%	20%	
% Change in Total Exp		111%	(47%)	0%	
% Change in Total Rev		7%	(0%)	0%	
% Change in NFC		(2,494%)	(100%)	0%	
Compensation Information					
Permanent Salaries	661,206	774,136	684,253	684,253	0
Deferred Comp	10,290	9,310	10,728	10,728	0
FICA/Medicare	49,828	57,640	46,529	46,529	0
Ret Exp-Pre 97 Retirees	2,217	3,366	2,327	2,327	0
Retirement Expense	200,318	269,878	177,905	177,905	0
Employee Group Insurance	90,817	112,754	70,479	70,479	0
Unemployment Insurance	2,001	2,901	1,847	1,847	0
Workers Comp Insurance	18,910	18,804	17,790	17,790	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.

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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:		\$230,611
Financing:		230,611
Net Fund Cost:		0
Funding Sources:		
Measure H	100.0%	\$230,611

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:		\$4,769,809
Financing:		4,769,809
Net Fund Cost:		0
Funding Sources:		
Measure H	100.0%	\$4,769,809
FTE:	9.0	

CAO's Recommendation:

The 2017-18 Recommended Budget funds the General Fund programs within the Health Services Department at the baseline level.

The Health Services' Baseline request for General Fund departments includes an additional \$61 million in expenditures as compared to the FY 2016-17 adjusted budget, which is entirely offset by an anticipated \$61.8 million increase in revenues. \$20 million of the increases is tied to the Medi-Cal 2020 Waiver Whole Person Care pilot program the Department successfully received. This program is the primary reason for the significant increase in FTEs.

The 2017-18 Recommended budget for all programs and funding sources in the Health Services Department totals approximately \$1.839 billion. Of this amount, \$95 million, or 5.2% is County General Fund. The balance is funded by outside revenue, primarily other local revenue sources. FY 2017-18 revenue projections are approximately 9.4% higher than current year anticipated revenues.

Potential policy and fiscal changes as currently proposed by the new federal administration, pose vast uncertainty for the Department; however, it is too soon to know impacts to the FY 2017-18 budget. Should state and federal allocations impact the FY 2017-18 budget, the Department will return to the Board of Supervisors in the fall with a request for adjustments to the appropriations, as necessary.

The 2017-18 Recommended Budget maintains the current, baseline spending levels. Service levels may be adjusted depending on final budget actions at the state and federal levels.

Performance Measurement

Hospital and Ambulatory Care Centers:

Goal: Improve quality, safety and population health measures as outlined in the PRIME, regulatory measures, and meet various accreditation requirements.

Outcome: The PRIME application was successfully submitted and all potential funding for Demonstration Year (DY) 11 (2015/2016) was received. CCRMC and HC had a successful triennial survey under The Joint Commission's Hospital Accreditation Program and received full accreditation for another three years. The Laboratory also had its regularly scheduled biennial Joint Commission and is fully accredited for another two years.

Goal: Continue to fully realize the 2015 - 2020 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 continue to work with the staff to support the implementation of the Strategic Plan, including the alignment of all improvement work with the strategy, while building our improvement capability.

Outcome: Supported team and individual learning and skill acquisition through a variety of mechanisms, such as our internally developed Improvement Academy, fellowship program, and collaborative learning experiences as well as other venues to meet community needs.

Goal: Continued refinement and expansion of Ambulatory Care Redesign work including the Advanced Access Model and the Patient Centered Health Home with expansion of alternative models of care also supported through PRIME efforts.

Outcome: The Advanced Access bundle of enhancements, in addition to the Patient

Centered Health Home Model, were spread to all health centers by early 2016. Two PRIME projects, both directed at Ambulatory Care Redesign, continue to support refinement efforts in our health centers.

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.

Outcome: Our selected vendor Health Management Systems (HMS) is fully implemented for Fraud, Waste, and Abuse and is working with our CCHP claims department.

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.

Outcome: APC/OPPS Medicare Fee schedule implementation has been stalled due to a need to be on 2015 Epic Software. Once on the 2015 version, we will be able to move forward on implementation, so manual pricing can be eliminated for claims adjudication.

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.

Outcome: Goal not fully met as there was a sizeable increase in claim volume but delays in hiring additional staff to handle the increase.

Goal: In FY 2016/2017 the Advice Nurse Unit goal is to fill all vacant Advice Nurse and License Vocational Nurse (LVN) positions. The increase in pay with the new pay scale for

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Advice Nurses should assist in being able to recruit new nurses.

Outcome: Goal not fully met. We hired three permanent Advice Nurses, however one resigned. We filled our permanent LVN position, however the nurse did not pass probation. We will reopen our permanent Advice Nurse and LVN positions within the next couple of months.

Goal: Decrease the number of non-clinical calls that are handled by Registered Nurses (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.

Outcome: Due to the new LVN failing probation and another LVN on leave, the Advice Nurse unit did not see a decrease in non-clinical calls handled by RNs. Once the new phone system is in place, we will implement changes to our work flow in order to increase non-clinical calls to the LVN queue.

Goal: CCHP's Case Management Unit will increase by 10% the number of CCHP members assigned a case manager.

Outcome: Our 10% goal was met. 633 members in 2015 and 704 members in 2016 were 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.

Outcome: Successfully implemented and operationalized multi-tier letter outreach for both Kaiser Richmond/Oakland emergency departments use, as well as avoiding emergency department use via the New York University algorithm.

Goal: In conjunction with the Information Technology (IT) 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.

Outcome: This goal has been met for our RMC network. Pharmacy unit has collaborated with IT to create visible reports in Epic that show actual fill data versus current orders. Additionally, internal reports created by IT for the pharmacy unit have substantially improved the ability to create ad hoc reports for providers.

Unfortunately the benefits have not been carried over to the CPN side. Pharmacy will continue to collaborate with IT to incorporate the data into the 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.

Outcome: This project is well underway, but has not yet met the 100% goal. As of Q4 2016, the CCHP pharmacy unit has tracked SVR12 rates in approximately 80% of our patients treated for HepC. We are currently expanding the project to increase our outreach to members that have not followed up with their final lab work. We expect our compliance rate will approach 100% by mid-2017.

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.).

Outcome: CCHP quality management team is currently engaged in projects to improve upon this goal. There are no reportable metrics as of Q4 2016, but we intend to have usable data by mid-year.

Goal: Apply for National Committee for Quality Assurance (NCQA) Accreditation renewal and receive three year Accredited status.

Outcome: CCHP originally received a three year accreditation and are now awaiting results of our submitted materials for ongoing Accreditation.

Goal: Implement comprehensive, web-based Patient self-health risk assessment and associated tools to help Medi-Cal members improve their health status.

Outcome: Successfully implemented the web-based health patient self-risk assessment. Paper version was delayed due to contracting, but is expected to go live April 2017. Associated self-care tools have been developed and posted to the website.

Goal: Provider Relations will increase the Community Provider Network (CPN) Primary Care Provider's (PCP) 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.

Outcome: Provider Relations Unit met the goal of increasing the number of CPN PCP's by 3% to meet the increasing member needs. Provider Relations recruited fourteen PCP's by working collaboratively with two large groups to increase the number of PCP's under contract. In addition, we had several PCP's move into the Contra Costa area and open a PCP office.

Mental Health:

Goal: Children's mental health will continue to move to offer all three current best practices in each regional clinic and expand our MST and MDFT Programming.

Outcome: Partially achieved. We have implemented most of the goals in two of the three clinics.

Goal: Children's mental health and Alcohol and Other Drugs will integrate Alcohol and Other Drugs services into each of the regional clinics two days per week.

Outcome: Integrated into the West County Clinic and working to develop an Intensive Outpatient SUDS program in West County.

Goal: Conduct a Community Program Planning Process and develop the MHSA Three Year Program and Expenditure Plan for FY 2017-20.

Outcome: A quantitative needs assessment was completed that informed Behavioral Health staff of the sufficiency of care provided to each County region, demographic sub-population, and quantified the resources expended for each level of care. Three community forums were conducted in each County region where mental health needs were prioritized, and over 400 stakeholders discussed strategies to meet those needs. The results of the completed Community Program Planning Process have been incorporated into the MHSA Three Year Program and Expenditure Plan for FY 2017-20 that will be submitted for Board of Supervisor consideration on or after April 2017.

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 MHSA.

Outcome: All PEI and INN programs have been analyzed and adjusted to comply with new regulatory program requirements, and new data forms were developed to comply with new reporting requirements. All programs are now compliant with regulations and are reporting data needed for both MHSA components.

Goal: Children's Behavioral Health will partner with Homeless Services to implement and plan for a method of assessing and intervening with family homelessness.

Outcome: In discussion. With the separation of Homelessness from Behavioral Health, it is more difficult to address this issue. However Mental Health has joined the monthly Homelessness meeting and is represented by a Program Manager.

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

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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.

Outcome: This is on hold until the State determines whether the CANS or the Treatment Outcome Package (TOP) tool should be used. The State is piloting these tools right now and will then evaluate.

Goal: Adult 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 to offer at least one evidence based practice implemented across the three regional clinics.

Outcome: Adult system of care will implement two evidence based practices: Cognitive Behavioral Social Skills Training (CBSST) in March 2017 and Cognitive Behavioral Therapy for Psychosis (CBTp) in May 2017. These are two full day trainings with follow-up consultation calls for one year with the trainer. Staff from programs across the Adult system of care will participate in the training and actively follow-up implementation of the treatment models in their clinics offering group and individual services. Champions have been identified to help implement and build infrastructure to support Evidence Based Practice (EBP).

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.

Outcome: Goals met. With implementation of In Contact and the expansion of the Community Support Worker follow-up role, the ACCESS Line continues to decrease the number of abandoned calls. EPIC's Tapestry launch was completed in 2016.

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.

Outcome: Goals are being met by the Forensic Mental Health team. The Forensic team supports clients involved in the criminal justice system with behavioral health issues; connecting these clients to appropriate outpatient services. They support consumers with re-entry from custody back to the community. Facilitating and increasing access to services helps to decrease utilization of crisis services.

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.

Outcome: Goal is being met. Rapid Access is actively providing services to consumers. Staff changes in East Adult clinic prevented implementation across Division. Work has begun to fill the empty position.

Goal: The primary goal of Intensive Care Management (ICM) 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.

Outcome: This program continues to meet its goals of supporting Older Adults to improve their mental and physical health, increase access and provide linkage to community resources and mental health services; prevent psychiatric hospitalization, and placement in higher levels of care. During FY 16-17, the ICM Program decreased inpatient psychiatric hospitalizations by 44 % and decreased visits to Psych Emergency Services by 48.1%. Over the past five years, ICM decreased inpatient psych hospitalizations by 67.13% and decreased visits to Psych Emergency Services by 43.48%.

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.

Outcome: The Transition Team continues to perform a critical role in providing short term intensive case management services to individuals needing extra support and linkage to multiple services. They serve clients in non-traditional settings such as shelters, streets, homes of their own, crisis residential programs, board and care homes, hospital, dual diagnosis, and substance abuse programs; meeting the client wherever they are and connecting them to needed community resources-mental health, primary care, and housing. They continue to meet goal of increasing access by supporting and linkage and coordination of care.

Alcohol and Other Drugs (AOD):

Goal: Expand the Drug Medi-Cal (DMC) provider base from four to six. 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: We met this goal as some of our existing agencies certified additional programs within their agencies. We continued to provide ongoing technical assistance on as needed basis in the preparation of DMC applications to various providers that have demonstrated interest in providing SUD treatment services. Additionally, we were able to include SUD services as part of other Behavioral Health's Request For Proposal processes conducted this year.

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.

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Outcome: Health Care for the Homeless Ambulatory Care was awarded a HRSA grant to serve MAT homeless patients. We have an established cadre of MAT physicians who have taken the lead to implement an Outpatient Based Buprenorphine Treatment for Opioid Disorders. “The Choosing Change” Buprenorphine clinics treat opioid addiction at most County Health Centers. We visited San Francisco’s MAT clinic and we have incorporated strong clinical practices into our programming. The Choosing Change Clinics are a partnership between Health Care for the Homeless and Behavioral Health Services. Access to MAT services starts at the Behavioral Health Access Line where our Substance Abuse counselor plays a critical role in screening and helping clients navigate the clinics.

Goal: Support the goals of the Behavioral Health Division Integration efforts in Contra Costa. AOD will integrate services within Mental Health and Homeless Services to provide efficient and effective care to individuals with complex and diverse needs through the following objectives or initiatives:

1. Continue to improve quality of implementation processes of SUD treatment at the Mental Health EI Portal Clinic, a behavioral health integrated treatment, and apply for State DMC certification. In FY16/17, we increased the number of admissions into SUD treatment at EI Portal by 10% from previous admission level data.
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 the model to include an additional residential facility.
3. Support discussions and activities intended to update the Behavioral Health Cultural Competency Work Plan and Workforce Development.
4. Participate in Primary and BH Integration efforts including Miller Wellness Center, Case

Management, HealthCare for the Homeless, and SBIRT.

5. Maintain staff support in the newly Integrated Access Line, support the development of procedures intended to streamline referrals and co-location. Track referral data and follow up to clients. Participate in Value Stream Mapping and Rapid Improvement Kaizen events.
6. Continue documenting admission of clients with co-occurring disorders at Discovery House; develop formal internal and external protocols for meeting their needs, and support 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%.

Outcomes:

Outcome 1. We have increased our admissions at EI Portal as proposed, but have not yet applied to DMC certification. Our County Implementation Plan and Fiscal Plan were approved in 2016 but we proposed a starting date of July 1, 2017.

Outcome 2. We have met this goal. The Housing Specialist has been temporarily disrupted due to staff attrition. Nonetheless, we added a Mental Health Clinical Specialist at Discovery House which has increased our ability to treat individuals with behavioral health needs.

Outcome 3. This goal was met. Behavioral Health now has an Integrated Cultural Competence Work Plan and we maintained presence at every meeting this year.

Outcome 4. We met this goal.

Outcome 5. We have met this goal. Under the ODS-DMC Waiver, the Access Line plays a key role, therefore we anticipate expanding the number of clinical staff who will assist with access into the system.

Outcome 6. We have met this goal.

Outcome 7. While we conducted interviews for this position, current hiring practices prevented us from hiring a counselor to be placed at West County Children's Mental Health, hence services remain discontinued. We plan to resume as soon as we are able to fill the position.

Outcome 8. We discontinued services at those locations due to the fact that SBIRT has been institutionalized in all primary health care settings as expected by ACA.

Goal: Increase the engagement and retention rate among clients connected to realignment who are served in our treatment services.

Outcome: We have slightly met this goal through the implementation of case management services targeting our most hard to engage clients.

Goal: Continue supporting the goals and objectives of the AOD Prevention Strategic Plan.

Outcome: This goal has been met. This year we conducted a Case Study focusing on the value of involving young people in the development of public policy. Our Case Study is a tool that can help communities implement youth development programs and provide youth with opportunities to develop their leadership skills and positively contribute to their own communities.

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.

Goal: Develop Readiness for the Implementation of the Terms and Conditions of the Organized Delivery System Drug Medi-Cal Waiver County Implementation Plan.

Outcome: 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 with regard to provider compliance, service quality and, with regard to clients, appropriate placement, care coordination and utilization review.
- 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 and access to services for beneficiaries whose primary language is not English.
- e) Promote and support sound implementation and utilization of Medication Assisted Treatment

Outcome: This goal will continue in FY17-18 as we prepare for DMC-ODS Waiver implementation. We developed an MOU with the Contra Costa Health Plan depicting the referral and coordination process for Medi-Cal beneficiaries who meet SUD medical necessity.

Goal: Restore residential and detoxification services for West County Residents

Outcomes:

- 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.

Outcome:

This goal will continue in FY17-18, although we selected a provider, and service was not disrupted we have yet to find a site to restore much needed services to West County residents.

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.

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Outcome: Implementation of programs are driven by the needs of the clients.

Goal: Increase service delivery to Spanish speaking SAMHWorks clients.

Outcome: We have conducted a needs assessment and found a low number of Latinos served in the SAMHWorks program. We hired a Latino Outreach staff at the end of 2016, and hope to capture more data and provide more services to Latino families in far East County.

Homeless Programs:

Housing and Services

Goal: Add more permanent supportive housing through various resources that provide rental vouchers and other support services.

Outcome: A new rental assistance program was implemented within the homeless continuum of care to support 12 chronically homeless families in FY 16-17.

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.

Outcome: The Homeless Program and its stakeholders selected new software and is in the process of transitioning its homeless management information system to a new vendor. The new Clarity software, by BitFocus, has a more user friendly interface and incorporates data visualization features.

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.

Outcome: The work to end homelessness for veterans and chronically homeless adults continues. As a result, Contra Costa has experienced a 31% decrease in veteran

homelessness and has improved its capacity to identify the number of chronically homeless individuals in our community. The national campaign organized by Community Solutions has extended its target dates through 2017 and rebranded the campaign to Built for Zero. Contra Costa continues to participate in the new initiative.

Goal: Develop and implement a Coordinated Entry system that includes prevention, diversion, crisis services, and permanent housing by June 2017.

Outcome: Contra Costa's Coordinated Entry system stakeholder design process successfully concluded mid-year and Phase I implementation is underway that focuses on coordinated, streamlined access to the homeless system of care.

Goal: Recruit to fill our expanded Council on Homelessness Advisory board seats by 2017.

Outcome: The recruitment efforts to fill the expanded Council on Homelessness advisory board seats was successful. Nine of twelve vacancies were filled in March 2017. Work continues to fill the remaining vacant seats.

Public Health:

Goal: Complete a Strategic Plan for the Public Health Division by December 2016.

Outcome: Major components of the plan were completed including the focus of the following 4 key Strategic Directions, 1) Vulnerable Populations, 2) Maternal, Child and Adolescent Health, 3) Chronic Disease and 4) Public Health Capacity & Infrastructure. We anticipate completing the entire plan by the Spring of 2017.

Goal: Affirm a decision and time line for making application for National Public Health Accreditation.

Outcome: We continue to develop the infrastructure for possible accreditation. Completing the Strategic Plan is the first major component. By late Fall 2017 we will have a

better idea of a realistic time frame for pursuing National Accreditation.

Goal: Implement a pilot for Video DOT (Direct Observed Therapy) for Tuberculosis Control Monitoring.

Outcome: Video DOT was successfully implemented in October 2016. The TB Control Program currently has six clients utilizing the service.

Goal: Redesign the public portal of the Health Data Web site for improved use.

Outcome: Some initial ground work on this was done in the Spring and early Summer of 2016. We are currently exploring various options and different software solutions to improving public access and usability of population level health data.

Goal: Develop an on-line certificate training program for clinical providers associated with Sudden Infant Death Syndrome.

Outcome: On-line training program has been developed for providers on Sudden Infant Death Syndrome and it will be available in early 2017.

Goal: Provide Traffic Safety Training and Bike Helmets to 500 or more children. (PH Division component of a larger community wide effort)

Outcome: As of 11/30/16, Traffic Safety Training has been provided to approximately 3,000 children. No bike helmets have been distributed so far in this fiscal year. We anticipate distributing helmets in the spring of 2017 as they become available.

Goal: Provide nutrition education to over 10,000 low income children and adults.

Outcome: As of 11/30/16, 8,375 low income children and adults have attended nutrition classes and an additional 9,506 have received nutrition education materials.

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.

Outcome: The EPE Unit goals were largely met. Updates on health statistics and the Tobacco evaluation report were completed. The Teen Pregnancy Prevention evaluation report is currently in progress. Community data presentations were given to several community groups including Rotary, Chamber of Commerce and various work groups.

California Children's Services

Goal: Institute a Process for affirming all CCS clients have an assigned Medical Home.

Outcome: CCS implemented a process such that when an application is received, staff will review and confirm the client has been assigned a 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.

Outcome:

- Submitted the Local Area Management Program (LAMP) to the San Francisco Regional Water Quality Control Board to meet the requirements of state law (AB885).

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- With County Counsel assistance, drafted OWTS ordinance and regulations which are now undergoing internal review.
- In calendar year 2016, processed, reviewed and inspected the construction of 21 drinking water, 12 irrigation wells, one geothermal heat exchange, 14 cathodic protection and 1709 monitoring wells.
- In calendar year 2016, processed, reviewed and inspected the destruction of soil borings, cone penetration test (cpt) boreholes, and soil vapor probes at approximately 700 parcels and 190 well destructions.
- In calendar year 2016, approved the plans and oversaw the construction of 7 conventional OWTS, 2 conventional replacement OWTS, 12 alternative OWTS, 4 alternative system replacement OWTS, 24 septic tanks replacements, and 47 septic tank abandonments.
- Conducted 110 routine inspections of food facilities, dog kennels and horse stables in the unincorporated areas of the County, looking for adequacy of stormwater runoff control.
- Followed up on 23 complaints of stormwater runoff in the unincorporated County.

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.

Outcome:

- Began investigation of 16 new illegal transfer stations; successfully completed investigation, shutting down and cleanup of 14 illegal transfer stations.
- Conducted monthly inspections at the permitted solid waste facilities in the LEA

- purview: two active landfills, five transfer stations, and one compost facility.
- Conducted quarterly inspections at the five closed landfills and seven active Enforcement Agency Notification sites in the LEA jurisdiction.
- Investigated approximately 279 new illegal dumping and other solid waste complaints not associated with a permitted facility, and resolved 251 in 2016.
- Conducted 465 routine inspections and 16 re-inspections of waste tire generators, and 11 routine inspections of waste tire facilities.
- Beginning in September, pursued enforcement action of a permitted composting facility in West County with repeated violations of fires and odor events.
- Conducted 5-year permit reviews for the Central Processing Facility and Golden Bear Transfer Station in West County, and the Central Transfer & Processing Facility in Martinez.
- Approved amendments to the Transfer Processing Report for the Golden Bear Transfer Station.
- Conducted required 52 annual inspections of large quantity medical generators and 18 of 30 small quantity generator inspections that are to occur every other year.
- Conducted 208 inspections at small quantity medical waste generators.

Goal: Food Program - Improve food safety. Provide consistent and user-friendly information about retail food establishment inspection results. Field standardized 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.

Outcome:

- Conducted 4,976 unannounced, routine inspections, 793 re-inspections, 561 re-placard inspections, and 654 complaint inspections of retail fixed food facilities in 2016.
- Conducted 203 routine inspections of mobile food facilities and investigated complaints of 57 unpermitted food vendors in 2016.

- Reviewed and approved the plans and inspected the construction of 136 new fixed food facilities and 76 food facility remodels in 2016
- Permitted and inspected 18 cottage food operations Class B and registered 16 cottage food operations Class A.
- Conducted follow-up action to 54 state notifications of voluntary food recalls.
- Reviewed and approved organizer applications and inspected 331 special events with 1,707 temporary food facilities in 2016.
- Developed video and posters on How to Get a Green which were distributed and made available on the website.
- Conducted an outreach program targeting the food facility operators about the new placarding program.
- Instituted the placarding program on April 15, 2016.
- As part of enforcement program for the placarding program, worked with a consultant to develop an interactive and low-literacy training for employees of a food facility that get two consecutive yellow placards during a routine inspection.
- Initiated the Food Safety Refresher Training on November 8 for food employees of facilities that get two consecutive yellow placards. Training is conducted weekly, alternating English, Spanish, English, Chinese, and providing simultaneous interpretation in Thai, Vietnamese, and Korean when needed.
- All food team staff have been field standardized per Food and Drug Administration procedures, and planning for an auditing process began.
- Conducted four food borne illness outbreak investigations (when a food borne illness from the same facility is reported from two separate households).

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.

Outcome: Outreach activities that occurred:

- Wrote and sent the annual letter to city managers and chambers of commerce.
- Recreational health website was revamped to make much more user friendly.
- Food safety website was reorganized to make it easier to navigate when the placarding information was added.
- Participated in several health fairs, chamber of commerce events, and student career fairs.
- Taught classes about environmental health and food safety in culinary art classes in high schools.
- Provided food safety training at the adult schools in Richmond, Concord, Martinez and Pittsburg.
- Actively participating in the department-wide Career Pathways/Pipeline Workgroup and leading the subgroup that is focusing on exposing middle school, high school and college/university students to careers in health.

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.

Outcome:

- Conducted 1,386 routine inspections of seasonal pools, 246 routine inspections of year round pools in 2016, 117 re-inspections, and 225 re-openings of pools closed for major violations in 2016.
- Reviewed and approved the plans and inspected the construction of 7 new public pools/spas and 46 pool/spa remodels or equipment changes in 2016
- Provided 5 pool operator trainings for 70 attendees.
- Developed knowledge about the public health concerns of blue green algae present in recreational water, and conducted seven rounds of sampling of Discovery Bay water starting in July due to blue green algae concerns. Based on results of the testing for

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cyanotoxins posted the water for no entry for humans or pets notices, and conducted extensive outreach about the public health concerns.

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.

Outcome:

- Issued one new permit, updated one permit, conducted 10-year reviews of eight, and amended the permit for 3 small water systems in FY 2015/2016.
- Issued enforcement actions to nine small water systems which had water quality violations in 2016.
- Conducted 21 sanitary surveys of small water systems.

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.

Outcome:

- Forty two body art facilities were inspected, and 170 body artists were registered.
- Conducted plan review and inspections of six new body art facilities.

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 the electronic storage database the Code Enforcement, Mobile Food, Temp Food Events, Cottage Food Operations Jails and

Detention Facilities, Farmers Markets, Waste Tire, Medical Waste and Public Pool historical files, and keeping current with new files.

- Tablets are used for routine inspection of fixed food facilities, pools and spas, waste tire, stormwater, and complaint investigations.
- Complaint and food and pool facility evaluations are processed from the front desk, to the supervisor, to the inspector, back to the supervisor, and then to clerical staff and Finance without the use of paper.

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.
- Two division managers are part of the Emergency Operations Center Medical Health Branch.
- Director serves as one of three Operations Chiefs for the Departments Operation Center.
- Division was activated, management and staff participated in the department and County operations centers as part of the Medical Health Branch statewide drill in fall 2016.

Additional Outcomes in Other Program Areas:

- Participated in pharmaceutical takeback ordinance development.
- Reviewed and commented on 87 land use documents from the 19 cities and unincorporated area planning departments.

Hazardous Materials:

Goal: California Accidental Release Prevention Program: Complete 14 California Accidental Release Prevention Program audits in fiscal year 2016/2017.

Outcome: 14 inspections have been performed for fiscal year 2016/2017.

Goal: Unannounced Inspections: Perform 10 unannounced inspections during fiscal year 2016-2017.

Outcome: 10 unannounced inspections have been performed in fiscal year 2016/2017.

Goal: Aboveground Petroleum *Storage Act Program*: Inspect approximately 112 facilities that are covered by this program during fiscal year 2016/2017.

Outcome: Base on the number of inspections done to date, it is projected that 131 Aboveground Petroleum Storage Act Program inspections will be performed in 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.

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 37.5% of all of the facility inspections during fiscal year 2016/2017 that are subject to the program, or approximately 952 facility inspections. The goal is to ensure that all Hazardous Materials Businesses will have been inspected within the last two years.

Outcome: Based on the number of inspections done to date, it is projected that 1,002 Hazardous Materials Business Plan Program inspections will be performed in fiscal year 2016/2017.

Goal: Hazardous Waste Generator Program: Complete 37.5% of all of the facility inspections

during fiscal year 2016/2017 that are subject to the program, or approximately 838 facility inspections. The goal is to ensure that all facilities that generate hazardous materials will have been inspected within the last three years.

Outcome: Based on the number of inspections done to date, it is projected that 1,005 Hazardous Waste Generator inspections will be performed in fiscal year 2016/2017.

Goal: Underground Storage Tank Program: Complete an inspection of all underground storage tank facilities in fiscal year 2016-2017. Approximately 383 facilities are subject to the underground storage tank regulations.

Outcome: Based on the number of inspections done to date, it is projected that 346 Underground Storage Tank Program inspections will be performed in fiscal year 2016/2017.

Detention Facilities Programs:

Goal: Conduct a full facility audit of adult detention centers to determine readiness for correctional health care accreditation.

Outcome: Audit completed this year and opportunities for improvement identified.

Goal: Enhance discharge planning services for inmate/patients transitioning back to the 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.

Outcome: Detention Health Services participates with the Community Corrections Partnership, an interdepartmental and community based group to form a Pre-Release Planning Pilot Project.

Detention Health Services has partnered with the Transitions Health Care Team to initiate a pilot pre-release planning project for AB109 inmates housed at the West County Detention

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Facility. Patients with chronic care conditions have the opportunity to be referred to specialized evening support groups and clinics run by the Transitions Health Care Team at the West County Health Center. The team includes Health Conductors and a Medical Doctor.

Goal: Work closely with County Risk Management and Health Services Personnel to develop a Workplace Violence Prevention Plan for Detention Health Services staff.

Outcome: Detention Health Services has worked directly with Contra Costa County Risk Management on the Workplace Violence Prevention Task Force. This task force has created a written draft Work Place Violence Prevention Plan for Health Services that will be used when this new law goes into effect 4/1/2017.

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: Initiate Specialty care redesign to improve access for patients and meet benchmark and outcomes metrics consistent with the PRIME Medicaid waiver.

Goal: Refinement and scaled implementation of alternative visit models to improve access to specialty care services consistent with our strategic plan.

Goal: Continued development of community relationships to provide accessible and timely health care services throughout the County.

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: Cancer Screening and Follow Up: To identify cost-effective standard approaches to breast, cervical and colorectal cancer screening and completion of follow-up on abnormal screening tests. This will also increase rates of screening and completion of follow-up across targeted prevention services.

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, and is better able to meet the patient's needs and preferences, and results in improvement of the patient's health outcomes.

Goal: Integrated Health Home for Foster Children: To improve the overall quality of care for foster children with the development and implementation of a patient centered medical home.

Goal: Chronic Non-Malignant Pain Management: Improve the function and/or health related quality of life of patients age 18 years and older with chronic pain through assessment and implementing appropriate care plans.

Goal: Resource Stewardship-High Cost Imaging: To implement evidence based and population resource stewardship approaches to the use of high-cost imaging services, in order to reduce inappropriate utilization of imaging.

Contra Costa Health Plan:

Goal: CCHP Claims Unit will continue to reduce interest paid on late claims. We intend to reach this goal by training permanent staff positions that have been recently filled and by scheduling staff after hours as needed based on claim volume. Our Unit goal is to not only reduce interest, but reduce the use of overtime. This goal may be affected by an unforeseen increase in claim volume, claim unit projects, or the unplanned loss of trained existing staff.

Goal: Provider Relations will increase the Community Network Primary Care Provider's by 5% 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 to recruit PCP's new to the area.

Goal: Quality Management will put in place a workable structure for the department to include a medical data analyst, expand Disease Management and add personnel to manage the population health requirements.

Goal: Quality Management will clear up any deficiencies noted from NCQA Reaccreditation.

Goal: Quality Management will improve asthma care through introduction of an Asthma Action Plan in ccLink and the possible expansion of Disease Management to cover asthma diagnoses.

Goal: Implement the DHCS All Patient Refined (APR) Diagnosis Related Groups (DRG) and Centers for Medicare and Medicaid Services (CMS) DRG Fee Schedule. Acquire fee schedule pricing from 3m Software that houses the APR DRG pricer. This complex pricing system currently is manually priced by outside vendor DocuStream. We will also purchase the 3m software for the vendor. This impact will reduce the amount we pay the vendor, and also give us control of APR DRG pricing of claims. In addition, we also will be able to do CMS DRG pricing.

Goal: Fill all vacant Permanent Advice Nurse and LVN positions. Add additional positions in order to meet the URAC call time standard. Hopefully the two additional contracted pay raises for RN's will assist in recruiting new nurses.

Goal: Member Services and Advice Nurse Services will implement a new member call center phone system with changes to the workflow in order to decrease the abandonment rate and call answer time.

Goal: CCHP Case Management department will clarify and focus definitions/criteria for our Case Management programs to ensure member needs are met with increased departmental efficiency.

Goal: CCHP Case Management department will implement the expanded Non-Medical Transportation Benefit for all Medi-Cal members beginning July 2017.

Goal: CCHP will advocate for continued coverage for our Medi-Cal Expansion population given our new federal administration threats.

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Goal: CCHP pharmacy unit will increase personnel, with the end goal of taking over all prior authorization (PA) business from the prescription benefits manager (PBM). Every attempt will be made to make the change fiscally neutral, while improving the effectiveness, accuracy, and workflow of the pharmacy PA process.

Goal: In conjunction with all network providers and community coalition partners, CCHP pharmacy unit will substantially expand upon the CCHP opioid program. Expansion will be defined as improvements in community/member outreach, modification of PBM coding relative to drug limitations, increased involvement in community coalitions, and the creation of other outreach modalities or policies that promote a healthier understanding of the dangers of improper opiate utilization.

Mental Health:

Goal: Increase access to community-based behavioral health services and primary care, and connect consumers to appropriate services.

Goal: Increase coordination of care between system partners: behavioral health services, police department, primary care, public health, and homeless services.

Goal: Decrease PES visits.

Goal: Decrease hospital visits.

Goal: Decrease police contacts.

Goal: Reduce time to direct services.

Goal: Move Medi-Cal consumers into the System of Care that were previously unknown to us to reduce hospitalization.

Goal: Improve stability of Foster Home placements by reducing serial placement.

Goal: Reduce the use of Short-Term Residential Programs (STRTPs) to short term treatment options.

Goal: Increase the care for Foster Children in family, home like, settings.

Goal: The MHS Community Program Planning Process in FY 17-18 will focus on bringing opportunities for stakeholder participation to County communities and sub-populations determined to be underserved by the MHS Three Year Plan quantitative needs assessment.

Goal: Develop two new Innovation component concepts into project proposals for Mental Health Services Oversight and Accountability Commission approval.

Goal: Expand the Workforce Education and Training Component to address identified workforce staffing shortages in psychiatry and support of families of individuals experiencing serious mental illness (adults and older adults) or serious emotional disturbance (children and youth).

Goal: Better communication and coordination of care among health care providers.

Goal: Reduce medication prescribing errors.

Goal: Improve data and tracking of outcomes.

Goal: Improve system efficiency over time.

Goal: To return the child to stability and to the community as soon as possible with appropriate supports. As part of a STRTP, these programs are intended to provide a high level of structure and predictability in the child consumer's day.

Goal: To provide a wide array of outpatient Specialty Mental Health Services to consumers to restore functioning and return the child to greater success in the community, school and home. This service also assists in preventing the hospitalization of children and keeping kids in their community and home.

Goal: To provide short term very intensive mental health services to children whose maladaptive behavior has been intractable in an outpatient Mental Health Setting. Services are provided to enhance the child's ability to benefit from their education, stay out of trouble, and remain at home by monitoring and providing consultation and support to the mental health provider.

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Goal: EPSDT is intended to provide a wide array of Specialty Mental Health Services to beneficiary's age 0 to 21 years old who meet medical necessity criteria for service.

Goal: Therapeutic Behavioral Services (TBS) provide intensive, time limited, mental health service that focus on two or three targeted behaviors that are preventing the child from progressing and placing the child's placement in jeopardy.

Goal: To increase the utilization and penetration of Specialty Mental Health Services to children in Foster Care thereby providing greater stability in Foster Care.

Goal: Mentally Ill Offender Crime Reduction (MIOCR) is designed to reduce recidivism in the Juvenile Justice population by ameliorating complex emotional and behavioral issues. It strives to provide needed services to maintain these youngsters in the community.

Goal: To use methods of treatment that can be standardized and thereby evaluated for efficacy and impact on the child's presenting issues. All are designed to improve specific functioning.

Goal: Regarding Evidence Based Practices, EBPs. The Adult System of Care will continue working on implementing two evidence based practices, Cognitive Behavioral Social Skills Training (CBSST) and Cognitive Behavioral Therapy for Psychosis (CBTp) across the adult system, in the three regional clinics, as well as specialty programs. Training will be provided to Mental Health Clinical Specialists, Community Support Workers, mental health, Substance Use Disorder, and homeless services staff. Following the two day trainings, staff will participate in ongoing monthly consultation calls with the trainers and learn to implement these models to fidelity. Champions identified in the regional clinics will help with implementation and on-going consultation with staff. Identify possible leadership in the clinics to help build training infrastructure. Explore the possible implementation of an EBP case management model to implement in the Adult system in 17/18.

Goal: Identify and pilot system wide outcomes measures. This includes adopting system wide

standard outcome measures such as the Patient Health Questionnaire (PHQ) 9 and Generalized Anxiety Disorder (GAD) 7 as well as identifying and implementing the use of specific outcome measures in relation to the two Evidence Based Practice treatment models being implemented in the Adult system.

Goal: Expand the current Suicide Prevention treatment program that is located at Concord Adult Clinic to serve consumers in the East County Adult Clinic and at El Portal Regional Clinic. Currently this service is provided in the Concord Adult Clinic only. The goal is to have this offered to consumers in all three regional clinics. By increasing access to this service in the other two clinics, we hope to decrease use of crisis services, decrease suicide attempts, and decrease suicide.

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 is to continue, through the various programs Forensics implements, engaging and linking clients to outpatient services to increase access and decrease utilization of crisis services.

Goal: Coordinating Levels of Care. An integrated behavioral health system supports consumers to navigate through higher and lower levels of care as their needs change over time. Mental health and substance use disorder staff are working to increase coordination of care in the adult system, in particular, coordinating levels of care. Adult system will conduct mapping of service levels and try to identify step down options for clients with improved outcomes.

Goal: The Transition Team provides short term intensive case management services to individuals needing extra support and linkages to multiple services. The goal with the Transition Team is to continue to coordinate and provide innovative care for these consumers as they make contact with many service entry points.

Alcohol and Other Drugs (AOD):

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AOD has a long history of working in partnership with stakeholders which include community based providers, clients, the AOD Board and 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 Substance Use Disorders (SUD) services.

In August 2015, California received an approval for the Drug Medi-Cal (DMC) Organized delivery System (ODS) under the Medi-Cal 2020 1115 Waiver to support the expansion of SUD treatment for Medi-Cal beneficiaries by infusing federal funds into a historically precariously funded system of care. Besides increasing service capacity, the DMC-ODS Waiver will improve service delivery and treatment outcomes for Medi-Cal beneficiaries who meet medical necessity for SUD and reside in Contra Costa.

In FY16-17, the AOD Administration submitted a County Implementation Plan (CIP) and a Fiscal Plan to the Federal Centers for Medicare and Medicaid Services (CMS) to respond to the Drug Medi-Cal (DMC) Organized Delivery System (ODS). Both were subsequently approved by CMS. The County's DMC-ODS Implementation Plan is a direct outcome of an extensive community engagement process which will substantially and fundamentally transform the existing delivery system. The Terms and Conditions of the DMC-ODS Waiver require among other things, implementation of the American Society of Addiction Medicine (ASAM) criteria, integration and coordination with primary health care and mental health, coordination with the County managed care plan, and implementation of Medication Assisted Treatment (MAT).

The DMC-ODS Waiver fully aligns with the goals and objectives of the Affordable Care Act (ACA) and is supported by the Medi-Cal eligibility expansion. While the DMC-ODS Waiver presents a window of opportunity for counties in regards to the provision of SUD treatment services for its residents, it also requires stronger County oversight and quality control, and operates as a specialty managed care plan. Because of the complexities and the highly

demanding requirements, we proposed to CMS a starting date of July 1, 2017. This would provide us with a six-month starting period.

In addition to the DMC-ODS Waiver, AODS continues to respond to criminal justice realignment and realignment of the oversight of lower level offenders from State to the County, Proposition 47, and the newly passed Proposition 64: Marijuana Legalization for Recreational Purposes.

Contra Costa County unlike other counties has experienced a slight increase of opioid use as reported in our treatment admissions information system. Nonetheless, the AOD office is responding by actively joining collaborative prevention and treatment efforts in the County to support Prescription Drug Misuse prevention, treating opioid disorders, and preventing overdoses. AOD is also monitoring funding opportunities through the Substance Abuse and Mental Health Services Administration (SAMHSA) and the Center for Substance Abuse Treatment (CSAT) aimed at addressing the opioid crisis by increasing access to treatment, reducing unmet need, and reducing opioid overdose so we will be ready to apply when the funding becomes available. In a similar fashion we are cognizant of the availability of funds to support education and community awareness initiatives that can help us address opioid use in the community in a comprehensive manner.

Goal: Prevention

1. Update the SUD County Strategic Prevention Plan scheduled to sunset in 2018. We will start the community stakeholder engagement process in early Spring 2017 and complete the plan by December 2017.
2. Support local prevention initiatives aimed at raising awareness about prescription drug abuse misuse.
3. AOD will implement strategies to reduce access and the availability of marijuana among youth, particularly following the passage of Proposition 64.

**Goal: Organized Delivery System (ODS)
Drug Medi-Cal (DMC) Waiver County
Implementation Plan**

1. Continue outreach efforts to increase DMC provider network capacity. In early 2017, we will conduct an RFI which will require existing providers to become DMC certified.
2. Support interdepartmental partnerships that seek to address the opioid crisis by increasing access to treatment, reducing unmet treatment need, reducing opioid overdose related deaths through the provision of prevention, treatment and recovery activities for opioid use disorders, including prescribed opioids as well as heroin.
3. Promote the Operation Standards for Recovery Residences also known as Sober Living to 1) Increase the safety of the community, 2) Support the integrity of properly operated houses, and 3) Further reduce stigma associated with individuals who suffer from SUD issues.

Homeless Programs:

Housing and Services

Goal: Add more permanent supportive housing through various resources that provide rental vouchers and other support services.

Goal: Increase outreach and engagement efforts through the expansion of Coordinated Outreach Referral and Engagement (CORE) outreach teams.

Goal: Add a Coordinated Assessment Resource (CARE) center in East Contra Costa County to increase homeless services in that area.

Data/Evaluation

Goal: Launch the new Clarity homeless management information system (HMIS) in compliance with HUD's data and technical standards and 1115 waiver (Whole Person Care) data integration/ warehouse needs by December 2017.

Goal: Develop Coordinated Entry system-wide metrics.

Policy/Planning/Systems Development

Goal: Fulfill our commitment as a Community Solutions Built for Zero participating community to end homelessness for veterans and chronically homeless in Contra Costa.

Goal: Conduct a homeless Point in Time count (homeless census) to enumerate the number of men, women, and children living outside in encampment or in shelters and other temporary housing.

Goal: By 2018 implement Phase II and III of the Coordinated Entry system that includes system-wide coordinated assessment and assignment of short and long-term housing for individuals experiencing homelessness.

Goal: Continue long-range planning efforts for the development of permanent supportive housing units located on the former Concord Naval Weapons Station base.

Goal: Recruit to fill our vacant Council on Homelessness Advisory board seats by end of 2017.

Public Health:

Goal: EPE Unit:

Lay out a time line for initiation of a comprehensive Community Health Assessment.

Goal: Clinic Services:

Initiate the delivery of services associated with the Whole Person Care Program.

Goal: Clinic Services: Expand mobile dental clinic services at School Based Health Centers by bringing on line two new dental vans by the Fall of 2017.

Goal: MCAH Work with CCRMC to outline a training curriculum on SIDS and associated Bereavement and Palliative Care.

Goal: MCAH/CWPP Develop a 3 year violence prevention plan focused on youth age 13-19.

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Goal: CWPP Seek adoption of a revised Tobacco control ordinance at the County level and 2 Cities, including consideration control measures for multi-resident facilities.

Goal: HIV/STD Leverage “data to care” process to decrease re-transmission of HIV among high-risk groups by 10% by 2019.

Goal: Senior Nutrition: Provide 582,000 nutritious daily meals through the County Senior Nutrition Program Congregate Cafes and Meals on Wheels Program to 6,800 Contra Costa County Seniors.

California Children’s Services:

Goal: Work with the Contra Costa Health Plan to complete a work-flow map to improve the transition of youth who are aging out of CCS Services and transitioning in to Managed Care.

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 2017/2018.

Goal: Unannounced Inspections: Perform 10 unannounced inspections during fiscal year 2017-2018.

Goal: Aboveground Petroleum *Storage Act Program*: Inspect approximately 112 facilities that are covered by this program during fiscal year 2017/2018.

Goal: Incident Response Program: Our goal is to improve the response time to an average of half an hour or less. The programs are buying vehicles that will be used to respond directly to an incident using Code 3. This will allow at least three people on call to be able to respond from their home with some equipment without having to go to the office. This will allow the team to

determine the severity of the incident and relay any additional needs to the team.

Goal: Hazardous Materials Business Plan Program: Complete approximately 37.5% of all of the facility inspections during fiscal year 2017/2018 that are subject to the program, or approximately 952 facility inspections. The goal is to ensure that all Hazardous Materials Businesses will have been inspected within the last three years.

Goal: Hazardous Waste Generator Program: Complete 37.5% of all of the facility inspections during fiscal year 2017/2018 that are subject to the program, or approximately 838 facility inspections. The goal is to ensure that all facilities that generate hazardous materials will have been inspected within the last three years.

Goal: Underground Storage Tank Program: Complete an inspection of all underground storage tank facilities in fiscal year 2017-2018. Approximately 383 facilities are subject to the underground storage tank regulations.

Detention Facilities Programs:

Goal: Optimize ccLink reporting functions.

Goal: Develop and formalize a process for identifying "Incompetent to Stand Trial" patients that are incarcerated in the County's adult detention facilities.

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:

Health Services

Health and Human Services

Goal: Update the County ambulance ordinance: The Ordinance continues to be reviewed at the County Counsel level and that it will be ready to go to the Board of Supervisors this year.

Goal: Manage the new ambulance contract. This requires ongoing active management with staged deliverables throughout the term of the contract. The management includes ongoing initiatives that are designed to benefit the EMS System as a whole. This requires continuing to address performance based clinical requirements associated with STEMI, Stroke, Cardiac Arrest.

Goal: Pursue the prehospital electronic patient care health care exchange. The EMS Agency is in the process of upgrading and enhancing the EMS System prehospital data systems to be capable of supporting bi-directional information exchange with hospitals by January 2018.

Goal: Increase medical health partner emergency preparedness capability. The EMS Agency continues to be responsible for coordinating the medical health operating area resources in event of any emergency that impacts the EMS or the medical health care system.

Goal: Implement a new program of paramedic intra-facility transport. This new service line for paramedic intra-facility transport was delayed a year due to the demands and changes associated with the Alliance contract. The new program is currently being developed and we hope to facilitate the development of the new intra-facility ambulance services by the end of 2017.

Goal: Expand first medical response skills with law and fire-EMS partners. The EMS Agency has partnered with local law enforcement to update their AED programs and support programs that support control of bleeding. We are also collaborating with both Law and Fire-EMS providers to support SWAT Medics programs that are in the early stages of development. This is an ongoing initiative.

Goal: Update the County EMS multi-casualty incident plan. The EMS Agency has been working with EMS System stakeholders, Fire, Dispatch, Hospitals, Senior Nursing Facilities

and Non-emergency ambulance providers evaluating current capabilities prior to a formal update of the MCI plan. The MCI plan is a living document and has been initially updated to reflect current processes and procedures as part of our Emergency Preparedness Program. This is an ongoing initiative to enhance emergency response and preparedness in the EMS System between stakeholders.

Goal: Update the County EMS for Children Program. The California EMS Authority is finalizing the regulations for EMS for Children Systems of Care. The EMS Agency elected to delay the update of the County EMS for Children Program until those regulations were officially approved. The plan is to update the County EMS for Children program in compliance with the new state regulations when finalized.

Goal: Complete and conduct RFP process San Ramon Valley exclusive emergency ambulance operating area.

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	768,213	1,031,083	1,068,083	1,068,083	0
Services And Supplies	242,946	316,730	326,358	326,358	0
Expenditure Transfers	6,242	6,887	7,602	7,602	0
Expense Total	1,017,402	1,354,700	1,402,043	1,402,043	0
Revenue					
Other Local Revenue	100,000	79,000	97,000	97,000	0
State Assistance	154,359	211,700	188,043	188,043	0
Revenue Total	254,359	290,700	285,043	285,043	0
Net County Cost (NCC):	763,043	1,064,000	1,117,000	1,117,000	0
Allocated Positions (FTE)	8.5	9.5	9.5	9.5	0.0
Financial Indicators					
Salaries as % of Total Exp	76%	76%	76%	76%	
% Change in Total Exp		33%	3%	0%	
% Change in Total Rev		14%	(2%)	0%	
% Change in NCC		39%	5%	0%	
Compensation Information					
Permanent Salaries	461,842	609,948	639,033	639,033	0
Temporary Salaries	0	26,500	26,500	26,500	0
Deferred Comp	12,300	17,750	17,190	17,190	0
FICA/Medicare	35,537	46,469	48,886	48,886	0
Ret Exp-Pre 97 Retirees	1,741	2,367	2,367	2,367	0
Retirement Expense	156,335	183,738	200,008	200,008	0
Employee Group Insurance	55,940	97,559	87,848	87,848	0
Retiree Health Insurance	31,001	30,700	30,801	30,801	0
OPEB Pre-Pay	7,718	7,718	7,718	7,718	0
Unemployment Insurance	1,411	1,646	1,406	1,406	0
Workers Comp Insurance	4,388	6,688	6,326	6,326	0

Department Description

The Veterans Service Department provides assistance to those who served in the Armed Forces of America, their dependents and survivors in obtaining Veterans benefits and services from the U.S. Department of

Veterans Affairs (VA), Department of Defense (DOD), California Department of Veterans Affairs (CDVA), as well as other State and local programs for Veterans and their families.

Veterans Service

Health and Human Services

Major Department Responsibilities

There are three components to Veterans Service.

- 1. Program Assistance:** Provide 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 and burial benefits, and DMV Veterans designations. Services include comprehensive benefit counseling, claim preparation, case management, advocacy, initiation and development of appeals and networking with federal, state and local agencies. Outreach includes a monthly live television program on CCTV, annual standdowns, and ongoing participation at Veterans Service Organization monthly meetings.
- 2. Welfare Referral:** Review of Veteran welfare applicants referred by the Employment and Human Services Department 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 Veterans benefits, including health care.

Veterans Service Summary			
Service:			Discretionary
Level of Service:			Discretionary
Expenditures:			\$1,284,987
Financing:			285,043
Net County Cost:			999,944
Funding Sources:			
State	14.6%		\$188,043
Misc. Current Svc	7.6%		97,000
General Fund	77.8%		999,944
FTE:			9.5

Veterans Memorial Buildings (Building Lifecycle Expenses)

Description: To provide and maintain County owned veteran memorial hall buildings in Martinez, Richmond, El Cerrito, Concord, Antioch, Brentwood, Pittsburg, and Lafayette. The Veterans Service Department does not operate these memorial hall buildings; however, general funds are allocated within the department's budget. These funds are transferred to the Facilities Lifecycle Improvement Program, which includes a county-wide strategic plan to address deferred facilities maintenance and capital renewal projects.

Veterans Memorial Building Lifecycle Costs			
Service:			Discretionary
Level of Service:			Discretionary
Expenditures:			\$117,056
Financing:			0
Net County Cost:			117,056
Funding Sources:			
General Fund	100.0%		\$117,056

CAO's Recommendation

The department's baseline budget fully funds on-going services for FY 2017-18. Total expenditures have increased by \$47,343, mainly due to negotiated salary increases and increased building lifecycle costs. Revenues are expected to slightly decrease by \$5,657.

The County Administrator is recommending no reduction to the Veterans Service Department baseline budget, which will allow the department to maintain services in fiscal year 2017-18.

Performance Measurements

During the 2015-2016 fiscal year, the Veterans Service Department processed \$8,032,863 in retroactive and lump sum monetary benefits for Veterans. New recurrent benefits totaled \$807,818. These figures show a slight increase in new recurrent benefits as compared to fiscal year 2014-15.

College Fee Waivers represented \$2,487,468 in additional benefits to Veteran dependents.

Staff conducted 7,852 interviews, 135 field visits and participated in 26 outreach events which resulted in 2,522 claims being filed. Interviews conducted represent a 37% increase over last year's reported data. Adding an additional day in our Brentwood location has increased our East County service level by 20%.

As a result of AB935 (Driver's Licenses: Veteran Designation), which was implemented in November of 2015, Veterans Service staff completed 1,273 DMV Veterans Status Verification Forms. These verifications resulted in an additional 229 claims being filed and 62 awards for VA benefits.

The Veterans Service Department received a perfect score from the California Department of Veterans Affairs audit thereby preserving subvention funding.

Administrative and Program Goals

Increase delivery of our service to an increasing number of Veterans and an increasing level of complexity regarding physical and mental disabilities, including:

1. Continue to refine our strategic plan to increase the hours of operation at our new San Pablo outstation. Establish an outreach coordinator to 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, chronic diseases affecting the Vietnam Veteran population, as well as the need for skilled nursing and long term care.
4. Respond collaboratively and resourcefully as casualties from the wars in Afghanistan and Iraq and troops continuing to deploy and return home present new cases of Veterans with multiple amputations, brain trauma, Post Traumatic Stress Disorder (PTSD), readjustment challenges and other physical wounds and injuries.
5. Continue to support ongoing clients (Veterans of past wars and eras) with recurring needs that include, updating disability evaluations, filing of new disability and death claims based upon presumptive disabilities, and service related deaths respectively.
6. Continue to refine Veteran Service Representative, Executive Secretary and clerical work manuals to ensure that our office staff has the most current resources available to them. The manuals will include guidelines for system usage, claims tracking, monitoring outreach and report utilization.
7. Establish a digital device-to-device claim submittal, case management, and awards receiving system through California Department of Veterans Affairs and the federal government's web-based system VetPro.

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,

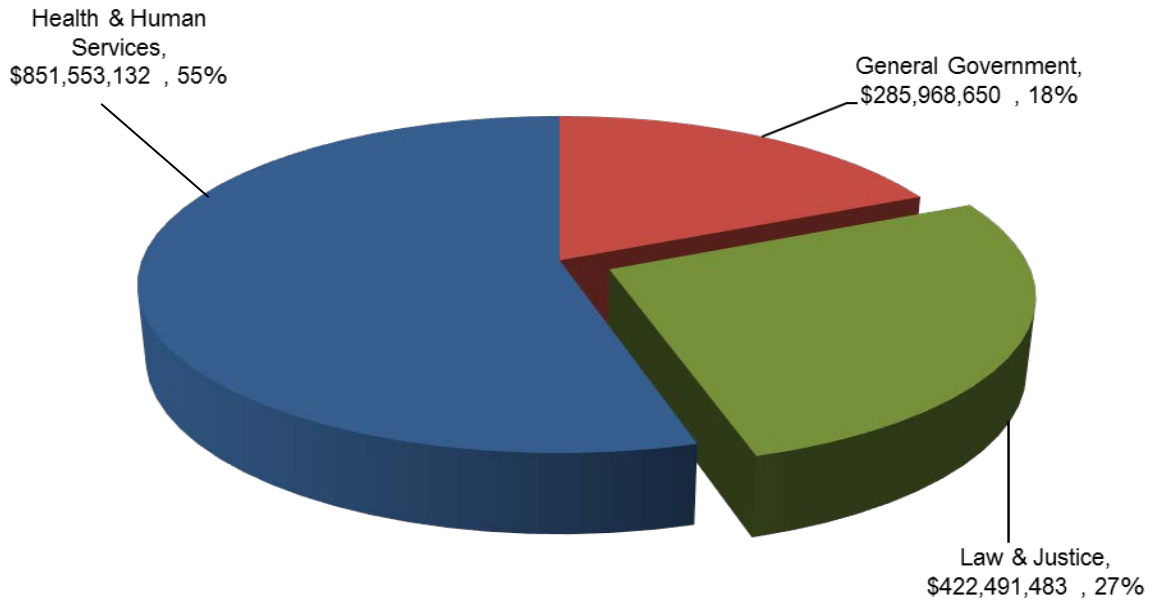
District Attorney, Justice Systems Development/ Planning, Probation, Public Defender, Public Safety Realignment, Sheriff-Coroner, and Superior Court Related Functions.

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	298,255,146	316,978,936	335,458,727	340,866,255	5,407,528
Services And Supplies	47,932,972	58,290,634	49,436,069	49,396,063	(40,006)
Other Charges	25,551,896	26,854,247	25,917,134	25,509,134	(408,000)
Fixed Assets	1,666,446	8,205,612	6,264,445	6,264,445	0
Expenditure Transfers	262,536	(874,374)	455,586	455,586	0
Expense Total	373,668,995	409,455,055	417,531,961	422,491,483	4,959,522
Revenue					
Other Local Revenue	103,140,216	112,922,564	116,135,563	117,170,268	1,034,705
Federal Assistance	7,986,769	7,749,019	9,596,858	9,596,858	0
State Assistance	92,011,890	97,132,159	96,565,358	96,565,358	0
Revenue Total	203,138,876	217,803,742	222,297,779	223,332,484	1,034,705
Net County Cost (NCC):	170,530,120	191,651,313	195,234,182	199,158,999	3,924,817
Allocated Positions (FTE)	1,765.6	1,800.4	1,801.4	1,810.4	9.0
Financial Indicators					
Salaries as % of Total Exp	80%	77%	80%	81%	
% Change in Total Exp		10%	2%	1%	
% Change in Total Rev		7%	2%	0%	
% Change in NCC		12%	2%	2%	
Compensation Information					
Permanent Salaries	136,429,048	151,458,084	162,253,388	164,847,783	2,594,395
Temporary Salaries	6,392,217	4,779,972	4,870,308	4,870,308	0
Permanent Overtime	17,307,964	12,680,412	12,555,437	12,555,437	0
Deferred Comp	488,693	795,380	906,172	911,004	4,832
Comp & SDI Recoveries	(586,224)	(515,549)	(515,549)	(515,549)	0
FICA/Medicare	5,966,817	6,040,728	6,641,594	6,668,329	26,735
Ret Exp-Pre 97 Retirees	961,861	1,034,680	1,034,680	1,033,000	(1,680)
Retirement Expense	86,243,734	91,811,471	99,069,884	101,268,953	2,199,069
Excess Retirement	147,704	170,705	170,705	170,705	0
Employee Group Insurance	19,526,238	23,821,524	22,890,708	23,332,277	441,569
Retiree Health Insurance	12,950,091	13,021,708	13,247,045	13,247,045	0
OPEB Pre-Pay	4,920,566	4,920,566	4,920,566	4,920,566	0
Unemployment Insurance	475,156	422,267	338,766	350,576	11,810
Workers Comp Insurance	6,909,376	6,536,988	6,953,118	7,083,916	130,798
Labor Received/Provided	121,905	0	121,905	121,905	0

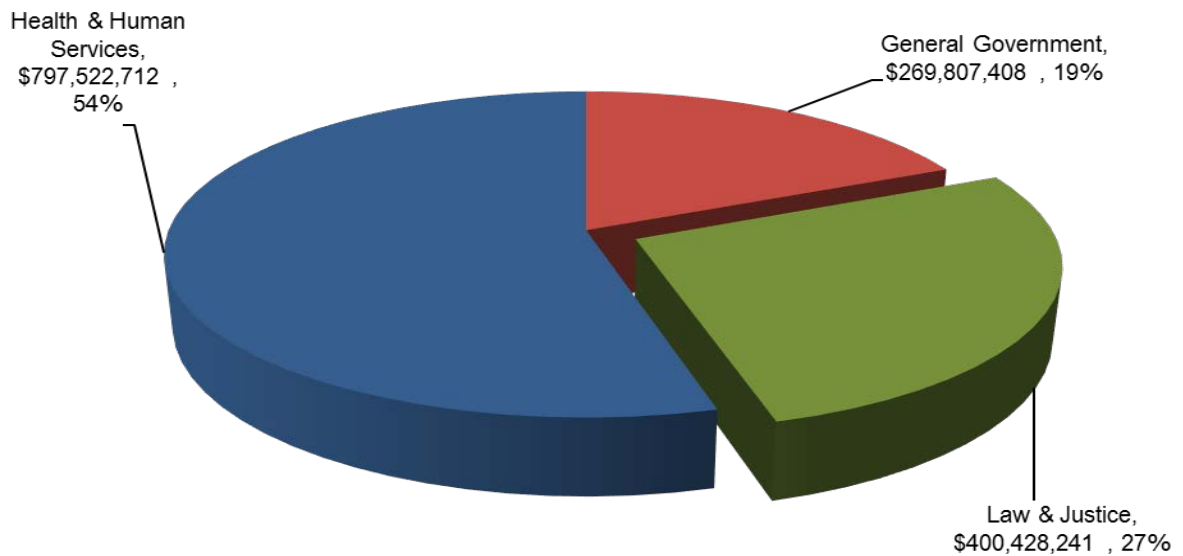
Functional Group Summary

Law & Justice

**FY 2017-18
Recommended General Fund Expenditures**



**FY 2016-17
Recommended General Fund Expenditures**



General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	7,405,941	8,709,578	9,193,300	9,193,300	0
Services And Supplies	3,332,164	3,147,421	2,392,256	2,392,256	0
Other Charges	10,556	26,415	47,015	47,015	0
Fixed Assets	164,077	150,500	5,500	5,500	0
Expenditure Transfers	396,156	353,438	428,293	428,293	0
Expense Total	11,308,894	12,387,352	12,066,364	12,066,364	0
Revenue					
Other Local Revenue	7,318,251	7,972,352	7,817,364	7,817,364	0
Revenue Total	7,318,251	7,972,352	7,817,364	7,817,364	0
Net County Cost (NCC):	3,990,644	4,415,000	4,249,000	4,249,000	0
Allocated Positions (FTE)	84.0	84.0	85.0	85.0	0.0
Financial Indicators					
Salaries as % of Total Exp	65%	70%	76%	76%	
% Change in Total Exp		10%	(3%)	0%	
% Change in Total Rev		9%	(2%)	0%	
% Change in NCC		11%	(4%)	0%	
Compensation Information					
Permanent Salaries	3,638,699	4,505,932	4,985,514	4,985,514	0
Temporary Salaries	546,119	367,248	139,584	139,584	0
Permanent Overtime	75,176	50,000	50,000	50,000	0
Deferred Comp	19,375	43,680	63,480	63,480	0
Comp & SDI Recoveries	(52,651)	(4,549)	(4,549)	(4,549)	0
FICA/Medicare	311,579	363,239	382,582	382,582	0
Ret Exp-Pre 97 Retirees	13,439	17,733	17,733	17,733	0
Retirement Expense	1,211,147	1,459,449	1,520,585	1,520,585	0
Employee Group Insurance	519,385	807,978	965,263	965,263	0
Retiree Health Insurance	388,639	391,920	379,775	379,775	0
OPEB Pre-Pay	203,727	203,727	203,727	203,727	0
Unemployment Insurance	12,659	20,269	11,002	11,002	0
Workers Comp Insurance	518,650	482,952	478,603	478,603	0

Animal Services

Law and Justice

Department Description

The preceding table summarizes 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 Animal Services Department has reduced its estimated expenditures by 3% for FY 2017-18 as a result of the Department strengthening its inventory control systems. Supplies and other operational expenses will be closely monitored and managed through a new inventory and budget management system. The Department anticipates further cost savings, while improving the quality of care.

The Department invested in new and advanced IT hardware and software technologies in FY 2015-16. This included purchases for iPads, iPhones, servers, computers and other equipment to expand the Department's IT service capacity for both shelter and field operations. In FY 2016-17, the Department invested in capital improvement project to increase operational efficiencies; specifically play areas for animals and husbandry equipment. The Department anticipates minimal IT and capital improvement projects in FY 2017-18. These plans may be modified if outside funding, through local grants, contracts or donations, is identified.

The Animal Services Department will be restructuring the Department's organizational cost center structures in FY 2017-18. This will allow the Department to better assess and manage expenditures, revenues and net County cost for each discipline. These new organizational cost center structures will represent the four primary divisions in Animal Services, which include Administration, Community Engagement, Field Operations and Center Operations. Each area will utilize this budget cycle to assess their cost and performance measures to maximize their service delivery systems to increase animal welfare and public safety.

Historically, the cost center for Animal Services Operation and Animal Services Centers has been further functionally divided into Animal Care, Housing, and Field Enforcement in the narrative below.

Major Department Responsibilities

The Contra Costa County Animal Services Department is committed to protecting the health, safety and well-being of all people and animals in our community through enforcement of state and local laws, providing compassionate care for every animal regardless of its temperament or condition, and reducing the number of animals that enter our County shelters.

The Department will prioritize lifesaving as our guiding principal. We will shelter homeless, abandoned and lost animals, work to keep and place animals in safe, caring homes, and provide education and services to enhance the lives of people, their animal companions, and to strengthen the human-animal bond.

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 Services Law and Justice

Animal Licensing Summary			
Service:			Mandatory
Level of Service:			Discretionary
Expenditures:			\$73,019
Financing:			73,019
Funding Sources:			
License Sales	100.0%		\$73,019
FTE: 1.0			

Animal Care and Housing Summary			
Service:			Mandatory
Level of Service:			Mandatory
Expenditures:			\$8,261,310
Financing:			4,012,310
Net County Cost:			4,249,000
Funding Sources:			
City Contract	16.9%	\$1,398,557	
Humane Services	8.1%	668,147	
License Sales	18.5%	1,526,981	
Animal Sales	0.5%	38,625	
Spay Fees	1.0%	80,000	
Animal Benefit Fund	3.6%	300,000	
General Fund	51.4%	4,249,000	
FTE: 50.0			

Animal Care and Housing

Description: Provides the following 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;
- Humanely euthanize animals, by injection.
- Provide owner requested euthanasia upon request;
- Facilitate inter/intra State transfers for placement;
- Conduct low-cost rabies vaccination clinics;
- Operate lost and found, animal socializing, fostering, mobile adoption, and community events. More than 303 volunteers provided over 26,995 hours assisting with the lost and found program, animal socializing, mobile adoption, and community events;
- 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.

Field Enforcement

Description: Enforces State laws and County ordinances in the unincorporated area and the cities that have agreements with the County:

- Animal bite investigation - Biting incidents are investigated by Animal Services Officers;
- Leash law enforcement –The Agriculture Code and County Animal Control Ordinance require that dogs be kept on a leash when not on the property of their owner. Owners in violation may be cited and/or have their animal impounded;
- Animal cruelty investigation – Cruelty to animals is a violation of the State Penal Code. Reports of cruelty are investigated by Animal Services Officers. If the investigation substantiates the allegation, then officers testify in court and criminal charges are brought;
- Dangerous animal investigation – Biting incidents and citizen complaints of aggressive dogs are investigated by Animal Services Officers. Owners charged with possession of a dangerous animal are allowed to challenge this assertion at a public hearing conducted by a Hearing Officer;

Animal Services

Law and Justice

- Dead animal pick-up – Dead animals pose a health risk – the department receives requests to pick-up dead animals;
- Police search warrant assistance – Criminals 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 Summary	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$3,587,035
Financing:	3,587,035
Net County Cost:	0
Funding Sources:	
City Contract	100.0% \$3,587,035
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. In 2016 the Department had 9,749 dog and cat intakes, which is 18% less compared to 2015.

Spay/Neuter Clinic Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$145,000	
Financing:	145,000	
Funding Sources:		
Spay Fees	100.0%	\$ 145,000
FTE: 2.0		

Miscellaneous Programs (Non-General Fund)

Animal Benefit Fund

Description: In 1988, Contra Costa County Animal Service (CCCAS) created the Animal Benefit Fund. The purpose of the Animal Benefit Fund was originally to allow the Animal Services Department to receive donations from individuals, animal welfare organizations and businesses, to support animal health and welfare projects that are not funded by departmental or general County revenue.

Since the creation of the Animal Benefit Fund, monetary contributions and donations for services and supplies for animal welfare have provided for unfunded needs of the animals impounded in CCCAS. These donations have come in the form of grants and donors, along with over the counter donations.

Animal Benefit Fund Summary		
Service:	Donations	
Level of Service:	Donations	
Expenditures:	\$300,000	
Financing:	300,000	
Funding Sources:		
Non-restricted Donations	100%	\$ 300,000

CAO's Recommendation

The Animal Services Department FY 2017/18 Baseline Budget decreased by 1.2% compared to the FY 2016-17 Recommended Budget through the department decreasing operating expenses.

The Department anticipates an additional \$242,999 in City Contract revenue in FY 2017/18. 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 \$0.20 per capita will result in the increased City Contract revenue. The Recommended Budget reflects an increase in the amount of \$50,000 from the Animal Benefit Fund (ABF) to support the ABF programs.

The FY 2017/18 Recommended Budget for Animal Services is balanced with the level of service to be provided within the fiscal year.

Performance Measurement

Goal: Implement Animal Services strategic planning process with staff and our community partners, to increase the department's service outcomes.

Measurement: The Department finalized its strategic plan in 2016. The strategic plan will be presented and implemented 2017, which focuses on Public Health and Public Safety, increasing community Spay and Neuter services, increasing Adoptions, increasing Animal Welfare services and to increase Human Education services.

Goal: Expand and increase opportunities for appointment based counseling for owners considering relinquishing their animal. Offer alternative resources, and educate the owner on alternatives.

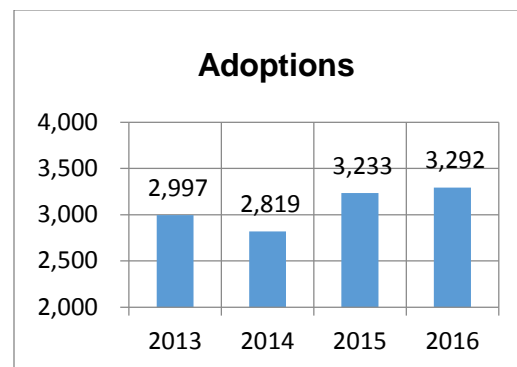
Measurement: The Department established and implemented a pet retention program, which significantly decreased pet owner surrenders.

The department decreased its pet owner surrenders by 36% this reporting period.

Goal: Continue to improve and increase adoptions by providing training to staff and volunteers focusing on those dogs that do not adjust well to the shelter environment.

Measurement: Both volunteers and Department were trained on the new Departments Dog Collar training program. Behavior staff designed and established a dog walking and enrichment program this reporting period to identify which dogs were high energy and low energy. Based on their assessments, animals are now categorized with specific colored collars to identify their exercise needs. This new program also allows volunteers to inform the public on each dogs needs to potential adopters.

A total of 3,292 animals were adopted at the shelter this reporting period, which is an increase of 14% increase since 2014.



Administrative and Program Goals

Goal: Promote animal adoptions and transfers to increase live releases. The Department plans to continue to promote pet adoption events through social media and other marketing platforms. These marketing efforts will assist the Department to promote transfers to local rescues to save animals that need additional support and services, while seeking a new home.

Animal Services

Law and Justice

Goal: Prioritize creating more low cost vaccine and spay/neuter resources in the community while improving our internal processes for shelter animals and public animals from Contra Costa County.

Goal: Evaluate and enhance our current policies and procedures to ensure we are providing a standard of care to meet the Five Freedom standards and using best practices for care in shelter and the field. Make certain we have clear, documented policies and procedures.

Goal: Focus on building "people power" to sustain and grow our organizational capabilities through our community partners, employees and volunteers. Emphasize excellent customer service for internal and external customers.

Conflict Defense Law and Justice

Conflict Defense

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	0	1,488	1,488	1,488	0
Services And Supplies	4,183,627	4,148,512	5,248,512	5,248,512	0
Expense Total	4,183,627	4,150,000	5,250,000	5,250,000	0
Net County Cost (NCC):	4,183,627	4,150,000	5,250,000	5,250,000	0
Financial Indicators					
Salaries as % of Total Exp	0%	0%	0%	0%	
% Change in Total Exp		(1%)	27%	0%	
% Change in NCC		(1%)	27%	0%	
Compensation Information					
Temporary Salaries	0	1,488	1,488	1,488	0

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.

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 a network of independent attorneys. Costs have been trending upward due to an increase in the number of cases that the Public Defender has been referring to the Bar Association. Over the past year, this has included a significant amount of felony cases, which take significantly longer to adjudicate. The Recommended Budget provides for the continuation of services with the Bar Association in FY 2017-18.

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.

Conflict Defense Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$5,250,000
Financing:		0
Net County Cost:		5,250,000
Funding Sources:		
General Fund	100.0%	\$5,250,000

**Conflict Defense
Law and Justice**

District Attorney Summary

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	32,735,300	35,202,926	38,023,050	38,274,873	251,823
Services And Supplies	4,163,452	5,035,948	4,358,490	4,358,490	0
Other Charges	43,640	35,070	40,152	40,152	0
Fixed Assets	55,659	70,000	0	0	0
Expenditure Transfers	(646,855)	(652,819)	(976,839)	(976,839)	0
Expense Total	36,351,197	39,691,125	41,444,853	41,696,676	251,823
Revenue					
Other Local Revenue	3,903,180	5,229,718	4,554,217	4,806,040	251,823
Federal Assistance	140,246	105,000	178,974	178,974	0
State Assistance	15,862,451	17,449,757	17,161,662	17,161,662	0
Revenue Total	19,905,877	22,784,475	21,894,853	22,146,676	251,823
Net County Cost (NCC):	16,445,320	16,906,650	19,550,000	19,550,000	0
Allocated Positions (FTE)	200.5	205.5	205.5	205.5	0.0
Financial Indicators					
Salaries as % of Total Exp	90%	89%	92%	92%	
% Change in Total Exp		9%	4%	1%	
% Change in Total Rev		14%	(4%)	1%	
% Change in NCC		3%	16%	0%	
Compensation Information					
Permanent Salaries	18,319,099	20,951,700	22,610,130	22,761,443	151,313
Temporary Salaries	1,761,672	488,136	488,136	488,136	0
Permanent Overtime	299,842	273,299	273,299	273,299	0
Deferred Comp	146,916	188,240	222,210	226,008	3,798
Comp & SDI Recoveries	(8,529)	0	0	0	0
FICA/Medicare	1,253,204	1,241,847	1,540,718	1,551,611	10,893
Ret Exp-Pre 97 Retirees	81,071	83,218	83,218	83,218	0
Retirement Expense	7,281,949	7,795,639	8,580,816	8,634,775	53,959
Excess Retirement	5,307	0	0	0	0
Employee Group Insurance	1,856,341	2,461,594	2,480,406	2,507,070	26,664
Retiree Health Insurance	1,025,391	1,022,048	1,034,903	1,034,903	0
OPEB Pre-Pay	379,186	379,186	379,186	379,186	0
Unemployment Insurance	60,431	56,802	49,392	49,969	577
Workers Comp Insurance	273,419	261,217	280,635	285,254	4,619

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	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	32,516,651	35,005,767	37,609,505	37,861,328	251,823
Services And Supplies	4,134,031	5,031,991	4,352,800	4,352,800	0
Other Charges	43,640	35,070	40,152	40,152	0
Fixed Assets	55,659	70,000	0	0	0
Expenditure Transfers	(478,766)	(422,819)	(677,853)	(677,853)	0
Expense Total	36,271,214	39,720,009	41,324,604	41,576,427	251,823
Revenue					
Other Local Revenue	3,897,530	5,229,718	4,554,217	4,806,040	251,823
Federal Assistance	140,246	105,000	178,974	178,974	0
State Assistance	15,862,451	17,449,757	17,161,662	17,161,662	0
Revenue Total	19,900,227	22,784,475	21,894,853	22,146,676	251,823
Net County Cost (NCC):	16,370,987	16,935,534	19,429,751	19,429,751	0
Allocated Positions (FTE)	200.0	204.0	204.0	204.0	0.0
Financial Indicators					
Salaries as % of Total Exp	90%	88%	91%	91%	
% Change in Total Exp		10%	4%	1%	
% Change in Total Rev		14%	(4%)	1%	
% Change in NCC		3%	15%	0%	
Compensation Information					
Permanent Salaries	18,265,245	20,874,525	22,387,630	22,538,943	151,313
Temporary Salaries	1,720,081	488,136	488,136	488,136	0
Permanent Overtime	299,842	273,299	273,299	273,299	0
Deferred Comp	146,155	187,220	220,290	224,088	3,798
Comp & SDI Recoveries	(8,529)	0	0	0	0
FICA/Medicare	1,241,601	1,235,907	1,523,592	1,534,485	10,893
Ret Exp-Pre 97 Retirees	80,759	80,658	80,658	80,658	0
Retirement Expense	7,254,257	7,770,271	8,508,659	8,562,618	53,959
Excess Retirement	5,307	0	0	0	0
Employee Group Insurance	1,835,654	2,434,239	2,444,447	2,471,111	26,664
Retiree Health Insurance	983,111	982,796	994,185	994,185	0
OPEB Pre-Pay	361,873	361,873	361,873	361,873	0
Unemployment Insurance	59,963	56,598	48,899	49,476	577
Workers Comp Insurance	271,332	260,245	277,837	282,456	4,619

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.

Mainline Prosecution Summary	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$25,683,261
Financing:	15,231,834
Net County Cost:	10,451,427
FTE: 126.0	

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.

Special Prosecution Summary	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$5,663,619
Financing:	4,020,181
Net County Cost:	1,643,438
FTE: 25.0	

3. Investigations

Description: 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.

Investigations Summary	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$4,307,127
Financing:	434,275
Net County Cost:	3,872,852
FTE:	18.0

4. Victim/Witness Advocacy

Description: Victim liaison providing assistance in obtaining protective orders and restitution, advice to the Bench on bail levels, and victim advocacy.

Victim/Witness Advocacy Summary	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$1,214,348
Financing:	1,191,986
Net County Cost:	22,362
FTE:	14.0

5. Administration

Description: Responsible for operations, fiscal, personnel, procurement, and facilities management, and resource development related to the department.

Administration Summary	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$3,457,873
Financing:	18,200
Net County Cost:	3,439,673
FTE:	13.0

6. AB 109 Program

Description: Public Safety Realignment Act which transfers responsibility for supervising specific low-level inmates and parolees from CDCR to counties, including parole revocation proceedings.

AB 109 Program Summary	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$1,928,053
Financing:	1,928,053
Net County Cost:	0
FTE:	8.0

District Attorney

Law and Justice

District Attorney Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$42,254,280
Financing:		22,824,529
Net County Cost:		19,429,751
Funding Sources:		
Sales Tax	33.0%	\$13,929,295
Intergov Rev	11.3%	4,768,840
Misc State Aid	7.2%	3,051,367
Transfers	1.6%	677,853
State Aid Realignmt	0.4%	181,000
Fed Aid Crime Ctrl	0.4%	178,974
Miscellaneous Rev	0.1%	37,200
General Fund	46.0%	19,429,751
FTE: 204.0		

Public Assistance Fraud Budget

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	148,751	197,159	413,544	413,544	0
Services And Supplies	19,385	3,957	5,690	5,690	0
Expenditure Transfers	(168,088)	(230,000)	(298,986)	(298,986)	0
Expense Total	47	(28,884)	120,248	120,248	0
Net County Cost (NCC):	47	(28,884)	120,248	120,248	0
Allocated Positions (FTE)					
	0.5	1.5	1.5	1.5	0.0
Financial Indicators					
Salaries as % of Total Exp	313,953%	(683%)	344%	344%	
% Change in Total Exp		(61,062%)	(516%)	0%	
% Change in Total Rev		0%	0%	0%	
% Change in NCC		(61,062%)	(516%)	0%	
Compensation Information					
Permanent Salaries	12,949	77,175	222,500	222,500	0
Temporary Salaries	41,591	0	0	0	0
Deferred Comp	506	1,020	1,920	1,920	0
FICA/Medicare	8,770	5,940	17,126	17,126	0
Ret Exp-Pre 97 Retirees	147	2,560	2,560	2,560	0
Retirement Expense	13,080	25,368	72,158	72,158	0
Employee Group Insurance	13,230	27,355	35,959	35,959	0
Retiree Health Insurance	39,282	39,252	40,718	40,718	0
OPEB Pre-Pay	17,313	17,313	17,313	17,313	0
Unemployment Insurance	344	204	493	493	0
Workers Comp Insurance	1,539	972	2,798	2,798	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:		\$419,234
Financing:		298,986
Net County Cost:		120,248
Funding Sources:		
Transfers	71.3%	\$298,986
General Fund	28.7%	120,248
FTE:	1.5	

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:		\$4,374,525
Financing:		200,000
Net Fund Cost:		4,174,525
Funding Sources:		
Fund Balance	95.4%	4,174,525
Fines/Forfeitures	4.6%	\$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:		\$2,178,183
Financing:		200,000
Net Fund Cost:		1,978,183
Funding Sources:		
Fund Balance	90.8%	\$1,978,183
General Fines	9.2%	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:		115,000
Net Fund Cost:		323,433
Funding Sources:		
Fund Balance	73.8%	\$323,433
Seizures	26.2%	115,000

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:		\$237,536
Financing:		35,300
Net Fund Cost:		202,236
Funding Sources:		
Fund Balance	85.1%	\$202,236
General Fines	14.9%	35,300

District Attorney Law and Justice

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:	\$960,813	
Financing:	620,000	
Net Fund Cost:	340,813	
Funding Sources:		
Recording Fees	64.5%	\$620,000
Fund Balance	35.5%	340,813

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:	\$446,720	
Financing:	446,720	
Net Fund Cost:	0	
Funding Sources:		
Public Safety Realign	100.0%	\$446,720

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:	\$262,080	
Financing:	262,080	
Net Fund Cost:	0	
Funding Sources:		
Public Safety Realign	100.0%	\$262,080

CAO’s Recommendation

The District Attorney’s Office FY 2017-18 Recommended Budget increases expenditure appropriations by \$2,005,551, or 5.1% and decreases estimated revenue by \$637,799, or 2.8%, resulting in an increase in net County cost of \$2,643,350, or 15.6%.

The reductions in estimated revenue are concentrated in three specific areas; \$307,352 in reduced state reimbursements for the investigation and prosecution of auto insurance fraud; \$141,992 in reduced state reimbursements for Victim/Witness advocacy and sexual assault prosecution; and a \$121,306 reduction in Proposition 172 sales tax revenue.

The Community Corrections Partnership has recommended funding increases for the AB109 programs operated by the District Attorney at the FY 2016-17 staffing levels.

The Recommended Budget funds the increased costs to in the Baseline Budget and is balanced with no vacancy factor.

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 2016, the Office prosecuted over 3,000 felony cases and 8,000 misdemeanor cases, including 92 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 85%--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. The most significant of these is an emphasis on focused deterrence. This approach to crime prevention requires identifying the relatively few criminals who are responsible for the majority of crimes in a community. Once they are identified, resources are focused on them to try and stop the criminal behavior. This may entail prosecution, or offering services, or a combination of both. The goal is to focus on the real problem people, not attacking the perceived problem with an inaccurate, and counterproductive "broad brush" approach. The following programs are part of the District Attorney's focused deterrence efforts

(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, Bay Area Rapid Transit (BART) police and federal agencies to strategize regarding new and on-going anti-violence efforts.

(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) Ceasefire

Richmond

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 22 in 2016. 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.

Central and East County

The Community Corrections Partnership budget includes funding for a Countywide Ceasefire Coordinator. It is anticipated that this person will

District Attorney

Law and Justice

work primarily in Central and East Contra Costa County. The position will be housed in the Office of Reentry and Justice in the County Administrator's Office. The District Attorney's Office will work very closely with both the County Ceasefire Coordinator as well as the City of Richmond Ceasefire Coordinator.

(D) 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.

(E) 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 Student Attendance Review Board (SARB) 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 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.

(F) Human Trafficking Awareness Campaign

The Office sponsored a Human-Trafficking Awareness campaign in 2014, 2015, 2016 and again in February 2017. 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.

(G) 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.

(H) Proposition 47

The recently enacted Proposition 47 changed all drug possession cases from felonies to misdemeanors. This resulted in the resentencing of hundreds of defendants. The Office anticipates that these changes will result in greater recidivism by drug addicts as they will have even less 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 with the end goal of working 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. The Case Management System implementation has been very labor intensive, especially on clerical staff. In FY 2016-17, the Board of Supervisors authorized 5.0 FTE new clerical positions to assist with the new system.

(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.

In 2016, the District Attorney's Office received training from the Prosecutors Center for Excellence regarding best practices for prosecutor offices throughout the country with the goal of adopting programs and strategies that to make the Contra Costa County District Attorney's Office a model prosecutor's office.

Justice Systems Development/Planning

Law and Justice

Summary Law and Justice Budgets

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	330,957	517,457	550,345	550,345	0
Services And Supplies	2,100,410	11,105,423	3,678,654	3,678,654	0
Expenditure Transfers	(321,203)	(101,761)	(97,881)	(97,881)	0
Expense Total	2,110,164	11,521,119	4,131,118	4,131,118	0
Other Local Revenue	156,148	389,270	361,118	361,118	0
State Assistance	986,463	930,000	980,000	980,000	0
Revenue Total	1,142,611	1,319,270	1,341,118	1,341,118	0
Net County Cost (NCC):	967,553	10,201,849	2,790,000	2,790,000	0
Allocated Positions (FTE)	3.0	3.0	3.0	3.0	0.0
Financial Indicators					
Salaries as % of Total Exp	16%	4%	13%	13%	
% Change in Total Exp		446%	(64%)	0%	
% Change in Total Rev		15%	2%	0%	
% Change in NCC		954%	(73%)	0%	
Compensation Information					
Permanent Salaries	192,606	280,274	301,383	301,383	0
Temporary Salaries	0	51,264	51,264	51,264	0
Deferred Comp	2,820	4,620	4,620	4,620	0
FICA/Medicare	13,702	21,044	23,056	23,056	0
Ret Exp-Pre 97 Retirees	770	973	973	973	0
Retirement Expense	68,687	87,519	97,259	97,259	0
Employee Group Insurance	33,114	51,698	51,480	51,480	0
Retiree Health Insurance	10,034	10,034	10,232	10,232	0
OPEB Pre-Pay	7,275	7,275	7,275	7,275	0
Unemployment Insurance	582	761	663	663	0
Workers Comp Insurance	1,367	1,995	2,140	2,140	0

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

Justice Systems Development/Planning

Law and Justice

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	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	330,957	517,457	550,345	550,345	0
Services And Supplies	1,200,911	9,213,574	2,698,654	2,698,654	0
Expenditure Transfers	(321,203)	(101,761)	(97,881)	(97,881)	0
Expense Total	1,210,665	9,629,270	3,151,118	3,151,118	0
Revenue					
Other Local Revenue	156,148	389,270	361,118	361,118	0
Revenue Total	156,148	389,270	361,118	361,118	0
Net County Cost (NCC):	1,054,517	9,240,000	2,790,000	2,790,000	0
Allocated Positions (FTE)	3.0	3.0	3.0	3.0	0.0
Financial Indicators					
Salaries as % of Total Exp	27%	5%	17%	17%	
% Change in Total Exp		695%	(67%)	0%	
% Change in Total Rev		149%	(7%)	0%	
% Change in NCC		776%	(70%)	0%	
Compensation Information					
Permanent Salaries	192,606	280,274	301,383	301,383	0
Temporary Salaries	0	51,264	51,264	51,264	0
Deferred Comp	2,820	4,620	4,620	4,620	0
FICA/Medicare	13,702	21,044	23,056	23,056	0
Ret Exp-Pre 97 Retirees	770	973	973	973	0
Retirement Expense	68,687	87,519	97,259	97,259	0
Employee Group Insurance	33,114	51,698	51,480	51,480	0
Retiree Health Insurance	10,034	10,034	10,232	10,232	0
OPEB Pre-Pay	7,275	7,275	7,275	7,275	0
Unemployment Insurance	582	761	663	663	0
Workers Comp Insurance	1,367	1,995	2,140	2,140	0

Description: Develops, coordinates, and installs automated information systems for justice departments including project management, training and technical assistance. Plans and manages the implementation of the case management information system for the District Attorney, Public Defender and Probation departments. Coordinates regularly with the

Superior Court and local law enforcement agencies on system upgrades, testing, and troubleshooting. Plans, maintains and coordinates countywide justice systems and interfaces – currently, the All County Criminal Justice Information Network (ACCJIN), the Justice Automated Warrant System (JAWS),

Justice Systems Development/Planning

Law and Justice

and the Law & Justice Information System (LJIS).

Law & Justice Systems Development Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$ 3,248,999
Financing:		458,999
Net County Cost:		2,790,000
Funding Sources:		
Charges for Serv	7.8%	254,096
Misc Revenue	6.3%	204,903
General Fund	85.9%	2,790,000
FTE: 3.0		

Justice Systems Development/Planning Law and Justice

Vehicle Theft Program

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Services And Supplies	899,499	1,891,849	980,000	980,000	0
Expense Total	899,499	1,891,849	980,000	980,000	0
Revenue					
State Assistance	986,463	930,000	980,000	980,000	0
Revenue Total	986,463	930,000	980,000	980,000	0
Net County Cost (NCC):	(86,964)	961,849	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		110%	(48%)	0%	
% Change in Total Rev		(6%)	5%	0%	
% Change in NCC		(1,206%)	(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:		\$ 980,000
Financing:		980,000
Net County Cost:		0
Funding Sources:		
Vehicle License Fees	100.0%	\$ 980,000

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:		\$3,817,057
Financing:		1,208,001
Net Fund Cost:		2,609,056
Funding Sources:		
Fines & Forfeits	12.0%	\$ 458,001
Participant Fees	19.6%	750,000
Fund Balance	68.4%	2,609,056
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:		\$25,420,149
Financing:		25,420,149
Net Fund Cost:		0
Funding Sources:		
Public Safety Realign	100.0%	\$25,420,149
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:	\$3,221,581	
Financing:	3,221,581	
Net Fund Cost:	0	
Funding Sources:		
Misc Revenue	100.0%	\$ 3,221,581
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:	\$8,825,019	
Financing:	8,825,019	
Net Fund Cost:	0	
Funding Sources:		
Public Safety Realign	100.0%	\$8,825,019
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 \$7,393,881 due primarily to the removal of prior-year fund balance in the amount of \$6,450,000 from Law & Justice Systems Development and \$911,849 from the Vehicle Theft program. The balance of the reduction results from an increase to salaries of \$32,888 for cost-of-living and public safety data systems staffing expenses, and miscellaneous adjustments that resulted in a net expense decrease of \$11,238. 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 coordinated multi-department and regional systems.

Performance Measurement

District Attorney and Probation Department Case Management Systems

- Evaluated and refined the adult criminal prosecution system, which was implemented in the prior fiscal year
- 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.
- *Disposition Reporting* - Analyzed and produced juvenile disposition reports.
- *Justice Automated Warrant System* – Completed and issued a Request for Proposals to replace the obsolete system.

Administrative and Program Goals

Complete upgrade to new version of the District Attorney case management system.

Implement case management system access and information exchange with law enforcement agencies.

Complete the juvenile phase of the new District Attorney case management system.

Implement the Probation Department case management system

Design, test and complete the system interfaces between the County systems and the Superior Court legacy system.

System Modernization

- Select and implement a new automated warrant system

Probation Department Summary

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	50,973,515	57,215,961	59,108,667	61,045,495	1,936,828
Services And Supplies	8,343,746	7,630,989	8,079,643	8,007,637	(72,006)
Other Charges	8,801,468	10,649,121	9,067,805	8,659,805	(408,000)
Fixed Assets	260,901	20,000	0	0	0
Expenditure Transfers	(467,837)	(1,252,618)	(420,915)	(420,915)	0
Expense Total	67,911,793	74,263,453	75,835,199	77,292,021	1,456,822
Revenue					
Other Local Revenue	16,498,918	19,964,691	20,325,226	20,322,290	(2,936)
Federal Assistance	1,125,338	2,570,000	1,200,000	1,200,000	0
State Assistance	9,613,841	8,965,818	9,469,731	9,469,731	0
Revenue Total	27,238,098	31,500,509	30,994,957	30,992,021	(2,936)
Net County Cost (NCC):	40,673,696	42,762,944	44,840,242	46,300,000	1,459,758
Allocated Positions (FTE)	350.5	356.5	356.5	366.5	10.0
Financial Indicators					
Salaries as % of Total Exp	75%	77%	78%	79%	
% Change in Total Exp		9%	2%	2%	
% Change in Total Rev		16%	(2%)	0%	
% Change in NCC		5%	5%	3%	
Compensation Information					
Permanent Salaries	21,611,764	24,682,246	26,561,237	27,437,257	876,020
Temporary Salaries	1,339,079	1,315,000	1,315,000	1,315,000	0
Permanent Overtime	2,276,919	811,000	811,000	811,000	0
Deferred Comp	107,655	190,140	214,560	212,760	(1,800)
Comp & SDI Recoveries	(218,608)	(47,000)	(47,000)	(47,000)	0
FICA/Medicare	617,119	618,361	613,330	594,681	(18,649)
Ret Exp-Pre 97 Retirees	190,750	182,397	182,397	180,717	(1,680)
Retirement Expense	17,029,576	19,632,291	20,330,242	21,201,291	871,049
Excess Retirement	93,670	147,028	147,028	147,028	0
Employee Group Insurance	3,236,897	4,423,847	4,239,743	4,377,482	137,739
Retiree Health Insurance	2,435,094	2,427,156	2,469,617	2,469,617	0
OPEB Pre-Pay	1,294,036	1,294,036	1,294,036	1,294,036	0
Unemployment Insurance	74,514	69,439	41,913	47,077	5,164
Workers Comp Insurance	1,412,699	1,470,020	1,517,305	1,586,290	68,985
Labor Received/Provided	(527,651)	0	(581,742)	(581,742)	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 mental health services, cognitive behavioral treatment, substance abuse treatment, community services, victim restitution, home supervision, intensive supervision, and detention and/or treatment at a County juvenile institution or in a group home placement.

The County 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
Law and Justice**

Probation Programs Budget

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	26,963,855	31,124,358	31,347,678	30,952,773	(394,905)
Services And Supplies	2,913,701	3,076,349	2,899,811	2,827,805	(72,006)
Other Charges	22,736	53,921	34,805	34,805	0
Fixed Assets	260,901	20,000	0	0	0
Expenditure Transfers	(528,799)	(1,291,059)	(481,603)	(481,603)	0
Expense Total	29,632,394	32,983,569	33,800,691	33,333,780	(466,911)
Revenue					
Other Local Revenue	10,508,281	12,233,260	12,194,802	12,191,866	(2,936)
Federal Assistance	181,657	664,000	200,000	200,000	0
State Assistance	926,913	748,818	1,173,599	1,173,599	0
Revenue Total	11,616,851	13,646,078	13,568,401	13,565,465	(2,936)
Net County Cost (NCC):	18,015,543	19,337,491	20,232,290	19,768,315	(463,975)
Allocated Positions (FTE)	188.0	187.0	187.0	183.0	(4.0)
Financial Indicators					
Salaries as % of Total Exp	91%	94%	93%	93%	
% Change in Total Exp		11%	2%	(1%)	
% Change in Total Rev		17%	(1%)	0%	
% Change in NCC		7%	5%	(2%)	
Compensation Information					
Permanent Salaries	11,584,859	12,939,901	14,085,422	13,841,640	(243,782)
Temporary Salaries	249,127	0	0	0	0
Permanent Overtime	234,978	75,000	75,000	75,000	0
Deferred Comp	51,974	105,840	109,200	107,400	(1,800)
Comp & SDI Recoveries	(50,864)	0	0	0	0
FICA/Medicare	306,033	381,107	360,731	342,082	(18,649)
Ret Exp-Pre 97 Retirees	100,877	94,397	94,397	92,717	(1,680)
Retirement Expense	8,980,489	10,580,866	10,557,462	10,479,195	(78,267)
Excess Retirement	19,711	0	0	0	0
Employee Group Insurance	1,695,164	2,383,858	2,189,938	2,153,740	(36,198)
Retiree Health Insurance	2,435,094	2,427,156	2,469,617	2,469,617	0
OPEB Pre-Pay	1,294,036	1,294,036	1,294,036	1,294,036	0
Unemployment Insurance	35,871	38,069	14,461	13,925	(536)
Workers Comp Insurance	676,062	804,128	801,060	787,067	(13,993)
Labor Received/Provided	(649,556)	0	(703,647)	(703,647)	0

Probation

Law and Justice

1. Adult Field Services

Description: Investigates and supervises criminal offenders referred by the Courts.

- a. **Investigations** – Prepares more than 3,000 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: 15.0
- 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: 4.0
- c. **Active Felony Supervision** - Supervises a daily average of 2,200 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: 29.0
- d. **Sex Offender** - Probation supervises registered sex offenders that have been placed on formal probation. The primary focus of sex offender supervision is to enhance community safety, protect victims and prevent further sexual offending behavior by the offender.
FTE: 2.0
- e. **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 Program utilizes an evidence based risk assessment tool to inform release decisions for adult defendants and provides

for presentence supervision in the community.

FTE: 18.0

- 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 offenders convicted of auto theft. This program is funded by State vehicle license fees.
FTE: 1.0
- g. **Domestic Violence** – Provides intensive supervision of high-risk offenders who have been convicted of domestic violence and court-ordered to complete a mandated 52-week batterer's treatment program. The DPOs also work with the victims of domestic violence and facilitate the collection of restitution and restraining orders when necessary. They also assist the court by reporting progress and making recommendations for violations of terms and conditions.
FTE: 6.0
- h. **DUI Enhanced Supervision Program** – Collaboration with the California Office of Traffic Safety that provides for intensified supervision of felony drunk drivers. The Deputy Probation Officers also work collaboratively with Mothers Against Drunk Driving (MADD).
FTE: 2.0
- i. **Banked Caseload** – The Deputy Probation Officer provides, as needed, supervision and monitoring of probation violations. The daily average population of this caseload is approximately 600 felons.
FTE: 1.0

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 1,300 juveniles on probation, providing individualized controls, counseling, supervision, placement, and referral services to youths and their parents. Regular Deputy Probation Officer caseloads average approximately 40 juveniles per officer. Services are provided for detained youths 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: 5.0
- 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 3,000 intake and court investigations annually.
FTE: 10.0
- 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: 4.0
- d. Supervision** – Supervises youths placed on probation or made wards of the Court. The probation officer has the responsibility to protect the community and to help youths and their families to recognize the problems that contributed to the delinquent behavior and to make the necessary adjustments to prevent further delinquency.
FTE: 9.0
- 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: 10.0
- 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: 11.0
- f. 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: 7.0
- g. 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: 5.0 YOTP; 1.0 GIM

Probation

Law and Justice

3. Other Services

- a. **Training** – Includes ensuring state mandated Standards and Training for Corrections (STC) training requirements. Staff also establishes and coordinates approved training for Probation staff.
FTE: 3.0
- b. **Field Support Services** – Provides clerical support to the Probation Department.
FTE: 24.0

4. Administration

Description: Provides fiscal management, central records, automated systems, contract management, employee and facility safety, purchasing and payroll, facility and office management, and resource development services. Staff also serves on many local and state-wide agencies/boards to not only represent Contra Costa County but learn the best practices that could be considered for local implementation.
FTE: 16.0

Probation Programs Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$33,815,383
Financing:		14,047,068
Net County Cost:		19,768,315
Funding Sources:		
State	26.0%	\$8,794,247
AB109 Realignment	10.6%	3,586,921
Title IV-E	1.5%	500,000
Charges for Service	1.4%	484,297
Transfers	1.4%	481,603
Federal	0.6%	200,000
General Fund	58.5%	19,768,315
FTE: 183.0		

Juvenile Facilities Budget

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	24,009,659	26,091,603	27,760,988	30,092,721	2,331,733
Services And Supplies	3,259,828	2,101,105	2,377,817	2,377,817	0
Other Charges	0	10,200	0	0	0
Expenditure Transfers	60,962	38,441	60,688	60,688	0
Expense Total	27,330,449	28,241,349	30,199,493	32,531,226	2,331,733
Revenue					
Other Local Revenue	3,325,110	4,331,431	5,830,424	5,830,424	0
State Assistance	8,333,581	7,882,000	8,019,132	8,019,132	0
Revenue Total	11,658,691	12,213,431	13,849,556	13,849,556	0
Net County Cost (NCC):	15,671,759	16,027,918	16,349,937	18,681,670	2,331,733
Allocated Positions (FTE)	162.5	169.5	169.5	183.5	14.0
Financial Indicators					
Salaries as % of Total Exp	88%	92%	92%	93%	
% Change in Total Exp		3%	7%	8%	
% Change in Total Rev		5%	13%	0%	
% Change in NCC		2%	2%	14%	
Compensation Information					
Permanent Salaries	10,026,905	11,742,345	12,475,815	13,595,617	1,119,802
Temporary Salaries	1,089,952	1,315,000	1,315,000	1,315,000	0
Permanent Overtime	2,041,941	736,000	736,000	736,000	0
Deferred Comp	55,681	84,300	105,360	105,360	0
Comp & SDI Recoveries	(167,744)	(47,000)	(47,000)	(47,000)	0
FICA/Medicare	311,086	237,254	252,599	252,599	0
Ret Exp-Pre 97 Retirees	89,873	88,000	88,000	88,000	0
Retirement Expense	8,049,087	9,051,425	9,772,780	10,722,096	949,316
Excess Retirement	73,959	147,028	147,028	147,028	0
Employee Group Insurance	1,541,733	2,039,989	2,049,805	2,223,742	173,937
Unemployment Insurance	38,644	31,370	27,452	33,152	5,700
Workers Comp Insurance	736,637	665,892	716,245	799,223	82,978
Labor Received/Provided	121,905	0	121,905	121,905	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 youths before and after court hearings. Approximately 1,120 juveniles are booked annually. The Juvenile Hall contains two treatment units.

FTE: 129.5

- 1. Girls in Motion (GIM) - 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.
- 2. 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.

- 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 150 youths are admitted annually for an average stay of six months.

FTE: 49.0

- c. **Electronic Monitoring** – Provides electronic monitoring / GPS support to juvenile probation deputies and intensive supervision to minors released to the community prior to sentencing.

FTE: 1.0

- d. **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: 4.0

Juvenile Facilities Summary		
Service:	Mandatory	
Level of Service:	Mandatory	
Expenditures:	\$32,531,226	
Financing:	13,849,556	
Net County Cost:	18,681,670	
Funding Sources:		
State	41.6%	13,522,156
Federal	1.0%	\$325,000
Charges for Service	0.0%	2,400
General Fund	57.4%	18,681,670
FTE:	183.5	

Care of Court Wards Budget

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Services And Supplies	2,170,217	2,453,535	2,802,015	2,802,015	0
Other Charges	8,778,733	10,585,000	9,033,000	8,625,000	(408,000)
Expense Total	10,948,950	13,038,535	11,835,015	11,427,015	(408,000)
Revenue					
Other Local Revenue	2,665,528	3,400,000	2,300,000	2,300,000	0
Federal Assistance	943,681	1,906,000	1,000,000	1,000,000	0
State Assistance	353,347	335,000	277,000	277,000	0
Revenue Total	3,962,556	5,641,000	3,577,000	3,577,000	0
Net County Cost (NCC):	6,986,394	7,397,535	8,258,015	7,850,015	(408,000)
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		19%	(9%)	(3%)	
% Change in Total Rev		42%	(37%)	0%	
% Change in NCC		6%	12%	(5%)	

1. Out of Home Placement

Description: Court-ordered board and care costs for minors placed outside of County facilities by the Juvenile Court.

Out of Home Summary	
Service:	Mandatory
Level of Service:	Mandatory
Expenditures:	\$7,798,480
Financing:	3,300,000
Net County Cost:	4,498,480

Division of Juvenile Justice Fees Summary	
Service:	Mandatory
Level of Service:	Mandatory
Expenditures:	\$875,000
Financing:	0
Net County Cost:	875,000

2. Division of Juvenile Justice (DJJ) Fees

Description: Fees paid to the DJJ for the incarceration cost of juveniles placed under the care and control of the state.

3. Medical Services in Juvenile Facilities

Description: Fees paid to the Health Services Department for rendering medical service to the residents of Juvenile Hall and the Orin Allen Youth Rehabilitation Facility.

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Medical Services in Juvenile Facilities Summary	
Service:	Mandatory
Level of Service:	Mandatory
Expenditures:	\$2,753,535
Financing:	277,000
Net County Cost:	2,476,535

Care of Court Wards Summary		
Service:	Mandatory	
Level of Service:	Mandatory	
Expenditures:	\$11,427,015	
Financing:	3,577,000	
Net County Cost:	7,850,015	
Funding Sources:		
Reimbursements	20.1%	\$2,300,000
Federal	8.8%	1,000,000
State	2.4%	277,000
General Fund	68.7%	7,850,015

**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 and diversion 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:		\$4,337,085
Financing:		4,337,085
Net Fund Cost:		0
Funding Sources:		
State	100.0%	\$4,337,085

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:		\$112,000
Financing:		73,578
Net Fund Cost:		38,422
Funding Sources:		
Misc Revenue	65.7%	\$73,578
Fund Balance	34.3%	38,422

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:		\$4,501,857
Financing:		4,584,144
Net Fund Cost:		(82,287)
Funding Sources:		
State	100.0%	\$4,584,144

Probation

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CAO's Recommendation

The Probation Department's FY 2017-18 Recommended Budget increases expenditure appropriations by \$3,028,568, or 4.1% and decreases estimated revenue by \$508,488, or 1.6%, resulting in an increase in net County cost of \$3,537,056, or 8.3%.

The reductions in estimated revenue are primarily due to closure of the Probation Collections unit in anticipation of the repeal of certain juvenile fees assessed by the Superior Court. This is partially mitigated by an increase Federal Title IV-E revenue in the amount of \$500,000, which is once again being budgeted following a multi-year, statewide freeze pending the outcome of an audit of three counties (not Contra Costa).

The Community Corrections Partnership has recommended funding increases for the AB109 programs operated by the Probation Department at the FY 2016-17 staffing levels.

The Recommended Budget funds the increased costs in the Baseline Budget and is balanced with no vacancy factor.

Practices (CCP) in the Juvenile Hall. Development of Core Correctional Practices and a new Behavior Management System (BMS) continues at the Orin Allen Youth Rehabilitation Facility. The Department is working with UCCI and other outside researchers to evaluate and provide quality assurance for current and future EBP practices.

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 County 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 collaborative grants and other funding projects.

Performance Measurement

Complete the implementation of a case management system (CMS).

Probation has selected Capita Technologies as their case management system vendor. Probation expects to go live with the Adult side of the CMS by the end of calendar year 2017. The hope is roll 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 has worked closely with the University of Cincinnati Corrections Institute (UCCI) to implement Core Correctional

Administrative and Program Goals

Implement Continuum of Care Reform (CCR)

Implementation efforts for CCR will occur in stages beginning January 2017 through 2021 in Child Welfare Services, and in succeeding years in Probation foster care. CCR will necessitate significant and ongoing training for Placement Unit staff on utilizing the new processes and service requirements. CCR further necessitates increased coordination and cooperation between Probation, EHSD / CFS, and other county Departments including Public Health and Children's Mental Health.

Short-Term Residential Treatment Programs (STRTPs) will replace traditional group care. STRTPs provide highly intensive 24-hour supervision and treatment for youth, and will be designed to quickly transition youth back to their own or another permanent family. Facilities seeking licensure as an STRTP will need to meet higher standards of care, be accredited, and be able to deliver or arrange for a set of core services including the mental health services the youth needs.

The Resource Family Approval (RFA) process will improve selection, training and support of families (including relative and non-relative resource families) seeking to care for a youth in foster care, whether on an emergency, temporary or permanent basis.

Children and Family Teams (CFTs) is defined as group of individuals who are convened by the placing agency and who are engaged through a variety of team-based processes to identify the strengths and needs of the youth and his or her family, and to help achieve positive outcomes for safety, permanency, and well-being. CFT meetings are mandated to convene on a regular and re-occurring basis to ensuring their perspectives are incorporated throughout the duration of the case and is primary vehicle for collaboration on the assessment, case planning, and placement decisions.

Establish a Peer Support Program

The Contra Costa County Probation Department is in the process of implementing a Peer Support Program. Peer Support Programs are designed to assist employees involved in or affected by a

critical or traumatic incident. Critical incidents can occur on duty and off duty, as well as, in the field, in the offices, or in our facilities. When a critical incident occurs it is important to assure for an employee's well-being and that their basic needs are being met, including their emotional health. Peer Support Teams (PST) have become a standard of care in the law enforcement work place. When an unexpected and/or traumatic event occurs, it is normal to have a strong reaction. Sometimes this happens immediately after an event and sometimes these feelings can surface after days, weeks or months. Peer Support Teams are put into place to enhance an individual's coping strategies and their quality of life. The Peer Support Program is not an element of the Employee Assistance Program (EAP), nor is it a substitute for professional help. The purpose of the Peer Support program is to aid an employee during times of both professional and personal crises through the use of specially-trained volunteers from within the Department.

Through a contract with Psychological Services Group, the PST members will receive ongoing training and support in their role as Peer Supporters. Staff demonstrating service needs beyond the training and scope of the PST can be referred to Psychological Services Group to receive individual counseling and/or group counseling services as needed. The Department can call upon Psychological Services Group for guidance and support during critical Incidents.

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.

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FY 2017/18 Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	5	Orin Allen Youth Rehabilitation	Increase Staff	8.0	1,332,419	Increase the number of Juvenile Institution Officers in order to comply with Federal Prison Rape Elimination Act (effective 10/1/17)
2	4	Juvenile Hall	Increase Staff	6.0	999,314	Increase the number of Juvenile Institution Officers in order to comply with Federal Prison Rape Elimination Act (effective 10/1/17)
3	21	Probation Collections Unit	Eliminate the Probation Collections Unit	(4.0)	(181,911)	Eliminating the Probation Collections Unit will have a small impact on the Probation Department's revenue.
4	9	Adult Investigations & Supervision	Overhead Allocation	0.0	(282,064)	Charge overhead allocation to Probation's SB678 program.
5	1	Out-of-Home Placement	Contract with Del Norte County Probation	0.0	(408,000)	Cancel contract with Del Norte County Probation. Youths would be placed in the Youthful Offender Treatment Program or the Orin Allen Youth Rehabilitation Facility.
			Total	10.0	1,459,758	

Public Defender Summary

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	19,446,430	20,909,295	22,420,905	22,608,778	187,873
Services And Supplies	2,444,784	2,602,509	2,670,426	2,670,426	0
Fixed Assets	28,747	4,000	0	0	0
Expenditure Transfers	(353,480)	(367,390)	(387,230)	(387,230)	0
Expense Total	21,566,480	23,148,414	24,704,101	24,891,974	187,873
Revenue					
Other Local Revenue	1,557,659	1,980,420	1,838,670	2,163,083	324,413
Federal Assistance	0	164,243	180,412	180,412	0
State Assistance	48,696	44,751	48,479	48,479	0
Revenue Total	1,606,355	2,189,414	2,067,561	2,391,974	324,413
Net County Cost (NCC):	19,960,126	20,959,000	22,636,540	22,500,000	(136,540)
Allocated Positions (FTE)	106.1	109.3	109.3	110.3	1.0
Financial Indicators					
Salaries as % of Total Exp	90%	90%	91%	91%	
% Change in Total Exp		7%	7%	1%	
% Change in Total Rev		36%	(6%)	16%	
% Change in NCC		5%	8%	(1%)	
Compensation Information					
Permanent Salaries	11,554,372	12,795,353	13,543,619	13,656,505	112,886
Temporary Salaries	1,017,900	1,011,775	1,181,775	1,181,775	0
Permanent Overtime	5,433	24,975	0	0	0
Deferred Comp	107,364	112,860	131,902	134,736	2,834
Comp & SDI Recoveries	(32,806)	0	0	0	0
FICA/Medicare	859,280	867,409	1,036,255	1,044,382	8,127
Ret Exp-Pre 97 Retirees	43,289	52,543	52,543	52,543	0
Retirement Expense	3,881,033	3,919,032	4,363,499	4,403,755	40,256
Excess Retirement	24,418	23,677	23,677	23,677	0
Employee Group Insurance	1,049,468	1,142,276	1,156,179	1,176,072	19,893
Retiree Health Insurance	587,343	598,608	565,994	565,994	0
OPEB Pre-Pay	217,825	217,825	217,825	217,825	0
Unemployment Insurance	37,193	33,506	29,704	30,135	431
Workers Comp Insurance	94,319	109,456	117,934	121,380	3,446

Public Defender

Law and Justice

Department Description

1. Administration

Description: Provides management, administrative support, and oversight of all Departmental functions.
FTE: 10.0

Administration Summary	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$4,540,776
Financing:	0
Net County Cost:	4,540,776
FTE: 10.0	

2. Investigations

Description: Conducts defense investigations of adult criminal and juvenile cases as needed to ensure effective representation of all clients.
FTE: 12.0

Investigations Summary	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$1,689,240
Financing:	0
Net County Cost:	1,689,240
FTE: 12.0	

3. Criminal Defense

Description: Provides management, administrative support, and oversight of all Departmental functions.
FTE: 57.8

Criminal Defense Summary	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$13,035,354
Financing:	738,773
Net County Cost:	12,296,581
FTE: 57.8	

4. 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: 17.0

Alternate Defender Summary	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$3,973,403
Financing:	0
Net County Cost:	3,973,403
FTE: 17.0	

5. 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: 13.5

- a. **Clean Slate program** – Provides consultation and files petitions for expungement on behalf of persons seeking to clear their criminal records.
- b. **AB 109 Social Worker** – Social worker dedicated to preparing social histories and

needs assessments on behalf of the low-level felony population.

- c. **Pretrial Services Program** – Two 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:	\$25,279,204	
Financing:	2,779,204	
Net County Cost:	22,500,000	
Funding Sources:		
Public Safety Realignmt	8.6%	\$2,163,083
Transfers	1.5%	387,230
Intergov Revenue	0.9%	228,891
General Fund	89.0%	22,500,000
FTE: 110.3		

AB 109 Program Summary	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$2,163,083
Financing:	2,163,083
Net County Cost:	0
FTE: 13.5	

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Miscellaneous Programs (Non-General Fund)

Public Safety Realignment Local Revenue Fund-Public Defender

Description: Special fund to provide legal representation at parole revocation hearings for State parolees transferring to County jurisdiction under Public Safety Realignment (AB 109).

Public Safety Realignment Local Revenue Fund (AB 109) Public Defender Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$262,080
Financing:		262,080
Net Fund Cost:		0
Funding Sources:		
Intergov Revenue	100.0%	\$262,080

CAO's Recommendation

The Public Defender's FY 2017-18 Recommended Budget increases expenditure appropriations by \$1,743,560, or 7.5%, and estimated revenue by \$202,560, or 9.3%, resulting in an increase in net County cost of \$1,541,000, or 7.4%.

The Community Corrections Partnership (CCP) has recommended funding an additional full-time Deputy Public Defender II position for the expansion of the Clean Slate and Arraignment Court Early Representation (ACER) programs. In addition, the Recommended Budget includes additional revenue authorized by the CCP for existing positions authorized in the Public Defender's Office.

The budget is balanced with no vacancy factor.

Performance Measurements

Expansion and Coordination of Countywide Clean Slate Services

This year, the Public Defender's Clean Slate program expanded and coordinated its countywide record clearance work. The Clean Slate program continued to handle a very high volume of cases, and since the passage of Proposition 47 in November of 2014, the program has grown considerably. The Office has not only obtained reductions of over 5,000 felony cases since the passage of Proposition 47, but has also conducted extensive community outreach, hosted countywide Clean Slate events and formed partnerships with various government departments and community-based organizations. Because of this aggressive community outreach, the number of requests received for both Clean Slate and Prop. 47 assistance continued to be quite high and services were expanded to meet these needs.

Over the past year, the Public Defender's Office continued to participate in many community events organized by our partners throughout the county, such as Project Homeless Connect, the Veteran's Stand Down and various job fairs. The Clean Slate staff became embedded on site at the Reentry Success Center in Richmond to offer Clean Slate consultations several days a week, launched a twice-monthly clinic at the Monument Crisis Center in Concord, and renewed a partnership with the newly re-opened Central and East Network of Services funded by the CCP.

Proposition 64, which passed in November 2016 and legalizes the use of marijuana, also included a record clearance provision. Clean Slate efforts were expanded to include outreach to the thousands of individuals throughout the County who became eligible for record clearance relief under this new proposition. The Public Defender's success in obtaining Clean Slate relief for clients has continued to help facilitate their successful reentry into the community and overcome barriers to employment, housing, public benefits, and more.

Improvements for Clients with Mental Health Needs

The focus of the Mental Health unit over the past year has not only been to help the individual client, but also to advance policy, case law, and legislation that will help the population of mentally ill individuals overall.

The Public Defender's Office successfully litigated *In re Loveton* (2016) 244 Cal.App.4th 1025. In this case, the California Court of Appeals upheld a Contra Costa County Superior Court order directing the Department of State Hospitals to admit all defendants deemed Incompetent to Stand Trial (IST) from Contra Costa County within 60 days from the date of commitment. After the ruling, there was a significant drop in the amount of time IST clients waited in jail for a state hospital bed. It is expected that this decision will not only benefit clients, but also the local county jail facilities. The Public Defender continues to fight to enforce this order against the State by litigating and requesting monetary sanctions for each day our clients remain the County jail past the 60-day deadline.

Improved Outreach and Training for the Pretrial Services Program

This year, the department continued its work to improve outreach and provide more frequent training about the Pretrial Services Program (PTS). The PTS staff, as well as various members of the PTS stakeholder workgroup, attended the National Association of Pretrial Service Agencies Conference and Training Institute (NAPSA), the California Association of Pretrial Services (CAPS) and the Judicial Council Pretrial Justice Summit. At all three of these training opportunities, pretrial practitioners and presenters provided information about evidence-based practices and the latest research findings in Pretrial. In addition to these in person training opportunities, the department PTS staff attended the University of Pretrial this Spring, an online training offered by the Pretrial Justice Institute (PJI). With staff from the Public Defender, District Attorney, Probation and Sheriff departments being collectively involved in this effort, and supported by PJI throughout the process, this training helped the group develop a shared, baseline understanding of the fundamentals of a pretrial program and will

ultimately allow for better collaboration among our various agencies.

Expanded Juvenile Reentry Representation to Improve Outcomes

The Public Defender's Office has continued to expand its juvenile reentry representation through two grants: the National Juvenile Defender Center Post-Disposition Reentry Fellowship and the Youth Justice Initiative (YJI). YJI entered the second year of its pilot reentry program. In its second year, YJI expanded to 50 clients, each receiving extensive reentry services through the assistance of the youth advocate, YJI attorneys, and community partners. While in custody, YJI clients received numerous visits and a transition meeting in preparation for release back to the community. The YJI attorneys have been able to shorten the time clients are on probation and troubleshoot issues occurring while on probation. The youth advocate regularly visited these clients, and has assisted in school reenrollment, job placement and training and community engagement. In addition, the youth advocate has maintained a detailed database, tracking the outcomes of the project. Clients participating in YJI have had success reenrolling back in school, and reengaging in the community.

The Post-Disposition Reentry Fellow has represented more than 140 clients over the past year in a range of areas: education advocacy, housing, public benefits, and record sealing. During this past year, the Reentry Fellow has focused primarily on education advocacy: shortening the time it takes for clients to be reenrolled in school following release, reviewing and advocating for clients at Individual Education Plan (IEP) meetings, and representing students at suspension and expulsion hearings. In addition, the Reentry Fellow represents over 50 clients who are Non-Minor Dependents pursuant to AB12. Under AB12, current and former juvenile clients may receive housing benefits until the age of 21.

Launched the Failure to Appear (FTA) Reduction Pilot Program

This year, the department launched the Early Representation Program (EarlyRep) in both Antioch and Richmond. EarlyRep is a program designed to provide immediate representation

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for persons with misdemeanor offenses – before their cases are heard in court – in order to avoid arrests and jail time for indigent defendants and prevent the many, associated collateral consequences, such as loss of employment, interruption in medical care, and lack of supervision for their children.

In July of 2016, the Department successfully launched the AB109-funded EarlyRep program in East County, which is a partnership with the Antioch Police Department and, in January of 2017, we launched the DOJ grant-funded Early Rep Program in Richmond, which is a partnership with the Richmond Police Department. The department has further grown these efforts by collaborating with Uptrust, to provide text message reminders of upcoming court dates for defendants. The project, through its early outreach and through use of Uptrust, helped to prevent the arrests of individuals by making sure that they make it to their court dates and avoid bench warrants being issued.

Administrative and Program Goals

- Manage the Juvenile client transfer hearings, newly mandated by Proposition 57, within existing staff and funding levels
- Work with justice partners to continue county-wide efforts to divert the mentally ill out of county jail through the Stepping-Up Initiative
- Work with the courts and district attorney's office to bring down misdemeanor caseloads
- Realign management duties to improve and streamline staff supervision
- Improve digital file storage system
- Expand use of text-message court reminders to improve court appearance rates
- Develop timeline for introduction of new case management system

FY 2017-18 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	1.0	\$0	Addition of one full-time Deputy Public Defender II position for the Clean Slate and ACER programs as recommended by the Community Corrections Partnership and the Public Protection Committee.
			Total	1.0	\$0	

Public Safety Realignment *Law & Justice*

2011 Local Revenue Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Other Charges	3,750	0	0	0	0
Expenditure Transfers	139,319,408	155,184,759	165,204,853	165,204,853	0
Expense Total	139,323,158	155,184,759	165,204,853	165,204,853	0
Revenue					
Other Local Revenue	0	2,215,167	0	0	0
State Assistance	155,464,294	159,793,180	165,204,853	165,204,853	0
Revenue Total	155,464,294	162,008,347	165,204,853	165,204,853	0
Net Fund Cost (NFC):	(16,141,137)	(6,823,588)	0	0	0
Financial Indicators					
% Change in Total Exp		11%	6%	0%	
% Change in Total Rev		4%	2%	0%	
% Change in NCC		(58%)	(100%)	0%	

Program Description

As part of the FY 2011–12 State Budget, the Legislature enacted a major shift of state program responsibilities and revenues to local governments. “2011 Realignment” funds various criminal justice, mental health, and social services programs annually through the 2011 Local Revenue Fund established in each County pursuant to statute. The 2011 Local Revenue Fund is composed of two departments:

0295 – Law Enforcement Services
0295 – Support Services

Law Enforcement Services

Description: This department includes dedicated funding streams for critical public safety activities, including:

- Trial Court Security, to fund costs of the Sheriff providing security to the local Superior Court.
- Law Enforcement Services, for front line law enforcement activities.
- Community Corrections, for allocation proposed by the Community Corrections Partnership and authorized by the Board of Supervisors.
- District Attorney/Public Defender, to fund the costs of Post Release Community Supervision prosecution and defense.
- Juvenile Justice, to fund the Youthful Offender Block Grant (YOBG) and Juvenile Re-entry programs.

Public Safety Realignment

Law & Justice

Law Enforcement Services Summary			
Service:			Mandatory
Level of Service:			Discretionary
Expenditures:		\$54,784,991	
Financing:		54,784,991	
Net Fund Cost:			0
Funding Sources:			
State Aid			
Realignment	100.0%	\$54,784,991	

Support Services Summary			
Service:			Mandatory
Level of Service:			Discretionary
Expenditures:		\$110,419,862	
Financing:		110,419,862	
Net Fund Cost:			0
Funding Sources:			
State Aid			
Realignment	100.0%	\$110,419,862	

Support Services

Description: This department includes dedicated funding streams for critical health and social service programs, including:

Protective Services:

- Adoptions
- Adult Protective Services
- Child Abuse Prevention, Intervention and Treatment
- Child Welfare services
- Foster Care

Behavioral Health:

- Early and Periodic Screening, Diagnostic and Treatment (EPSDT)
- Drug Court
- Drug Medi-Cal
- Medi-Cal Managed Care
- Non-drug Medi-Cal services
- Perinatal Drug Services

CAO's Recommendation

The FY 2017-18 Recommended Budget projects a countywide allocation of \$165,204,853 from the State based on the Governor's January Proposed Budget. This figure is based on allocation factors used by various State agencies for the funding streams identified above.

The Recommended Budget represents a \$5,530,855, or 3.5%, increase from the FY 2016-17 Approved Budget. The projected increase is composed of a \$3,396,208 increase in Law Enforcement Services and a \$2,134,647 increase in Support Services.

The Governor's projections will likely change in the State's May Revised Budget. The County Administrator will continue to monitor impacts to the County from such changes during the State budget process.

The 2011 Local Revenue Fund is a fund within the County Treasury mandated by statute to facilitate the transfer of sales tax and vehicle license fee revenue from the State to the County in each of the departments described above as authorized by the 2011 Realignment legislation.

The vast majority of revenue received in this fund is also budgeted in multiple County departments as a revenue reimbursement. For this reason, it may seem as though these funds are "double-counted"; however, this is not the case. These revenue reimbursements serve as a pass-through to support the operating budgets of those departments performing mandated functions required by 2011 Realignment.

Sheriff-Coroner Summary

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	186,559,771	194,310,631	205,296,326	208,327,330	3,031,004
Services And Supplies	22,140,938	22,704,399	21,570,430	21,602,430	32,000
Other Charges	449,842	665,828	711,219	711,219	0
Fixed Assets	1,157,062	7,961,112	6,258,945	6,258,945	0
Expenditure Transfers	1,653,568	1,126,776	1,890,158	1,890,158	0
Expense Total	211,961,180	226,768,746	235,727,077	238,790,081	3,063,004
Revenue					
Other Local Revenue	66,236,090	70,513,137	74,070,719	74,532,124	461,405
Federal Assistance	6,721,186	4,909,776	8,037,472	8,037,472	0
State Assistance	65,467,708	69,706,833	68,870,486	68,870,486	0
Revenue Total	138,424,983	145,129,746	150,978,677	151,440,082	461,405
Net County Cost (NCC):	73,536,197	81,639,000	84,748,401	87,350,000	2,601,599
Allocated Positions (FTE)	1021.5	1042.1	1042.1	1040.1	(2.0)
Financial Indicators					
Salaries as % of Total Exp	88%	86%	87%	87%	
% Change in Total Exp		7%	4%	1%	
% Change in Total Rev		5%	4%	0%	
% Change in NCC		11%	4%	3%	
Compensation Information					
Permanent Salaries	81,112,508	88,242,579	94,251,505	95,705,681	1,454,176
Temporary Salaries	1,586,083	1,445,061	1,545,061	1,545,061	0
Permanent Overtime	14,650,595	11,521,138	11,421,138	11,421,138	0
Deferred Comp	104,563	255,840	269,400	269,400	0
Comp & SDI Recoveries	(273,631)	(464,000)	(464,000)	(464,000)	0
FICA/Medicare	2,901,120	2,918,828	3,034,353	3,060,717	26,364
Ret Exp-Pre 97 Retirees	632,541	697,816	697,816	697,816	0
Retirement Expense	56,771,341	58,917,541	64,177,482	65,411,287	1,233,805
Excess Retirement	24,309	0	0	0	0
Employee Group Insurance	12,831,033	14,934,131	13,997,637	14,254,910	257,273
Retiree Health Insurance	8,503,591	8,571,942	8,786,524	8,786,524	0
OPEB Pre-Pay	2,818,517	2,818,517	2,818,517	2,818,517	0
Unemployment Insurance	289,354	240,890	205,692	211,330	5,638
Workers Comp Insurance	4,607,847	4,210,348	4,555,201	4,608,949	53,748

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	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	102,406,887	102,827,807	107,834,448	107,834,448	0
Services And Supplies	10,683,132	12,310,927	11,138,629	11,138,629	0
Other Charges	350,745	432,877	445,767	445,767	0
Fixed Assets	689,884	2,371,175	1,264,865	1,264,865	0
Expenditure Transfers	1,658,690	931,013	1,463,274	1,463,274	0
Expense Total	115,789,338	118,873,799	122,146,983	122,146,983	0
Revenue					
Other Local Revenue	37,972,242	36,529,698	38,633,637	38,633,637	0
Federal Assistance	703,686	1,842,496	1,970,192	1,970,192	0
State Assistance	36,244,291	38,810,758	38,487,974	38,487,974	0
Revenue Total	74,920,219	77,182,952	79,091,803	79,091,803	0
Net County Cost (NCC):	40,869,119	41,690,847	43,055,181	43,055,181	0
Allocated Positions (FTE)	513.5	510.1	510.1	495.1	(15.0)
Financial Indicators					
Salaries as % of Total Exp	88%	87%	88%	88%	
% Change in Total Exp		3%	3%	0%	
% Change in Total Rev		3%	2%	0%	
% Change in NCC		2%	3%	0%	
Compensation Information					
Permanent Salaries	43,302,745	45,187,609	47,836,009	47,836,009	0
Temporary Salaries	1,050,316	923,187	1,023,187	1,023,187	0
Permanent Overtime	6,668,786	5,021,114	4,921,114	4,921,114	0
Deferred Comp	73,084	168,540	177,540	177,540	0
Comp & SDI Recoveries	(177,149)	(457,000)	(457,000)	(457,000)	0
FICA/Medicare	1,682,512	1,665,715	1,741,916	1,741,916	0
Ret Exp-Pre 97 Retirees	330,036	376,090	376,090	376,090	0
Retirement Expense	29,200,003	29,030,576	31,359,301	31,359,301	0
Excess Retirement	24,309	0	0	0	0
Employee Group Insurance	6,445,636	7,322,964	6,922,210	6,922,210	0
Retiree Health Insurance	8,503,591	8,571,942	8,786,524	8,786,524	0
OPEB Pre-Pay	2,818,517	2,818,517	2,818,517	2,818,517	0
Unemployment Insurance	151,418	122,347	102,627	102,627	0
Workers Comp Insurance	2,333,081	2,076,206	2,226,414	2,226,414	0

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 general administration, personnel matters, budgetary control, enforcement of operational standards, training and internal affairs.

FTE: 52.0

Administrative Services Bureau Summary	
Service:	Discretionary
Level of Service:	Discretionary
Expenditures:	\$23,923,308
Financing:	1,697,980
Net County Cost:	22,225,328
FTE: 52.0	

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.

FTE: 219.0

(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.

(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.

(3) The Marine Patrol division remains responsible for patrol of the navigable waterways within the County and enforcement of all applicable laws.

(4) The Sheriff's Helicopter Program serves as a force multiplier, assisting law enforcement teams on the ground with investigations and search & rescue operations.

Patrol Services Division	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$53,615,909
Financing:	64,915,771
Net County Cost:	(11,299,862)
FTE: 219.0	

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.

FTE: 43.0

(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.

(2) The DA Investigations Unit provides investigator positions to the District Attorney's Office under contract.

(3) *Civil Unit*. Carries out the legal mandates of the Government Code and Code of Civil Procedure to serve all process of the courts that are delivered to the Sheriff. The Sheriff is legally obligated to exercise reasonable diligence in attempting to effect service of process and may face severe liability with regard to this function.

(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.

(4) The Property Unit is responsible for the storage, disposition, and record keeping of all property and evidence related to pending cases.

Investigation Division	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$10,231,840
Financing:	863,738
Net County Cost:	9,368,102
FTE:	43.0

Forensic Services Division	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$13,833,045
Financing:	6,628,898
Net County Cost:	7,204,147
FTE:	62.5

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: 62.5

(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; maintains crime statistics; and oversees the Automated Regional Information Exchange System (ARIES).
FTE: 118.6

Sheriff-Coroner

Law and Justice

In addition to providing technical support to the Sheriff's Office for all automated systems, this division provides services through the following units:

(1) *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.

(2) *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:		\$122,146,983
Financing:		79,091,803
Net County Cost:		43,055,180
Funding Sources:		
Sales Tax	30.3%	\$37,064,735
Charges for Serv	22.0%	26,890,227
Reimbursements	9.1%	11,071,269
Federal Aid	1.6%	1,970,192
State Aid	1.2%	1,423,239
Misc. Revenue	0.4%	490,641
Fines/Forfeitures	0.1%	150,000
Licenses & Permits	0.0%	31,500
General Fund	35.3%	43,055,180
FTE: 495.1		

Technical Services Division	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$20,542,881
Financing:	4,985,416
Net County Cost:	15,557,465
FTE: 118.6	

Sheriff Contract Services Budget

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	17,590,514	18,839,623	20,631,072	20,631,072	0
Services And Supplies	225,146	171,595	166,801	166,801	0
Other Charges	989	0	0	0	0
Fixed Assets	0	34,000	29,162	29,162	0
Expenditure Transfers	(703,615)	(457,164)	(509,295)	(509,295)	0
Expense Total	17,113,033	18,588,054	20,317,741	20,317,741	0
Revenue					
Other Local Revenue	18,300,016	18,588,054	20,317,741	20,317,741	0
Revenue Total	18,300,016	18,588,054	20,317,741	20,317,741	0
Net County Cost (NCC):	(1,186,983)	0	0	0	0
Allocated Positions (FTE)	111.0	118.0	118.0	118.0	0.0
Financial Indicators					
Salaries as % of Total Exp	103%	101%	102%	102%	
% Change in Total Exp		9%	9%	0%	
% Change in Total Rev		2%	9%	0%	
% Change in NCC		(100%)	0%	0%	
Compensation Information					
Permanent Salaries	8,183,162	8,914,120	9,986,843	9,986,843	0
Temporary Salaries	312,809	230,000	230,000	230,000	0
Permanent Overtime	905,794	828,527	828,527	828,527	0
Deferred Comp	942	10,020	23,100	23,100	0
Comp & SDI Recoveries	(6,574)	(7,000)	(7,000)	(7,000)	0
FICA/Medicare	237,763	222,003	260,279	260,279	0
Ret Exp-Pre 97 Retirees	68,499	56,500	56,500	56,500	0
Retirement Expense	6,032,236	6,461,893	7,128,265	7,128,265	0
Employee Group Insurance	1,359,300	1,643,711	1,595,327	1,595,327	0
Unemployment Insurance	28,199	24,323	22,173	22,173	0
Workers Comp Insurance	468,384	455,526	507,058	507,058	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: 85.0

Court Security Services	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$15,909,223
Financing:	15,909,223
Net County Cost:	0
FTE: 85.0	

Facility Security Contracts	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$4,968,634
Financing:	4,968,634
Net County Cost:	0
FTE: 33.0	

Sheriff Contract Services Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$20,827,036	
Financing:	20,827,036	
Net County Cost:	0	
Funding Sources:		
Reimbursements	76.4%	\$15,909,223
Charges for Serv	21.2%	4,408,518
Transfers	2.4%	509,295
FTE: 118.0		

2. Facility Security Contracts

Description: Contract facility security services for the Health Services Department and the Employment and Human Services Department.

FTE: 33.0

Custody Services Bureau Budget

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	61,422,310	67,134,648	70,682,338	73,713,342	3,031,004
Services And Supplies	7,496,811	7,379,531	7,666,736	7,698,736	32,000
Other Charges	17,987	194,788	166,415	166,415	0
Fixed Assets	342,864	4,425,772	3,834,753	3,834,753	0
Expenditure Transfers	386,789	438,081	568,750	568,750	0
Expense Total	69,666,761	79,572,820	82,918,992	85,981,996	3,063,004
Revenue					
Other Local Revenue	8,470,132	13,631,660	13,317,160	13,778,565	461,405
Federal Assistance	5,831,721	3,017,280	6,017,280	6,017,280	0
State Assistance	27,006,145	29,596,075	29,343,007	29,343,007	0
Revenue Total	41,307,998	46,245,015	48,677,447	49,138,852	461,405
Net County Cost (NCC):	28,358,763	33,327,805	34,241,545	36,843,144	2,601,599
Allocated Positions (FTE)	370.0	386.0	386.0	399.0	13.0
Financial Indicators					
Salaries as % of Total Exp	88%	84%	85%	86%	
% Change in Total Exp		14%	4%	4%	
% Change in Total Rev		12%	5%	1%	
% Change in NCC		18%	3%	8%	
Compensation Information					
Permanent Salaries	27,315,258	31,564,122	33,579,257	35,033,433	1,454,176
Temporary Salaries	193,505	236,500	236,500	236,500	0
Permanent Overtime	6,580,560	5,193,373	5,193,373	5,193,373	0
Deferred Comp	21,757	62,460	54,780	54,780	0
Comp & SDI Recoveries	(89,585)	0	0	0	0
FICA/Medicare	895,579	945,777	930,909	957,273	26,364
Ret Exp-Pre 97 Retirees	215,895	238,150	238,150	238,150	0
Retirement Expense	19,838,912	21,669,147	23,594,636	24,828,441	1,233,805
Employee Group Insurance	4,674,029	5,576,595	5,094,315	5,351,588	257,273
Unemployment Insurance	101,273	87,241	74,384	80,022	5,638
Workers Comp Insurance	1,675,128	1,561,283	1,686,034	1,739,782	53,748

Sheriff-Coroner

Law and Justice

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: 175.0

Martinez Detention Facility Summary	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$33,526,027
Financing:	145,679
Net County Cost:	33,380,348
FTE:	175.0

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

West County Detention Facility Summary	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$25,264,078
Financing:	75,154
Net County Cost:	25,188,924
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: 15.0

Marsh Creek Detention Facility Summary	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$3,760,984
Financing:	1,500
Net County Cost:	3,759,484
FTE:	15.0

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: 20.0

Custody Alternative Facility Summary	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$3,848,285
Financing:	1,300,000
Net County Cost:	2,548,285
FTE: 20.0	

AB 109 Program Summary	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$11,668,845
Financing:	11,668,845
Net County Cost:	0
FTE: 30.0	

5. Custody Services Administration

Description: Provides inmate classification and other detention management services.

FTE: 15.0

Custody Services Administration Summary	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$3,197,276
Financing:	36,053,507
Net County Cost:	(32,856,231)
FTE: 15.0	

7. Detention Transportation

Description: Provides inmate transportation between detention facilities and the Courts.

FTE: 20.0

Detention Transportation Summary	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$4,825,834
Financing:	3,500
Net County Cost:	4,822,334
FTE: 20.0	

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

Sheriff-Coroner

Law and Justice

Custody Services Bureau Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$85,981,996
Financing:		49,138,852
Net County Cost:		36,843,144
Funding Sources:		
Sales Tax	33.8%	\$29,059,392
Reimbursements	14.1%	12,115,565
Federal Revenue	7.0%	6,017,280
Charges for Serv	1.9%	1,657,000
State Aid	0.3%	283,615
Misc. Revenue	0.0%	6,000
General Fund	42.9%	36,843,144
FTE: 399.0		

Coroner Budget

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	1,794,642	2,035,879	2,472,091	2,472,091	0
Services And Supplies	1,033,285	796,350	794,763	794,763	0
Other Charges	176	0	0	0	0
Expenditure Transfers	43,900	34,656	62,719	62,719	0
Expense Total	2,872,003	2,866,885	3,329,573	3,329,573	0
Revenue					
Other Local Revenue	188,654	185,000	185,000	185,000	0
Revenue Total	188,654	185,000	185,000	185,000	0
Net County Cost (NCC):	2,683,349	2,681,885	3,144,573	3,144,573	0
Allocated Positions (FTE)	10.0	11.0	11.0	11.0	0.0
Financial Indicators					
Salaries as % of Total Exp	62%	71%	74%	74%	
% Change in Total Exp		0%	16%	0%	
% Change in Total Rev		(2%)	0%	0%	
% Change in NCC		0%	17%	0%	
Compensation Information					
Permanent Salaries	825,154	932,953	1,141,727	1,141,727	0
Temporary Salaries	29,453	27,374	27,374	27,374	0
Permanent Overtime	144,043	94,500	94,500	94,500	0
Deferred Comp	1,600	3,600	4,080	4,080	0
Comp & SDI Recoveries	(322)	0	0	0	0
FICA/Medicare	21,839	19,317	30,452	30,452	0
Ret Exp-Pre 97 Retirees	7,221	6,200	6,200	6,200	0
Retirement Expense	579,775	734,098	923,876	923,876	0
Employee Group Insurance	132,836	168,137	183,251	183,251	0
Unemployment Insurance	2,962	2,529	2,523	2,523	0
Workers Comp Insurance	50,081	47,171	58,109	58,109	0

Sheriff-Coroner

Law and Justice

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: 11.0

Coroner Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$3,329,573
Financing:		185,000
Net County Cost:		3,144,573
Funding Sources:		
Removal Fee/Reports	4.7%	\$155,000
Misc. Revenue	0.9%	30,000
General Fund	94.4%	3,144,573
FTE: 11.0		

Office of Emergency Services Budget

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	3,345,418	3,472,674	3,676,377	3,676,377	0
Services And Supplies	2,702,564	2,045,996	1,803,500	1,803,500	0
Other Charges	79,945	38,163	99,037	99,037	0
Fixed Assets	124,314	1,130,165	1,130,165	1,130,165	0
Expenditure Transfers	267,804	180,190	304,710	304,710	0
Expense Total	6,520,045	6,867,188	7,013,789	7,013,789	0
Revenue					
Other Local Revenue	1,305,046	1,578,725	1,617,181	1,617,181	0
Federal Assistance	185,779	50,000	50,000	50,000	0
State Assistance	2,217,272	1,300,000	1,039,505	1,039,505	0
Revenue Total	3,708,096	2,928,725	2,706,686	2,706,686	0
Net County Cost (NCC):	2,811,949	3,938,463	4,307,103	4,307,103	0
Allocated Positions (FTE)	17.0	17.0	17.0	17.0	0.0
Financial Indicators					
Salaries as % of Total Exp	51%	51%	52%	52%	
% Change in Total Exp		5%	2%	0%	
% Change in Total Rev		(21%)	(8%)	0%	
% Change in NCC		40%	9%	0%	
Compensation Information					
Permanent Salaries	1,486,189	1,643,775	1,707,670	1,707,670	0
Temporary Salaries	0	28,000	28,000	28,000	0
Permanent Overtime	351,411	383,624	383,624	383,624	0
Deferred Comp	7,180	11,220	9,900	9,900	0
FICA/Medicare	63,426	66,016	70,798	70,798	0
Ret Exp-Pre 97 Retirees	10,889	20,876	20,876	20,876	0
Retirement Expense	1,120,415	1,021,827	1,171,404	1,171,404	0
Employee Group Insurance	219,233	222,724	202,533	202,533	0
Unemployment Insurance	5,502	4,450	3,985	3,985	0
Workers Comp Insurance	81,173	70,162	77,587	77,587	0

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

Sheriff-Coroner

Law and Justice

1. Emergency Services Support

Description: 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.
FTE: 4.0

Emergency Services Support Summary	
Service:	Discretionary
Level of Service:	Discretionary
Expenditures:	\$1,258,464
Financing:	32,500
Net County Cost:	1,225,964
FTE: 4.0	

2. Emergency Services

Description: 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.
FTE: 10.0

Emergency Services Summary	
Service:	Discretionary
Level of Service:	Discretionary
Expenditures:	\$2,676,880
Financing:	215,000
Net County Cost:	2,461,880
FTE: 10.0	

3. Community Warning System

Description: Manages the countywide all hazard Community Warning System. The CWS is funded entirely from private industry funds and/or fines.
FTE: 3.0

Community Warning System Summary	
Service:	Discretionary
Level of Service:	Discretionary
Expenditures:	\$1,349,681
Financing:	1,349,681
Net County Cost:	0
FTE: 3.0	

4. Homeland Security Grants

Description: Homeland Security grant management and centralization.

Homeland Security Grants Summary	
Service:	Discretionary
Level of Service:	Discretionary
Expenditures:	\$1,089,505
Financing:	1,089,505
Net County Cost:	0

5. Special Weapons and Tactics (SWAT) Team

Description: 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 Weapons and Tactics (SWAT) Team Summary	
Service:	Discretionary
Level of Service:	Discretionary
Expenditures:	\$639,259
Financing:	20,000
Net County Cost:	619,259

Office of Emergency Services Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$7,013,789	
Financing:	2,706,686	
Net County Cost:	4,307,103	
Funding Sources:		
Charges for Serv	19.5%	\$1,369,681
Intergovernmental	18.6%	1,305,505
Misc. Revenue	0.4%	31,500
General Fund	61.4%	4,307,103
FTE: 17.0		

Sheriff-Coroner

Law and Justice

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:		\$3,697,630
Financing:		2,421,000
Net Fund Cost:		1,276,630
Funding Sources:		
Intergovernmental	59.5%	\$2,200,000
Misc. Revenue	5.4%	201,000
Use of Money	0.6%	20,000
Fund Balance	34.5%	1,276,630

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:		\$1,310,268
Financing:		63,600
Net Fund Cost:		1,246,668
Funding Sources:		
Intergovernmental	4.7%	\$61,000
Use of Money	0.2%	2,600
Fund Balance	95.1%	\$1,246,668

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:		\$136,342
Financing:		12,400
Net Fund Cost:		123,942
Funding Sources:		
General Fines	8.8%	\$12,000
Use of Money	0.3%	400
Fund Balance	90.9%	123,942

4. County Law Enforcement Computer Communication Capital Projects

Description: Provides for the replacement and enhancement of a countywide law enforcement message switching computer and accumulates funds to partially finance Sheriff's communications equipment replacement.

County Law Enforcement Computer/ Communication Capital Projects Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$2,420,833	
Financing:	850,000	
Net Fund Cost:	1,570,833	
Funding Sources:		
Transfers	34.7%	\$841,000
Use of Money	0.2%	5,000
Charges for Serv	0.2%	4,000
Fund Balance	64.9%	1,570,833

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:	\$719,042	
Financing:	101,300	
Net Fund Cost:	617,742	
Funding Sources:		
Seizures	13.6%	\$98,000
Use of Money	0.5%	3,300
Fund Balance	85.9%	617,742

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:	\$1,281,323	
Financing:	1,281,323	
Funding Sources:		
Charges for Serv	72.9%	\$934,398
Intergovernmental	14.1%	180,000
Misc. Revenue	13.0%	166,925
FTE: 17.0		

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:	\$1,474,160	
Financing:	1,474,160	
Funding Sources:		
Miscellaneous	97.6%	\$1,438,660
Charges for Svc	2.3%	34,500
Use of Money	0.1%	1,000
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; maximizes forfeited assets and augments traditional law enforcement programs. The

Sheriff-Coroner Law and Justice

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:			\$819,634
Financing:			819,634
Funding Sources:			
	Public Safety Realignment	100.0%	\$819,634

9. Traffic Safety

Description: Provides for the cost of official traffic control devices, the maintenance thereof; equipment and supplies for traffic law enforcement and traffic accident prevention; the maintenance, improvement or construction of public streets, bridges and culverts; and in some cases, school crossing guards within a Board-governed police services area.

Traffic Safety Summary			
Service:			Mandatory
Level of Service:			Mandatory
Expenditures:			\$223,418
Financing:			14,050
Net Fund Cost:			209,368
Funding Sources:			
	Fines	3.5%	\$7,800
	Charges for Svc	2.5%	5,500
	Use of Money	0.3%	750
	Fund Balance	93.7%	209,368

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:			\$15,281,028
Financing:			15,281,028
Funding Sources:			
	Public Safety Realignment	100.0%	\$15,281,028

CAO's Recommendation

The Recommended Budget includes a net county cost of \$87,350,000, which funds the entire Baseline Budget with no change to the vacancy factor of \$2,246,921. The Recommended Budget also adds (13) new Deputy Sheriff positions within the Custody Services Bureau to meet staffing needs. In addition, the Recommended Budget includes increased funding allocations proposed by the Community Corrections Partnership and

approved by the Public Protection Committee to maintain FY 2016-17 AB 109 program levels.

The Recommended Budget transfers (15) unfunded Deputy Sheriff-Recruit positions authorized in the FY 2016-17 budget cycle from the Sheriff's Office to the Law Enforcement Training Center budget. This will provide for positions that can be filled temporarily by incumbents attending the Basic Academy.

The Recommended Budget also includes an estimated decrease to Proposition 172 sales tax revenue of \$575,852, from \$66.7 million to \$66.1 million. Proposition 172 revenue funds core patrol and custody services within the Sheriff's Office budget. The estimated revenue decreases are due to a decrease in the County's pro-rata share of Proposition 172 statewide sales tax receipts.

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 is committed to providing the highest quality police services throughout the unincorporated communities of the County. The Office remains committed to our mission to recruit, hire and train the most qualified staff in response to the ever-present vacancy rate

created by the shortage of experienced police officers in the job market.

The Office continues to seek out opportunities to collaborate with other agencies and community partners to align forces to better meet the needs of the community we serve. Currently patrol staffing levels are not at the level needed to facilitate new programs, however, the Office remains committed to taking an active role in these partnerships as staffing levels improve.

Administrative and Programs Goals

The Office of the Sheriff is committed to the following goals for FY 2017-18:

- Secure State of CA funding to construct a Reentry and Mental Health Treatment Facility within the West County Detention Center to reduce barriers to program services for the maximum-security inmate population.
- Increase staffing levels to allow for lower response times to calls for service in unincorporated communities in the County.
- Become an active partner in the County's Mental Health Evaluation Team (MHET) to reduce violent law enforcement encounters with the mentally ill by working together with County Behavioral Health specialists to increase mental health services and thereby decrease the incarceration rate of the mentally ill.
- Increase the number of Deputy Sheriff positions to ensure staffing for all Patrol shifts.

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FY 2017-18
Program Modification List

Order	Reference to Mand/Disc List	Program Name	Service	FTE	Net County Cost Impact	Impact
1	3	Martinez Detention Facility	Add (11) Deputy Sheriff positions	11.0	\$2,251,599	Increase positions in the Martinez Detention Facility for safety and security of inmates and staff
2	4	West County Detention Facility	Add (2) Deputy Sheriff positions	2.0	\$350,000	Increase positions in the West County Detention Facility for safety and security of inmates and staff
3	17	Unincorporated Patrol	County Patrol Operations	(15.0)	\$0	Transfer (15), unfunded Deputy Sheriff-Recruit positions to the Law Enforcement Training Center to fill during Basic Academy training periods.
			Total	(2.0)	\$2,601,599	

Superior Court Related Functions

Law and Justice

Summary Superior Court Related Functions

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	803,231	111,600	864,647	864,647	0
Services And Supplies	1,223,851	1,915,433	1,437,659	1,437,659	0
Other Charges	16,246,390	15,477,813	16,050,943	16,050,943	0
Expenditure Transfers	2,187	20,000	20,000	20,000	0
Expense Total	18,275,658	17,524,846	18,373,249	18,373,249	0
Revenue					
Other Local Revenue	7,469,970	6,872,976	7,168,249	7,168,249	0
State Assistance	32,731	35,000	35,000	35,000	0
Revenue Total	7,502,701	6,907,976	7,203,249	7,203,249	0
Net County Cost (NCC):	10,772,958	10,616,870	11,170,000	11,170,000	0
Financial Indicators					
Salaries as % of Total Exp	4%	1%	5%	5%	
% Change in Total Exp		(4%)	5%	0%	
% Change in Total Rev		(8%)	4%	0%	
% Change in NCC		(1%)	5%	0%	
Compensation Information					
Temporary Salaries	141,363	100,000	148,000	148,000	0
FICA/Medicare	10,814	10,000	11,300	11,300	0
Unemployment Insurance	423	600	400	400	0
Workers Comp Insurance	1,074	1,000	1,300	1,300	0
Labor Received/Provided	649,556	0	703,647	703,647	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

Superior Court Related Functions

Law and Justice

Grand Jury; and to provide funding for local dispute resolution as an alternative to formal court proceedings in the case of the Dispute Resolution Program; and to provide debt service payments for the Family Law Center on behalf of the Superior Court.

Superior Court Related Functions *Law and Justice*

Trial Court Programs

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	803,231	111,600	864,647	864,647	0
Services And Supplies	1,000,505	1,671,933	1,194,159	1,194,159	0
Other Charges	16,246,390	15,477,813	16,050,943	16,050,943	0
Expenditure Transfers	2,187	20,000	20,000	20,000	0
Expense Total	18,052,313	17,281,346	18,129,749	18,129,749	0
Revenue					
Other Local Revenue	7,469,970	6,872,976	7,168,249	7,168,249	0
State Assistance	32,731	35,000	35,000	35,000	0
Revenue Total	7,502,701	6,907,976	7,203,249	7,203,249	0
Net County Cost (NCC):	10,549,612	10,373,370	10,926,500	10,926,500	0
Financial Indicators					
Salaries as % of Total Exp	4%	1%	5%	5%	
% Change in Total Exp		(4%)	5%	0%	
% Change in Total Rev		(8%)	4%	0%	
% Change in NCC		(2%)	5%	0%	
Compensation Information					
Temporary Salaries	141,363	100,000	148,000	148,000	0
FICA/Medicare	10,814	10,000	11,300	11,300	0
Unemployment Insurance	423	600	400	400	0
Workers Comp Insurance	1,074	1,000	1,300	1,300	0
Labor Received/Provided	649,556	0	703,647	703,647	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:		\$18,129,749
Financing:		7,203,249
Net County Cost:		10,926,500
Funding Sources:		
Charges for Serv	26.4%	\$ 4,794,497
Fine/Forfs/Penalties	12.9%	2,345,752
Intergov Revenue	0.2%	35,000
Lics/Perm/Franchises	0.2%	28,000
General Fund	60.3%	10,926,500

Superior Court Related Functions

Law and Justice

Civil Grand Jury

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Services And Supplies	145,804	155,500	155,500	155,500	0
Expense Total	145,804	155,500	155,500	155,500	0
Net County Cost (NCC):	145,804	155,500	155,500	155,500	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		7%	0%	0%	
% Change in Total Rev		0%	0%	0%	
% Change in NCC		7%	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	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Services And Supplies	77,542	88,000	88,000	88,000	0
Expense Total	77,542	88,000	88,000	88,000	0
Net County Cost (NCC):	77,542	88,000	88,000	88,000	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		13%	0%	0%	
% Change in Total Rev		0%	0%	0%	
% Change in NCC		13%	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:	\$180,000	
Financing:	180,000	
Net Fund Cost:	0	
Funding Sources:		
Court Filing Fees	100.0%	\$180,000
Fund 112600		

2. Criminal Justice Facility Construction

Description: Fund established pursuant to Government Code 76100 for the purpose of assisting the county in the construction, reconstruction, expansion, improvement, operation, or maintenance of county criminal justice and court facilities and for improvement of criminal justice automated information systems. The fund accumulates deposits of surcharges on every fine, penalty, or forfeiture imposed and collected by the courts for criminal offenses. The Criminal Justice Facility Construction Fund is used to pay the debt on the District Attorney Office facility and the Bray Courthouse in Martinez.

Criminal Justice Facility Construction		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$ 1,216,000	
Financing:	1,216,000	
Net Fund Balance:	0	
Funding Sources:		
Fines & Forfeit	99.9%	\$1,215,000
Investment Earnings	0.1%	1,000
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:	\$ 1,014,300	
Financing:	1,014,300	
Net Fund Balance:	0	
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 \$848,403, reflecting:

- Elimination of the remaining one-time provision in the amount of \$116,870 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.

- Increase of \$690,000 to provide for the transfer to the State of 50% of the estimated excess fines and forfeitures revenue above the statutory base, as required by the Trial Court Funding Act.
- Increase of \$167,213 in the provision for court-appointed counsel in homicide cases.
- Increase of \$49,400 for temporary clerks to provide support for additional capital cases.
- Increase of \$37,253 in compensation costs for four deputy probation officers assigned to the Superior Court under the 1992 Court Probation Officer Program.
- Miscellaneous other adjustments comprising a net increase of \$21,407.

Court revenues are increased by a net of \$295,720. However, revenue collection in general is projected to decrease by nearly \$300,000 in the new year due, in part, to the traffic amnesty program, which took effect in October 2015 and continues through March 31, 2017. Budgeted revenues, nevertheless, show a net increase due to the first-time budgeting of the mandatory transfer to the State of 50% of the estimated excess fines and forfeitures revenue above the statutory base, as required by the Trial Court Funding Act.

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 \$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-court operations (as defined by the California Rule of Courts 810) 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

Superior Court Related Functions

Law and Justice

capital cases, and costs for other court-appointed counsel.

Superior Court Related Functions also include four non-General Fund programs that provide for local dispute resolution services and funding for debt service payments on the A. F. Bray Courthouse and the Peter L. Spinetta Family Law Center in Martinez. In June 2016, the bonds for the A. F. Bray Courthouse and a portion of the bonds for the Peter L. Spinetta Family Law Center were retired, reducing the annual obligations on the Courthouse Construction Fund by \$1.7 million. In past years, the County has subsidized the Courthouse Construction Fund, whose annual revenues have historically been insufficient to meet the annual debt obligation. In FY 17/18, however, the Courthouse Construction and Criminal Justice Facility Construction Funds are projected to have a surplus due to the retirement of some of the courthouse debt. Also, as a result of the reduced debt obligation, all balances in the Family Law Center Debt Service Fund were escheated to the County General Fund in the current year; 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 continued to work diligently to minimize the County General Fund impact for capital cases through the application of new policies including presumptive rates and fees.

The County also negotiated and executed new Memoranda of Understanding covering

information technology and telecommunications services provided by the County to the Court, and related service fees.

Administrative and Program Goals

In fiscal year 2017-18, 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 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 Fire Protection District – Fire Protection Summary

CCCFPD Operating Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	83,603,910	91,659,392	95,180,242	94,028,953	(1,151,289)
Services And Supplies	8,228,306	10,339,203	10,070,037	10,070,037	0
Other Charges	4,339,091	4,268,647	4,631,583	4,631,583	0
Fixed Assets	231,697	1,347,000	472,800	472,800	0
Expenditure Transfers	18,983,615	16,673,103	17,382,941	17,382,941	0
Expense Total	115,386,619	124,287,345	127,737,603	126,586,314	(1,151,289)
Revenue					
Other Local Revenue	111,716,957	120,455,136	125,704,862	125,704,862	0
Federal Assistance	4,533,433	55,000	0	0	0
State Assistance	874,426	881,452	881,452	881,452	0
Revenue Total	117,124,816	121,391,588	126,586,314	126,586,314	0
Net Fund Cost (NFC):	(1,738,197)	2,895,757	1,151,289	0	(1,151,289)
Allocated Positions (FTE)	338.6	352.6	352.6	350.6	(2.0)
Financial Indicators					
Salaries as % of Total Exp	72%	74%	75%	74%	
% Change in Total Exp		8%	3%	(1%)	
% Change in Total Rev		4%	4%	0%	
% Change in NFC		(267%)	(60%)	(100%)	
Compensation Information					
Permanent Salaries	33,084,435	37,497,693	39,618,332	38,943,585	(674,747)
Temporary Salaries	282,541	275,000	275,000	275,000	0
Permanent Overtime	10,753,444	9,646,160	10,815,395	10,815,395	0
Deferred Comp	20,510	29,580	25,000	25,000	0
Comp & SDI Recoveries	(336,348)	0	0	0	0
FICA/Medicare	647,870	710,710	725,898	718,322	(7,576)
Retirement Expense	22,219,271	24,863,020	26,601,809	26,267,568	(334,241)
Excess Retirement	52,108	53,000	80,000	80,000	0
Employee Group Insurance	5,176,419	5,983,500	5,944,842	5,877,626	(67,216)
Retiree Health Insurance	5,314,469	5,637,000	5,365,000	5,365,000	0
OPEB Pre-Pay	1,959,289	1,959,289	1,959,289	1,959,289	0
Unemployment Insurance	0	0	0	0	0
Workers Comp Insurance	4,429,902	5,004,440	3,769,678	3,702,169	(67,509)

Department Description

section, emergency medical services office, and administration functions section.

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

Contra Costa County FPD

Special District

Major Department Responsibilities

The Contra Costa County Fire Protection District (CCCFPD) is responsible for providing fire suppression responses to both structure and wildland fires; emergency medical services including paramedic responses, rescue responses, hazardous materials 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:		\$126,586,314
Financing:		126,586,314
Net Fund Cost:		0
Funding Sources:		
Property Taxes	89.5%	\$113,325,530
Charges for Svcs	6.2%	7,881,222
Intergovernmental	3.0%	3,779,562
Misc. Revenue	1.3%	1,600,000
FTE: 350.6		

**Contra Costa County FPD
Special District**

Contra Costa County Fire Protection District – EMS Transport Summary

CCCFPD EMS Transport Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	0	0	0	1,910,854	1,910,854
Services And Supplies	16,907,950	38,992,842	39,632,000	41,389,146	1,757,146
Other Charges	0	0	0	200,000	200,000
Expenditure Transfers	170,387	2,039,230	1,500,000	1,500,000	0
Expense Total	17,078,337	41,032,072	41,132,000	45,000,000	3,868,000
Revenue					
Other Local Revenue	17,365,282	40,745,128	45,000,000	45,000,000	0
Revenue Total	17,365,282	40,745,128	45,000,000	45,000,000	0
Net Fund Cost (NFC):	(286,944)	286,944	(3,868,000)	0	3,868,000
Allocated Positions (FTE)	0.0	0.0	0.0	7.0	7.0
Financial Indicators					
Salaries as % of Total Exp	0%	0%	0%	4%	
% Change in Total Exp		140%	0%	9%	
% Change in Total Rev		135%	10%	0%	
% Change in NFC		(200%)	(1,448%)	(100%)	
Compensation Information					
Permanent Salaries	0	0	0	1,077,364	1,077,364
Permanent Overtime	0	0	0	100,000	100,000
Deferred Comp	0	0	0	4,000	4,000
FICA/Medicare	0	0	0	15,190	15,190
Retirement Expense	0	0	0	445,300	445,300
Employee Group Insurance	0	0	0	162,000	162,000
Workers Comp Insurance	0	0	0	107,000	107,000

Description: 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, 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:		\$45,000,000
Financing:		45,000,000
Net Fund Cost:		0
Funding Sources:		
Cost Recovery	100.0%	\$45,000,000
FTE: 7.0		

Contra Costa County FPD Special District

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 (reported on the previous page) 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:		\$2,906,358
Financing:		60,400
Net Fund Cost:		2,845,958
Funding Sources:		
Fund Balance	97.9%	\$2,845,958
Developer Fees	2.1%	60,000
Use of Money	0.0%	400

CCCFPD Fire Developer Fee Fund

The CCCFPD Developer Fee includes funds collected during the building permit process in the unincorporated areas of the former CCCFPD (prior to the July 1994 consolidation). This fund no longer receives developer fees because it has been replaced by the CCCFPD New Development Fee Fund that was established in August 2006. Residual monies in this fund are intended to mitigate the new construction

service demands on District capital needs, and are primarily used for construction projects.

CCCFPD Developer Fee Fund		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$894
Financing:		0
Net Fund Cost:		894
Funding Sources:		
Fund Balance	100.0%	\$894

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.

Riverview Fire Developer Fee Fund		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$26,256
Financing:		0
Net Fund Cost:		26,256
Funding Sources:		
Fund Balance	100.0%	\$26,256

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.

Contra Costa County FPD *Special District*

Pittsburg Special Fund		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$863,656
Financing:		600
Net Fund Cost:		863,056
Funding Sources:		
Fund Balance	99.9%	\$863,056
Use of Money	0.1%	600

in excess of \$50 million over 18 years as the POB interest rate paid to the bondholders was significantly lower than the interest rate charged by the Retirement Association. This fund is created to pay the bondholders via the trustee.

CCCFPD POB Debt Service Fund		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$13,815,959
Financing:		13,815,959
Net Fund Cost:		0
Funding Sources:		
Reimbursements	100.0%	\$13,815,959

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.

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 New Development Fee Fund		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$252,163
Financing:		60,000
Net Fund Cost:		192,163
Funding Sources:		
Fund Balance	76.2%	\$192,163
Developer Fees	23.8%	60,000

CCCFPD Stabilization Fund		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$2,600,630
Financing:		2,600,630
Net Fund Cost:		0
Funding Sources:		
Transfers	100.0%	\$2,600,630

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

CAO's Recommendation

The FY 2017-18 Recommended Budget provides for the funding of 25 fire stations, including 26 fully functional engine/truck

Contra Costa County FPD

Special District

companies, one limited functionality squad, and 350.6 FTEs. The Recommended Budget includes negotiated and projected wage adjustments, benefit cost increases, building and grounds maintenance and repair projects, and capital and non-capital equipment replacement.

The District is primarily funded by property tax revenues. In FY 2016-17, the District experienced a 6.3% growth in secured property assessed valuation and a 5.9% growth in total assessed valuation. This represents the fourth 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 redevelopment agencies. Additionally, the City of Pittsburg resumed making RDA Successor Agency pass-through payments and repaid arrearages from the suspension of prior year payments.

The FY 2017-18 Recommended Budget anticipates a 6% growth in secured property assessed valuation and revenue from the continued winding down of the former redevelopment areas. 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 services in the City of San Pablo. These increases in revenue have allowed the District to re-staff some of the operational resources that were taken out of service during the Great Recession.

In FY 2017-18 employer retirement contribution rates will increase due largely to changes in demographic and economic actuarial assumptions adopted by the Contra Costa County Employees' Retirement Association (CCCERA) Board of Trustees. It's important to note this takes into account the decrease in CCCERAs assumed rate of investment return from 7.25% to 7.00% per annum.

This increase is compounded by the elimination of the 9% employee subvention of the employer cost towards retirement negotiated in the current contract with the District's largest labor group, the International Association of Firefighters (IAFF) Local 1230. In FY 2017-18, the District

will pay the full employer base rates for most of its employee groups.

The FY 2017-18 Recommended Budget is balanced and requires no use of fund balance. The District continues to meet its Board adopted policy to maintain a minimum reserve of 10% of general operating fund budgeted expenditures.

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). This new program appears to be financially sustainable based on the first year of operations. The FY 2017-18 Recommended Budget contemplates reallocating the funding for approximately 6.75 FTEs from the District's Operating Fund to the EMS Transport Fund. Of this amount 4.0 FTEs will be transferred from the Operating Fund to the EMS Transport Fund. The remaining 2.75 FTEs represent a portion of several positions that support the EMS Transport operation, but not in a full-time capacity. A portion of the costs for those personnel will be charged to the EMS Transport fund, but the positions will remain in the Operating Fund.

In addition to the position transfers described previously, the Recommended Budget includes the addition of 3.0 FTE new, dispatcher positions in the EMS Transport Fund. This makes the total FTE count in the EMS Transport Fund 7.0 FTE for FY 2017-18. In the Operating Fund, 2.0 FTE positions are proposed to be added, including one Departmental Media Relations Coordinator and Storekeeper.

It is important to note that the uncertainty associated with federal healthcare and tax reform makes it difficult to project financial impacts to the EMS Transport program. There is no doubt that such reforms, if passed and signed into law, will have a financial impact on EMS Transport reimbursements. This is primarily due to the majority of patients transported by the local EMS system being covered by Medicare or Medi-Cal. The County Administrator will work with the Fire Chief to monitor any legislative impacts to the EMS system during FY 2017-18.

Performance Measurement

During FY 2016-17 the District:

- Responded to approximately 65,500 incidents in calendar year (CY) 2016. This represents a 4.6% increase in call volume compared to CY 2015
- Implemented a standardized, more accurate system for capturing and reporting incident response data.
- Conducted 17,700 life safety inspections and plan reviews of new and existing buildings and fire/life safety systems for compliance with state and local fire and building codes during CY 2016. This represents an 11% increase compared to CY 2015.
- Repositioned and added internal resources to effectively manage, both operationally and financially, the emergency ambulance program and Alliance with AMR.
- Fully transitioned the dispatching of ambulance units to the District and reduced call processing time by an average of 51 seconds.
- Reopened Fire Station 87 in the City of Pittsburg.
- Re-staffed Engine 6 at Fire Station 6 in the City of Concord.
- Initiated the rebuilding of Fire Station 16 in the City of Lafayette.
- Developed 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.
- Acquired a 32' fire boat and established a Maritime Response Team to respond to fires, spills, rescues, and medical emergencies occurring within 30 miles of navigable waterways with multiple high value target hazards.
- Placed new heavy fire apparatus into service including four (4) Type I Fire Engines, two (2) Heavy Rescues, three (3) 105' Tractor-Drawn Ladder Trucks, one (1) 105' Straight Ladder Truck, one (1) Mobile Command Unit, and one (1) Bulldozer Transport.
- Continued to develop plans for fire station replacement/relocation.
- Using the updated Capital Improvement Plan, initiated work on new funding mechanisms such as development impact fees and creation of Community Facilities Districts in areas of new development.
- Entered into an agreement with the City of San Pablo to share the costs of building a new Fire Station 70.
- Conducted and completed Firefighter Recruit Academy 50.
- Continued 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.
- Conducted a comprehensive energy usage assessment and entered into an energy services contract and equipment lease-purchase agreement to implement long term energy conservation measures, including the installation of solar panels at three different sites.
- Completed a comprehensive study of the District's fleet services division.
- Continued to pursue grant funding opportunities as they became available.

Contra Costa County FPD

Special District

Administrative and Program Goals

During FY 2017-18, the District will:

- Continue to reposition and add internal resources to effectively manage, both operationally and financially, the emergency ambulance program.
- Add new dispatcher positions to increase efficiency with single point call processing, dispatching, and resource tracking.
- Complete the rebuilding of Fire Station 16 in the City of Lafayette.
- Initiate construction work on a new Fire Station 70 in the City of San Pablo.
- Develop long term funding plan for fire station construction projects.
- Complete District-wide energy infrastructure upgrade.
- Begin deploying fire personnel at the hazmat specialist to hazardous materials incidents.
- Continue periodic replacement of capital equipment, such as heavy fire apparatus and support equipment.
- Continue much needed facility and grounds maintenance projects, such as painting, roofing, and asphalt repair.
- Pursue new funding mechanisms such as development impact fees and creation of Community Facilities Districts in areas of new development.
- Hire and conduct Firefighter Recruit Academy 51.
- 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.

Contra Costa County FPD
Special District

FY 2017-18
Program Modification List

Order	Reference to Mand/Disc List	Program Name	Service	FTE	Net Fund Cost Impact	Impact
1	N/A	Operations	Support Services	1.0	85,405	Adds one (1) Storekeeper position.
2	N/A	Operations	Public Information	1.0	139,150	Adds one (1) Departmental Community and Media Relations Coordinator position.
3	N/A	Operations	EMS	(4.0)	(759,965)	Transfer one (1) Assistant Fire Chief and three (3) Fire District Dispatchers to the EMS Transport Fund.
4	N/A	Operations	EMS	0	(615,879)	Allocate oversight and support services costs from the Operating Fund to the EMS Transport Fund.
			Total Operating Fund	(2.0)	(\$1,151,289)	
5	N/A	EMS Transport Fund	EMS Transport	7.0	1,910,854	Transfer one (1) Assistant Fire Chief and three (3) Fire District Dispatchers, adding (3) new Fire District Dispatcher positions and allocating overhead costs from the Operating Fund to the EMS Transport Fund.
6	N/A	EMS Transport Fund	EMS Transport	0.0	1,957,146	Increased expenditure appropriations for EMS Transport services and supply costs.
			Total EMS Transport Fund	7.0	3,868,000	

Contra Costa County FPD
Special District

Crockett-Carquinez FPD
Special District

Jerry Littleton, Jr., Fire Chief

Crockett-Carquinez FPD Operating Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	181,802	264,013	252,601	252,601	0
Services And Supplies	213,533	319,529	211,950	211,950	0
Other Charges	128,376	129,741	131,420	131,420	0
Fixed Assets	0	380,875	0	0	0
Expense Total	523,712	1,094,158	595,971	595,971	0
Revenue					
Other Local Revenue	568,570	622,021	592,471	592,471	0
Federal Assistance	90,561	0	0	0	0
State Assistance	3,576	3,500	3,500	3,500	0
Revenue Total	662,707	625,521	595,971	595,971	0
Net Fund Cost (NFC):	(138,995)	468,637	0	0	0
Financial Indicators					
Salaries as % of Total Exp	35%	24%	42%	42%	
% Change in Total Exp		109%	(46%)	0%	
% Change in Total Rev		(6%)	(5%)	0%	
% Change in NCC		(437%)	(100%)	0%	
Compensation Information					
Permanent Salaries	37,599	37,000	40,000	40,000	0
Temporary Salaries	125,385	202,440	193,451	193,451	0
FICA/Medicare	13,312	18,324	13,500	13,500	0
Retirement Expense	343	300	350	350	0
Employee Group Insurance	3,271	3,300	3,300	3,300	0
Unemployment Insurance	600	720	650	650	0
Workers Comp Insurance	1,293	1,929	1,350	1,350	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.

Crockett-Carquinez FPD

Special District

Crockett-Carquinez FPD Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$595,971
Financing:		595,971
Net Fund Cost:		0
Funding Sources:		
Property Taxes	87.1%	\$519,071
Other Revenues	10.5%	62,500
Charges for Svcs	2.4%	14,400

CAO's Recommendation

The FY 2017-18 Recommended Budget reflects a decrease of \$498,187 in expenditures, which is primarily composed of fund balance appropriated in FY 2016-17. Recommended revenue reflects a decrease of \$47,613 to account for one-time grant reimbursements approved for FY 2016-17 being removed from the FY 2017-18 Recommended Budget. Revenue does include an estimated increase of 5% in *ad valorem* property taxes. The Recommended Budget does not include the use of fund balance to balance the budget.

Performance Measurement

- Crockett-Carquinez FPD has continued to recruit Paid-on-Call firefighters during FY 2016-17 and now has a roster of 48 personnel.
- The District took receipt of a new Model 34e Type III, 1,000 Gallon per minute fire engine in FY 2016-17
- The District provided mutual aid services to fight wildfires throughout Northern California in FY 2016-17

Administrative and Program Goals

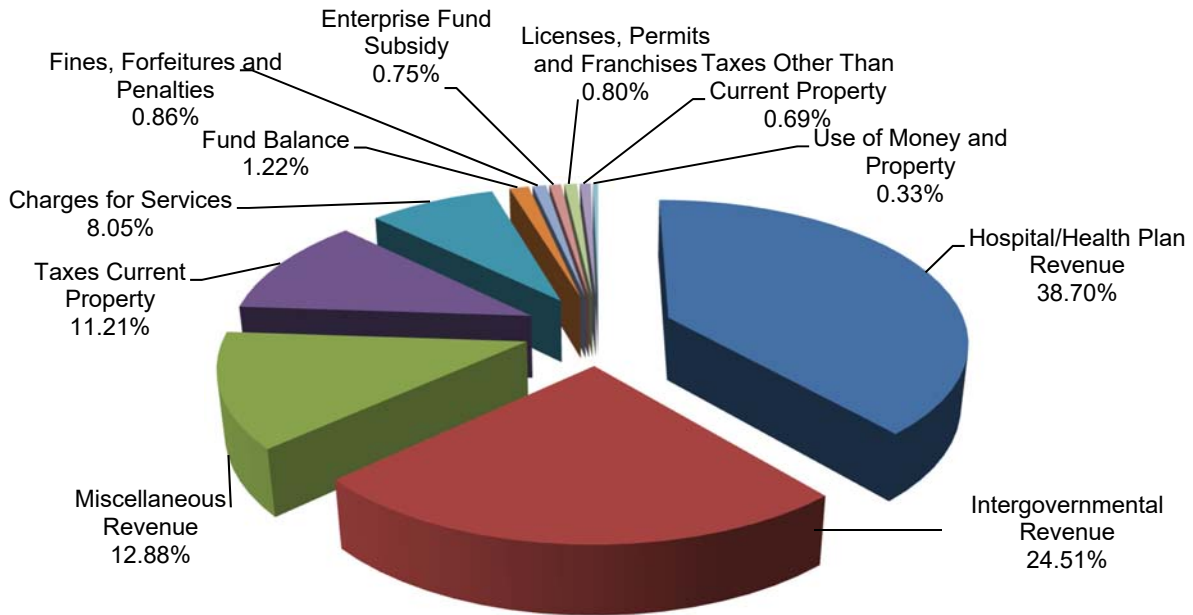
- Continue recruiting Paid-on-Call personnel.
- Continue pursuing donations and grants to help supplement funding for apparatus and equipment needs.
- Upgrade technical rescue capabilities and place rescue truck in service.

County of Contra Costa
Summary Information



ALL COUNTY FUNDS

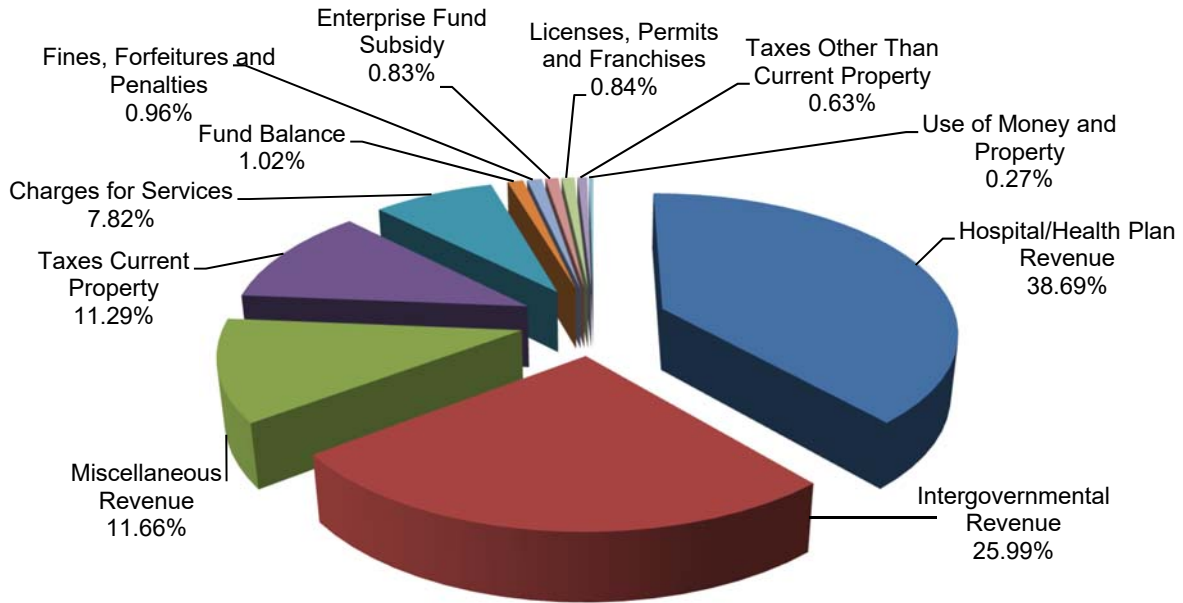
**FY 2017-2018
Recommended Sources**



Source of Funds	Recommended FY 2017-18	Percent of Total
Hospital/Health Plan Revenue	1,346,287,620	38.70%
Intergovernmental Revenue	852,710,558	24.51%
Miscellaneous Revenue	448,145,547	12.88%
Taxes Current Property	389,961,012	11.21%
Charges for Services	279,972,106	8.05%
Fund Balance (net)	42,517,973	1.22%
Fines, Forfeitures and Penalties	29,993,267	0.86%
Enterprise Fund Subsidy	26,111,050	0.75%
Licenses, Permits and Franchises	27,954,629	0.80%
Taxes Other Than Current Property	23,934,396	0.69%
Use of Money and Property	11,590,563	0.33%
TOTAL RECOMMENDED SOURCES	3,479,178,721	100.00%

ALL COUNTY FUNDS

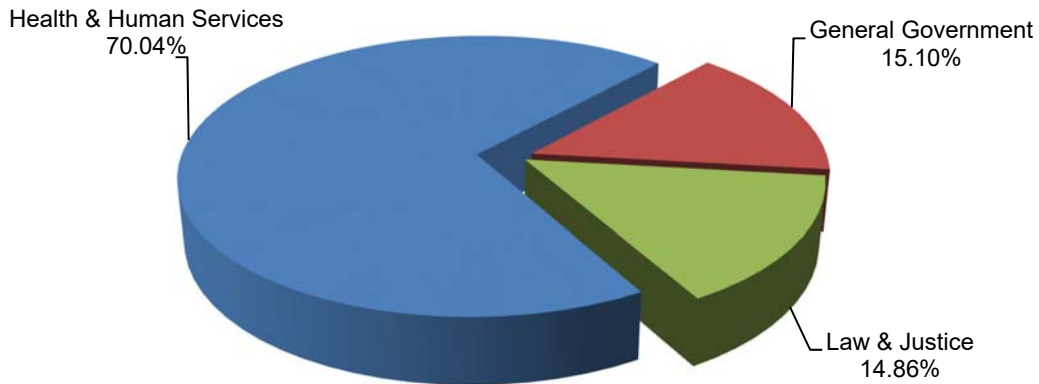
FY 2016-2017
Recommended Sources



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 2017-2018
Recommended Requirements**



Use of Funds	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	Recommended FY 2017-18	Percent of Total
Health & Human Svcs	1,814,331,830	2,073,229,822	2,174,954,651	2,277,193,206	2,436,708,707	70.04%
General Government	392,632,377	386,117,058	394,386,687	553,126,567	525,474,600	15.10%
Law & Justice	407,002,697	439,367,080	440,829,538	507,929,519	516,995,414	14.86%
Total Requirements	2,613,966,904	2,898,713,960	3,010,170,876	3,338,249,292	3,479,178,721	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

	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2017-18 Recommended	2017-18 Change
General Government	215,551,802	224,878,679	305,402,208	285,968,650	(19,433,557)
Health & Human Services	719,049,012	736,546,003	791,531,918	851,553,131	60,021,214
Law & Justice	372,109,078	373,668,995	409,455,055	422,491,483	13,036,428
Subtotal General Fund	1,306,709,891	1,335,093,678	1,506,389,180	1,560,013,264	53,624,084
County Law Enfrgmt-Cap Proj Fund	109,211	336	2,467,599	2,420,833	(46,766)
Ellinwood Cap Proj Fund	250	0	0	0	0
Recorder Modernization Fund	1,930,566	1,937,382	10,494,455	11,049,972	555,517
Court/Clerk Automation Fund	0	0	78	0	(78)
Fish and Game Fund	59,550	51,794	509,602	175,000	(334,602)
Land Development Fund	2,613,515	2,862,290	2,627,500	2,857,500	230,000
Criminalistics Lab Fund	4	4	136,342	136,342	0
Survey Monument Preservation Fund	119,945	68,893	709,590	697,990	(11,600)
Crim Justice Facility Construct Fund	1,250,644	1,320,651	1,215,400	1,216,000	600
Courthouse Construct Fund	1,361,981	1,266,862	1,014,300	1,014,300	0
Road Fund	45,724,273	47,222,586	45,315,142	47,884,128	2,568,986
Transportation Improvement Fund	6,659,250	2,273,272	2,003,365	2,843,500	840,135
Drainage Area 9 Fund	433	172	261,341	264,591	3,250
Private Activity Bond Fund	1,400,207	1,345,860	1,495,000	1,112,682	(382,318)
Affordable Housing Spec Rev Fund	564,242	(215,110)	650,000	650,000	0
Navy Trans Mitigation Fund	128,783	175,006	5,585,265	5,468,138	(117,127)
Tosco/Solano Trns Mitig Fund	18,061	36,315	51,000	12,000	(39,000)
Child Development Fund	22,577,362	23,475,991	26,057,821	27,826,056	1,768,235
HUD NSP Fund	230,325	1,969	1,826,789	1,011,000	(815,789)
Used Oil Recycling Grant Fund	41,349	24,822	160,000	150,000	(10,000)
Conservation & Development Fund	23,165,686	22,736,210	31,611,877	32,932,115	1,320,238
CDD/PWD Joint Review Fee Fund	309,094	387,261	1,294,671	640,000	(654,671)
Drainage Deficiency Fund	106	90	2,269,016	2,325,904	56,888
Public Works Fund	6,541	856,164	7,045,456	4,826,860	(2,218,596)
DA Consumer Protection Fund	458,867	342,560	4,574,525	4,374,525	(200,000)
Domestic Violence Victim Asst Fund	139,000	125,000	164,953	120,000	(44,953)
Dispute Resolution Program Fund	237,578	241,920	440,235	180,000	(260,235)
Zero Tolerance- Domestic Violence Fund	456,395	427,943	1,039,237	564,652	(474,585)
DA Revenue Narcotics Fund	190,119	68,791	574,387	438,433	(135,954)
DA Environment/OSHA Fund	500,568	262,997	2,378,183	2,178,183	(200,000)
DA Forfeiture-Fed-DOJ Fund	124,274	49,010	256,638	237,536	(19,102)
Walden Green Maintenance Fund	39,769	51,631	739,063	350,000	(389,063)
R/Estate Fraud Prosecution Fund	1,582,350	836,155	1,080,634	960,813	(119,821)

ALL COUNTY FUNDS
Total Requirements Summary (continued)

	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2017-18 Recommended	2017-18 Change
CCC Dept Child Support Svcs Fund	18,835,155	18,483,654	18,776,074	18,769,093	(6,981)
Emergency Med Svcs Fund	1,776,137	2,230,070	2,115,249	1,692,403	(422,846)
AB75 Tobacco Tax Fund	0	0	50	0	(50)
Traffic Safety Fund	13,781	35,357	373,418	223,418	(150,000)
Public Protection-Spec Rev Fund	708,721	1,248,810	3,084,049	3,817,057	733,008
Sheriff Nar Forfeit-ST/Local Fund	124,310	324	232,032	127,932	(104,100)
Sheriff Forfeit-Fed-DoJ Fund	4	4	509,906	490,010	(19,896)
Sup Law Enforcement Svcs Fund	6,790,849	7,174,840	8,228,509	8,825,020	596,511
Sheriff Forfeit-Fed Treasury Fund	4	4	253,723	101,100	(152,623)
PROP 63 MH Svcs Fund	35,549,561	39,602,717	43,114,746	51,574,743	8,459,997
Prisoners Welfare Fund	1,345,624	1,413,438	2,500,051	1,474,160	(1,025,891)
Comm Coll Child Dev Fund	264,289	37,471	0	0	0
Probation Officers Special Fund	88,776	68,666	250,110	112,000	(138,110)
Automated Sys Development Fund	200,000	200,000	200,000	200,000	0
Property Tax Admin Fund	136,224	0	2,945,012	2,945,012	0
Cnty Local Rev Fund	133,619,681	139,323,158	155,184,759	165,204,853	10,020,094
Obscene Matter-Minors Fund	0	0	380	200	(180)
IHSS Public Authority Fund	2,013,705	2,199,617	2,389,532	2,215,659	(173,873)
DNA Identification Fund	359,232	259,461	568,931	300,000	(268,931)
Comm Corr Performance Inctv Fund	3,508,816	2,553,910	3,748,949	4,501,857	752,908
NO Rich Wst&Rcvy Miti Fee Fund	496,620	1,146,301	847,871	847,871	0
L/M HSG Asset Fd-LMI Fund	231,832	251,973	8,200,000	10,702,000	2,502,000
Bailey Rd Mntc Surcharge Fund	95,933	187,833	2,420,828	2,184,663	(236,165)
Home Invstmt Prtnrshp Act Fund	82,156	424,068	300,115	300,000	(115)
County Library Fund	25,054,898	25,686,306	35,988,506	31,213,454	(4,775,052)
Casey Library Gift Fund	4,230	103	253,948	500	(253,448)
Hercul/Rodeo Crock A Of B	4,615	7,253	53,000	25,100	(27,900)
West County Area Of Benef	40,632	54,540	30,100	30,100	0
North Richmond Aob	22,156	59,608	40,500	600,500	560,000
Martinez Area Of Benefit	306,712	229,808	850,500	10,500	(840,000)
Briones Area Of Benefit	4	79	20,100	5,100	(15,000)
Central Co Area/Benefit	890,949	557,467	121,000	66,000	(55,000)
So Wal Crk Area Of Benef	2,585	2,647	10,100	5,100	(5,000)
Alamo Area Of Benefit	2,350,247	(112,642)	110,000	5,200	(104,800)
South Co Area Of Benefit	(67,981)	258,842	510,500	367,700	(142,800)
Marsh Crk Area Of Benefit	2,653	0	0	0	0
East County Area Of Benef	765,029	1,932,390	620,000	1,245,825	625,825
Bethel Isl Area Of Benef	109,050	53,419	10,500	5,500	(5,000)

County Summary Information

ALL COUNTY FUNDS Total Requirements Summary (continued)

	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2017-18 Recommended	2017-18 Change
County Childrens Fund	134,249	146,897	403,673	185,000	(218,673)
Animal Benefit Fund	163,440	195,700	1,084,427	300,000	(784,427)
CO-Wide Gang and Drug Fund	113,155	150,831	1,279,268	1,310,268	31,000
Livable Communities Fund	0	0	811,000	1,782,830	971,830
ARRA HUD Bldg Insp NPP Fund	655,229	671,921	1,208,984	805,700	(403,284)
Retirement UAAL Bond Fund	35,411,394	36,914,526	41,569,983	40,116,401	(1,453,582)
Ret Litgtn Stlmt Dbt Svc Fund	2,759,911	2,759,911	2,759,911	2,759,911	0
Family Law Ctr-Debt Svc Fund	326,181	177,053	2,129,142	0	(2,129,142)
Central Identify Bureau Fund	1,737,763	2,145,247	4,922,630	3,697,630	(1,225,000)
SPRW Fund	404,977	597,004	4,690,193	4,520,201	(169,992)
RD Dvlpmnt Discovery Bay Fund	121,417	206,772	250,500	165,300	(85,200)
Road Imprvmt Fee Fund	1,145,396	968,294	3,701,000	2,201,000	(1,500,000)
Rd Devlpmnt Rich/EI Sobrt	30,936	73,026	100,500	160,500	60,000
Road Development Bay Point	39,066	216,244	125,400	54,000	(71,400)
Rd Devlpmnt Pacheco Area	72,453	33,932	20,400	5,400	(15,000)
Airport Enterprise Fund	4,437,398	4,516,248	6,800,725	5,710,134	(1,090,591)
Sheriff Law Enf Training Fund	1,431,191	1,559,241	1,840,659	1,281,323	(559,337)
Childcare Enterprise Fund	0	0	74,089	74,089	0
Hospital Enterprise Fund	518,527,338	530,668,055	548,463,622	621,250,524	72,786,902
HMO Enterprise Fund	579,312,119	644,148,971	666,062,024	680,094,504	14,032,480
HMO Enterprise -Comm Plan Fund	86,207,304	84,057,318	77,678,750	70,953,642	(6,725,108)
Major Risk Med Insurance Fund	420,649	150	800,000	100,000	(700,000)
Fleet Internal Service Fund	10,825,015	11,063,530	14,170,719	14,528,415	357,696
Subtotal Non-General Fund	1,592,004,068	1,675,077,198	1,831,860,111	1,919,165,456	87,305,344
Total Requirements - All County Funds	2,898,713,960	3,010,170,876	3,338,249,292	3,479,178,721	140,929,429

**ALL COUNTY FUNDS
Summary**

	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2017-18 Recommended	2017-18 Change
SOURCES					
Taxes Current Property	334,326,701	359,627,607	369,431,168	389,961,012	20,529,844
Taxes Other Than Cur Prop	25,098,376	29,128,303	20,564,405	23,934,396	3,369,991
License/Permit/Franchises	28,497,758	29,604,318	27,434,311	27,954,629	520,318
Fines/Forfeits/Penalties	34,349,167	33,583,042	31,485,742	29,993,267	(1,492,475)
Use Of Money & Property	8,930,582	11,196,391	8,930,427	11,590,563	2,660,136
Intergovernmental Revenue	784,318,127	780,169,632	841,316,089	852,710,558	11,394,469
Charges For Services	245,354,154	241,038,161	255,850,345	279,972,106	24,121,761
Miscellaneous Revenue	330,250,651	338,796,787	383,921,711	448,145,547	64,223,836
Hospital/Hlth Plan Enterprise Funds	1,210,286,902	1,262,863,238	1,265,841,321	1,346,287,620	80,446,299
Enterprise Fund Subsidy	23,513,433	27,308,055	27,163,075	26,111,050	(1,052,025)
Total Revenue	3,024,925,852	3,113,315,534	3,231,938,594	3,436,660,748	204,722,154
Fund Balance (net)	(126,211,893)	(103,144,659)	106,310,698	42,517,973	341,221,248
TOTAL SOURCES	2,898,713,960	3,010,170,876	3,338,249,292	3,479,178,721	545,943,402
REQUIREMENTS					
Salaries And Benefits	1,137,970,044	1,161,216,160	1,273,845,744	1,352,470,354	78,624,610
Services And Supplies	1,264,196,747	1,373,715,422	1,439,536,117	1,458,969,497	19,433,380
Other Charges	350,921,851	325,381,533	395,220,635	413,845,916	18,625,280
Fixed Assets	17,987,613	15,528,914	50,592,277	72,395,718	21,803,441
Expenditure Transfers	127,637,704	134,328,846	169,689,184	171,497,236	1,808,053
Provisions For Contingencies	0	0	9,365,335	10,000,000	634,665
TOTAL REQUIREMENTS	2,898,713,960	3,010,170,876	3,338,249,292	3,479,178,721	140,929,429
Allocated Positions (FTE)	8,918	9,415	9,490	9,485	(4)

County Summary Information

ALL COUNTY AND DISTRICTS MAJOR FUNDS

Major Fund: CONTRA COSTA FIRE

Summary

	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2017-18 Recommended	2017-18 Change
SOURCES					
Taxes Current Property	96,634,199	103,177,488	106,475,840	113,325,530	6,849,690
Taxes Other Than Cur Prop	(486,007)	(608,284)	0	0	0
License/Permit/Franchises	0	0	0	0	0
Fines/Forfeits/Penalties	0	0	0	0	0
Use Of Money & Property	14,265	1,578	800	1,000	200
Intergovernmental Revenue	5,010,370	6,650,002	5,238,526	3,779,562	(1,458,964)
Charges For Services	6,070,052	22,155,795	50,442,350	53,001,222	2,558,872
Miscellaneous Revenue	2,937,477	5,858,266	2,703,495	4,200,630	1,497,135
Total Revenue	110,180,356	137,234,845	164,861,011	174,307,944	9,446,933
Fund Balance	0	0	6,904,769	3,928,327	(2,976,442)
TOTAL SOURCES	106,233,169	132,752,292	180,997,235	178,236,271	10,180,018
REQUIREMENTS					
Salaries And Benefits	77,850,799	83,603,910	100,820,986	98,540,437	(2,280,549)
Services And Supplies	7,946,790	25,151,865	50,210,930	52,315,896	2,104,966
Other Charges	3,716,248	4,385,630	4,328,763	4,851,583	522,820
Fixed Assets	1,388,222	456,884	4,320,828	3,645,414	(675,414)
Expenditure Transfers	15,331,109	19,154,002	21,315,728	18,882,941	(2,432,787)
Provisions For Contingencies	0	0	0	0	0
TOTAL REQUIREMENTS	106,233,169	132,752,292	180,997,235	178,236,271	(2,760,964)
Allocated Positions (FTE)	332	339	353	358	5

ALL COUNTY AND DISTRICTS MAJOR FUNDS

Major Fund: HMO ENTERPRISE FUND

Summary

	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Recommended	2017-18 Change
SOURCES					
External Health Plan Revenue	603,041,887	660,635,586	666,062,024	680,094,504	14,032,480
Total Revenue	603,041,887	660,635,586	666,062,024	680,094,504	14,032,480
Fund Balance	(23,729,769)	(16,486,615)	0	(0)	28,064,960
TOTAL SOURCES	579,312,119	644,148,971	666,062,024	680,094,504	42,097,440
REQUIREMENTS					
Salaries and Benefits	18,780,179	20,455,022	27,100,487	27,748,363	647,876
Services and Supplies	509,476,813	593,040,325	563,818,577	572,431,903	8,613,326
Other Charges	51,055,127	30,653,624	75,142,960	79,914,238	4,771,278
TOTAL REQUIREMENTS	579,312,119	644,148,971	666,062,024	680,094,504	14,032,480
Allocated Positions (FTE)	156	185	194	194	0

County Summary Information

ALL COUNTY AND DISTRICT MAJOR FUNDS

Major Fund: HOSPITAL ENTERPRISE FUND

Summary

	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Recommended	2017-18 Change
SOURCES					
Medicare Patient Services	37,562,742	37,794,007	41,032,646	41,949,648	917,002
Medi-Cal Patient Services	266,510,738	237,144,915	223,026,240	254,476,993	31,450,753
HLth Plan Patient Svcs	117,727,590	147,123,200	142,935,270	160,491,853	17,556,583
Private Pay Patient Svcs	9,427,108	10,812,657	10,029,089	10,224,190	195,101
Interdept Patient Svcs	4,732,226	6,194,582	5,547,471	6,747,385	1,199,914
Other Hospital Revenues	53,942,185	51,257,846	67,179,942	89,642,045	22,462,103
Charges To Gen Fund Units	24,643,856	27,729,425	25,446,652	26,442,008	995,356
External Health Plan Revenue	6,453,097	6,437,774	5,887,519	6,356,386	468,867
Enterprise Fund Subsidy	19,777,145	23,071,767	23,426,787	22,374,762	(1,052,025)
Major Risk Med Ins Revenue	0	0	0	0	0
Schools Funds Revenue	2,532,440	2,545,254	3,952,006	2,545,254	(1,406,752)
Total Revenue	543,309,127	550,111,427	548,463,622	621,250,524	72,786,902
Fund Balance	(24,781,789)	(19,443,371)	0	0	145,573,804
TOTAL SOURCES	518,527,338	530,668,055	548,463,622	621,250,524	218,360,706
REQUIREMENTS					
Salaries And Benefits	333,503,125	341,857,787	351,236,887	374,314,697	23,077,810
Services And Supplies	184,802,775	188,470,257	177,248,145	194,692,378	17,444,233
Other Charges	221,438	340,011	11,029,590	12,429,289	1,399,699
Fixed Assets	(0)	0	8,949,000	39,814,160	30,865,160
TOTAL REQUIREMENTS	518,527,338	530,668,055	548,463,622	621,250,524	72,786,902
Allocated Positions (FTE)	2,184	2,494	2,475	2,475	(0)

ALL COUNTY AND DISTRICT MAJOR FUNDS

ALL NON-MAJOR FUNDS

Summary

	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Recommended	2017-18 Change
SOURCES					
Other Hospital Revenues	1,440,488	2,389,272	1,296,773	2,387,583	1,090,810
External Health Plan Revenue	81,851,257	72,798,790	72,645,689	64,829,771	(7,815,918)
Enterprise Fund Subsidy	3,736,288	4,236,288	3,736,288	3,736,288	0
Major Risk Med Ins Revenue	421,287	(69)	800,000	100,000	(700,000)
Taxes Current Property	23,125,352	24,874,766	25,640,168	27,106,012	1,465,844
Taxes Other Than Cur Prop	(111,882)	(138,671)	(118,595)	(145,604)	(27,009)
License/Permit/Franchises	14,875,118	16,461,871	16,605,813	17,135,162	529,349
Fines/Forfeits/Penalties	6,405,089	5,976,433	5,272,988	5,350,088	77,100
Use Of Money & Property	5,161,438	5,423,569	5,670,983	6,307,918	636,935
Intergovernmental Revenue	267,430,589	264,424,578	296,466,817	305,954,360	9,487,543
Charges For Services	24,999,631	20,926,536	26,290,249	26,574,914	284,665
Miscellaneous Revenue	83,362,847	77,006,038	99,806,893	113,465,963	13,659,070
Total Revenue	512,697,503	494,379,401	554,114,066	572,802,455	18,688,389
Fund Balance (net)	(18,532,892)	5,880,771	63,220,399	45,017,972	14,744,017
TOTAL SOURCES	494,164,611	500,260,171	617,334,465	617,820,428	33,432,406
REQUIREMENTS					
Salaries And Benefits	66,645,283	67,480,102	79,344,791	80,876,836	1,532,045
Services And Supplies	137,541,490	137,354,510	180,785,974	167,585,725	(13,200,249)
Other Charges	68,913,541	66,567,797	78,123,658	77,436,327	(687,331)
Fixed Assets	639,990	1,058,400	8,687,271	6,280,568	(2,406,703)
Expenditure Transfers	220,424,306	227,799,363	270,392,771	285,640,971	15,248,200
TOTAL REQUIREMENTS	494,164,611	500,260,171	617,334,465	617,820,428	485,962
Allocated Positions (FTE)	674	695	709	726	17

County Summary Information

ALL COUNTY AND DISTRICTS MAJOR FUNDS

Major Fund: GENERAL FUND - All Functional Groups

Summary

	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Recommended	2017-18 Change
SOURCES					
Taxes Current Property	311,201,349	334,752,841	343,791,000	362,855,000	19,064,000
Taxes Other Than Cur Prop	25,210,259	29,266,974	20,683,000	24,080,000	3,397,000
License/Permit/Franchises	13,622,640	13,142,447	10,828,498	10,819,467	(9,031)
Fines/Forfeits/Penalties	27,944,078	27,606,609	26,212,754	24,643,179	(1,569,575)
Use Of Money & Property	3,769,144	5,772,823	3,259,444	5,282,645	2,023,201
Intergovernmental Revenue	516,887,537	515,745,054	544,849,272	546,756,197	1,906,926
Charges For Services	220,354,523	220,111,624	229,560,096	253,397,192	23,837,096
Miscellaneous Revenue	246,887,804	261,790,749	284,114,818	334,679,584	50,564,766
Total Revenue	1,365,877,334	1,408,189,121	1,463,298,882	1,562,513,264	99,214,383
Fund Balance	(59,167,443)	(73,095,444)	43,090,299	(2,500,000)	152,838,467
TOTAL SOURCES	1,306,709,891	1,335,093,678	1,506,389,180	1,560,013,265	252,052,850
REQUIREMENTS					
Salaries And Benefits	719,041,457	731,423,249	816,163,579	869,530,457	53,366,878
Services And Supplies	432,375,669	454,850,330	517,683,421	524,259,491	6,576,070
Other Charges	230,731,745	227,820,101	230,924,427	244,066,061	13,141,634
Fixed Assets	17,347,623	14,470,514	32,956,006	26,300,990	(6,655,016)
Expenditure Transfers	(92,786,602)	(93,470,517)	(100,703,588)	(114,143,735)	(13,440,148)
Provisions For Contingencies	0	0	9,365,335	10,000,000	634,665
TOTAL REQUIREMENTS	1,306,709,891	1,335,093,678	1,506,389,180	1,560,013,265	53,624,084
Allocated Positions (FTE)	5,905	6,041	6,112	6,090	(21)

ALL COUNTY AND DISTRICTS MAJOR FUNDS

Major Fund: GENERAL FUND - *General Government Functional Group*

Summary

	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Recommended	2017-18 Change
SOURCES					
Taxes Current Property	311,201,349	334,752,841	343,791,000	362,855,000	19,064,000
Taxes Other Than Cur Prop	25,210,259	29,266,974	20,683,000	24,080,000	3,397,000
License/Permit/Franchises	11,642,700	10,879,071	8,898,998	8,988,967	89,969
Fines/Forfeits/Penalties	23,828,476	23,592,655	23,037,667	21,030,850	(2,006,817)
Use Of Money & Property	3,293,796	5,298,228	2,736,351	4,982,261	2,245,910
Intergovernmental Revenue	29,075,023	21,292,951	24,270,380	28,051,193	3,780,813
Charges For Services	86,760,923	87,905,181	89,743,032	94,394,532	4,651,500
Miscellaneous Revenue	54,482,474	61,218,976	59,453,686	60,341,600	887,914
Total Revenue	545,494,997	574,206,878	572,614,113	604,724,402	32,110,289
Fund Balance	(329,943,195)	(349,328,198)	(267,211,905)	(318,755,752)	12,676,732
TOTAL SOURCES	215,551,802	224,878,679	305,402,208	285,968,650	44,787,021
REQUIREMENTS					
Salaries And Benefits	118,486,206	120,553,309	143,896,791	151,638,281	7,741,491
Services And Supplies	126,650,940	136,343,722	178,717,737	152,431,839	(26,285,898)
Other Charges	46,132,385	43,190,232	43,084,619	50,714,784	7,630,165
Fixed Assets	10,336,621	11,785,759	23,428,365	19,021,545	(4,406,820)
Expenditure Transfers	(86,054,351)	(86,994,342)	(93,090,639)	(97,837,799)	(4,747,160)
Provisions For Contingencies	0	0	9,365,335	10,000,000	634,665
TOTAL REQUIREMENTS	215,551,802	224,878,679	305,402,208	285,968,650	(19,433,557)
Allocated Positions (FTE)	1,059	1,067	1,080	1,108	27

County Summary Information

ALL COUNTY AND DISTRICTS MAJOR FUNDS

Major Fund: GENERAL FUND - Health & Human Services Functional Group

Summary

	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Recommended	2017-18 Change
SOURCES					
License/Permit/Franchises	421,939	401,274	171,000	171,000	0
Fines/Forfeits/Penalties	732,768	788,928	473,555	1,093,377	619,822
Use Of Money & Property	475,349	474,594	523,093	300,384	(222,709)
Intergovernmental Revenue	385,439,725	393,806,131	414,999,114	411,768,028	(3,231,086)
Charges For Services	85,828,283	86,866,811	95,869,235	113,206,087	17,336,852
Miscellaneous Revenue	138,853,072	148,505,630	160,845,030	207,917,503	47,072,473
Total Revenue	611,751,136	630,843,368	672,881,027	734,456,379	61,575,352
Fund Balance	107,297,876	105,702,635	118,650,891	117,096,753	121,596,565
TOTAL SOURCES	719,049,012	736,546,003	791,531,918	851,553,132	183,171,917
REQUIREMENTS					
Salaries And Benefits	306,784,214	312,614,795	355,287,852	377,025,921	21,738,069
Services And Supplies	260,280,102	270,573,636	280,675,051	322,431,590	41,756,539
Other Charges	157,126,960	159,077,973	160,985,561	167,842,143	6,856,582
Fixed Assets	1,402,924	1,018,308	1,322,029	1,015,000	(307,029)
Expenditure Transfers	(6,545,188)	(6,738,710)	(6,738,575)	(16,761,523)	(10,022,948)
TOTAL REQUIREMENTS	719,049,012	736,546,003	791,531,918	851,553,132	60,021,214
Allocated Positions (FTE)	3,090	3,209	3,231	3,172	(58)

ALL COUNTY AND DISTRICTS MAJOR FUNDS

Major Fund: GENERAL FUND - *Law & Justice Functional Group*

Summary

	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Recommended	2017-18 Change
SOURCES					
License/Permit/Franchises	1,558,002	1,862,102	1,758,500	1,659,500	(99,000)
Fines/Forfeits/Penalties	3,382,834	3,225,026	2,701,532	2,518,952	(182,580)
Intergovernmental Revenue	102,372,790	100,645,972	105,579,778	106,936,977	1,357,199
Charges For Services	47,765,317	45,339,633	43,947,830	45,796,574	1,848,744
Miscellaneous Revenue	53,552,259	52,066,144	63,816,102	66,420,481	2,604,379
Total Revenue	208,631,201	203,138,876	217,803,742	223,332,484	5,528,742
Fund Balance	163,477,877	170,530,120	191,651,313	199,158,999	18,565,170
TOTAL SOURCES	372,109,078	373,668,995	409,455,055	422,491,483	24,093,912
REQUIREMENTS					
Salaries And Benefits	293,771,037	298,255,146	316,978,936	340,866,255	23,887,319
Services And Supplies	45,444,626	47,932,972	58,290,634	49,396,063	(8,894,571)
Other Charges	27,472,399	25,551,896	26,854,247	25,509,134	(1,345,113)
Fixed Assets	5,608,078	1,666,446	8,205,612	6,264,445	(1,941,167)
Expenditure Transfers	(187,063)	262,536	(874,374)	455,586	1,329,960
TOTAL REQUIREMENTS	372,109,078	373,668,995	409,455,055	422,491,483	13,036,428
Allocated Positions (FTE)	1,756	1,766	1,800	1,810	10

County Summary Information

GENERAL FUND

Summary of Expenditures and Revenues With Compensation Information

General Fund	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Change
Expense					
Salaries And Benefits	731,423,249	816,163,579	868,739,778	869,530,457	790,679
Services And Supplies	454,850,330	517,683,421	523,614,525	524,259,491	644,966
Other Charges	227,820,101	230,924,427	236,474,061	244,066,061	7,592,000
Fixed Assets	14,470,514	32,956,006	26,300,990	26,300,990	0
Provisions For Contingencies	0	9,365,335	10,000,000	10,000,000	0
Expenditure Transfers	(93,470,517)	(100,703,588)	(112,981,293)	(114,143,735)	(1,162,442)
Expense Total	1,335,093,678	1,506,389,180	1,552,148,062	1,560,013,264	7,865,203
Revenue					
Other Local Revenue	838,431,083	859,736,440	938,918,047	941,156,293	2,238,246
Federal Assistance	250,332,668	267,815,317	282,299,051	282,299,051	0
State Assistance	319,425,370	335,747,125	338,598,559	339,057,920	459,361
Revenue Total	1,408,189,121	1,463,298,882	1,559,815,657	1,562,513,264	2,697,607
Net County Cost (NCC):	(73,095,444)	43,090,299	(7,667,596)	(2,500,000)	5,167,596
Allocated Positions (FTE)	6,041.0	6,111.5	6,125.9	6,090.3	(35.6)
Financial Indicators					
Salaries as % of Total Exp	55%	54%	56%	56%	
% Change in Total Exp		13%	3%	1%	
% Change in Total Rev		4%	7%	0%	
% Change in NCC		(159%)	(118%)	(67%)	
Compensation Information					
Permanent Salaries	377,159,070	437,741,747	470,901,211	470,516,905	(384,306)
Temporary Salaries	19,673,260	11,754,514	10,087,190	10,087,190	0
Permanent Overtime	20,731,554	15,180,799	14,871,907	14,871,907	0
Deferred Comp	2,660,341	3,906,340	4,780,186	4,671,757	(108,429)
Hourly Physician Salaries	79,886	90,556	159,586	159,586	0
Perm Physicians Salaries	2,532,822	2,924,799	3,280,750	3,280,750	0
Perm Physicians Addl Duty Pay	9,012	300,354	25,953	25,953	0
Comp & SDI Recoveries	(2,082,793)	(1,359,593)	(1,412,225)	(1,412,225)	0
FICA/Medicare	24,658,334	27,725,761	30,679,271	30,530,463	(148,808)
Ret Expense-Pre 97 Retirees	1,892,996	2,094,130	2,076,620	2,074,940	(1,680)
Retirement Expense	168,424,232	183,190,091	197,583,323	199,152,959	1,569,636
Excess Retirement	173,350	170,705	170,705	170,705	0
Employee Group Insurance	54,221,929	71,369,273	71,708,135	71,554,435	(153,700)
Retiree Health Insurance	30,005,890	30,440,053	30,774,380	30,774,380	0
OPEB Pre-Pay	13,842,468	13,734,353	13,807,986	13,807,986	0
Unemployment Insurance	1,243,104	1,214,535	979,182	988,010	8,828
Workers Comp Insurance	16,299,718	15,836,672	18,265,620	18,274,758	9,138
Labor Received/Provided	(101,923)	(151,509)	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 2017-18 is \$435,035,000 or 28% of the County’s total General Fund estimated revenue. The following table compares the recommendation for distribution of General Purpose Revenue among Departments to the previous year’s recommendation.

Changes in Overall Share of General Purpose Revenue

	2016-17 Recommended	Share of Total	2017-18 Recommended	Share of Total
Agriculture-Weights/Measures	2,206,000	0.5%	2,206,000	0.5%
Animal Services	4,249,000	1.0%	4,249,000	1.0%
Assessor	16,000,000	3.9%	16,000,000	3.7%
Auditor-Controller	3,761,000	0.9%	4,028,000	0.9%
Board Of Supervisors	7,000,000	1.7%	7,000,000	1.6%
Capital Improvements	16,500,000	4.0%	16,500,000	3.8%
Central Support Services:	6,843,000	1.7%	6,843,000	1.6%
Clerk-Recorder Elections	5,250,000	1.3%	5,000,000	1.1%
Conflict Defense Services	3,750,000	0.9%	5,250,000	1.2%
Conservation & Development	285,000	0.1%	785,000	0.2%
Contingency Reserve	10,750,000	2.6%	10,000,000	2.3%
County Administrator	5,755,000	1.4%	7,060,000	1.6%
County Counsel	3,000,000	0.7%	3,000,000	0.7%
Crockett-Rodeo Revenues	560,000	0.1%	560,000	0.1%
Dept Of Information Technology:	95,000	0.0%	95,000	0.0%
District Attorney	16,750,000	4.1%	19,550,000	4.5%
Employee/Retiree Benefits	5,500,000	1.3%	5,500,000	1.3%
Employment & Human Services	23,658,000	5.8%	22,658,000	5.2%
Health Services	95,000,000	23.2%	95,000,000	21.8%
Human Resources	3,204,000	0.8%	3,204,000	0.7%
Justice System Development/Planning	2,540,000	0.6%	2,790,000	0.6%
Probation	42,500,000	10.4%	46,300,000	10.6%
Public Defender	20,808,000	5.1%	22,500,000	5.2%
Public Works	18,367,000	4.5%	26,917,000	6.2%
Sheriff-Coroner	81,000,000	19.8%	87,350,000	20.1%
Superior Court Related Functions	10,500,000	2.6%	11,170,000	2.6%
Treasurer-Tax Collector	2,403,000	0.6%	2,403,000	0.6%
Veterans Service	995,000	0.2%	1,117,000	0.3%
	409,229,000	100.0%	435,035,000	100.0%

County Summary Information

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 2017-18 Recommended Budget funds the Baseline Budget and an additional net of \$5.2 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 503.

Comparison of Share between Recommended Budget and Baseline Request

	2017-18 Baseline	Share of Total	2017-18 Recommended	Share of Total
Agriculture-Weights/Measures	2,980,445	0.7%	2,206,000	0.5%
Animal Services	4,249,000	1.0%	4,249,000	1.0%
Assessor	16,792,572	3.9%	16,000,000	3.7%
Auditor-Controller	3,761,000	0.9%	4,028,000	0.9%
Board Of Supervisors	7,000,000	1.6%	7,000,000	1.6%
Capital Improvements	16,500,000	3.8%	16,500,000	3.8%
Central Support Services	6,922,103	1.6%	6,843,000	1.6%
Clerk-Recorder Elections	5,000,000	1.2%	5,000,000	1.1%
Conflict Defense Services	5,250,000	1.2%	5,250,000	1.2%
Conservation & Development	785,000	0.2%	785,000	0.2%
Contingency Reserve	10,000,000	2.3%	10,000,000	2.3%
County Administrator	7,124,073	1.7%	7,060,000	1.6%
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	19,550,000	4.5%	19,550,000	4.5%
Employee/Retiree Benefits	4,500,000	1.0%	5,500,000	1.3%
Employment & Human Services	29,519,753	6.9%	22,658,000	5.2%
Health Services	95,000,000	22.1%	95,000,000	21.8%
Human Resources	3,204,000	0.7%	3,204,000	0.7%
Justice System Development/Planning	2,790,000	0.6%	2,790,000	0.6%
Probation	44,840,242	10.4%	46,300,000	10.6%
Public Defender	22,636,540	5.3%	22,500,000	5.2%
Public Works	18,369,275	4.3%	26,917,000	6.2%
Sheriff-Coroner	84,748,401	19.7%	87,350,000	20.1%
Superior Court Related Functions	11,170,000	2.6%	11,170,000	2.6%
Treasurer-Tax Collector	2,403,000	0.6%	2,403,000	0.6%
Veterans Service	1,117,000	0.3%	1,117,000	0.3%
	429,867,404 ¹	100.0%	435,035,000	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 45.

GENERAL PURPOSE REVENUE

As shown below, the majority of General Purpose Revenue is allocated to a handful of County Departments/Program areas; in fact 81.1% 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

	2017-18 Baseline	Share of Total	2017-18 Recommended	Share of Total	
Health Services	95,000,000	22.1%	95,000,000	21.8%	} 81.1%
Sheriff-Coroner	84,748,401	19.7%	87,350,000	20.1%	
Probation	44,840,242	10.4%	46,300,000	10.6%	
Public Works	18,369,275	4.3%	26,917,000	6.2%	
Employment & Human Services	29,519,753	6.9%	22,658,000	5.2%	
Public Defender	22,636,540	5.3%	22,500,000	5.2%	
District Attorney	19,550,000	4.5%	19,550,000	4.5%	
Capital Improvements	16,500,000	3.8%	16,500,000	3.8%	
Assessor	16,792,572	3.9%	16,000,000	3.7%	
Superior Court Related Functions	11,170,000	2.6%	11,170,000	2.6%	} 18.9%
Contingency Reserve	10,000,000	2.3%	10,000,000	2.3%	
County Administrator	7,124,073	1.7%	7,060,000	1.6%	
Board Of Supervisors	7,000,000	1.6%	7,000,000	1.6%	
Central Support Services	6,922,103	1.6%	6,843,000	1.6%	
Employee/Retiree Benefits	4,500,000	1.0%	5,500,000	1.3%	
Conflict Defense Services	5,250,000	1.2%	5,250,000	1.2%	
Clerk-Recorder Elections	5,000,000	1.2%	5,000,000	1.1%	
Animal Services	4,249,000	1.0%	4,249,000	1.0%	
Auditor-Controller	3,761,000	0.9%	4,028,000	0.9%	
Human Resources	3,204,000	0.7%	3,204,000	0.7%	
County Counsel	3,000,000	0.7%	3,000,000	0.7%	
Justice System Dev/Planning	2,790,000	0.6%	2,790,000	0.6%	
Treasurer-Tax Collector	2,403,000	0.6%	2,403,000	0.6%	
Agriculture-Weights/Measures	2,980,445	0.7%	2,206,000	0.5%	
Veterans Service	1,117,000	0.3%	1,117,000	0.3%	
Conservation & Development	785,000	0.2%	785,000	0.2%	
Crockett-Rodeo Revenues	560,000	0.1%	560,000	0.1%	
Dept Of Information Technology	95,000	0.0%	95,000	0.0%	
	429,867,404 ¹	100.0%	435,035,000	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 45.

County Summary Information

ALL FUNDS

Appropriations By Department

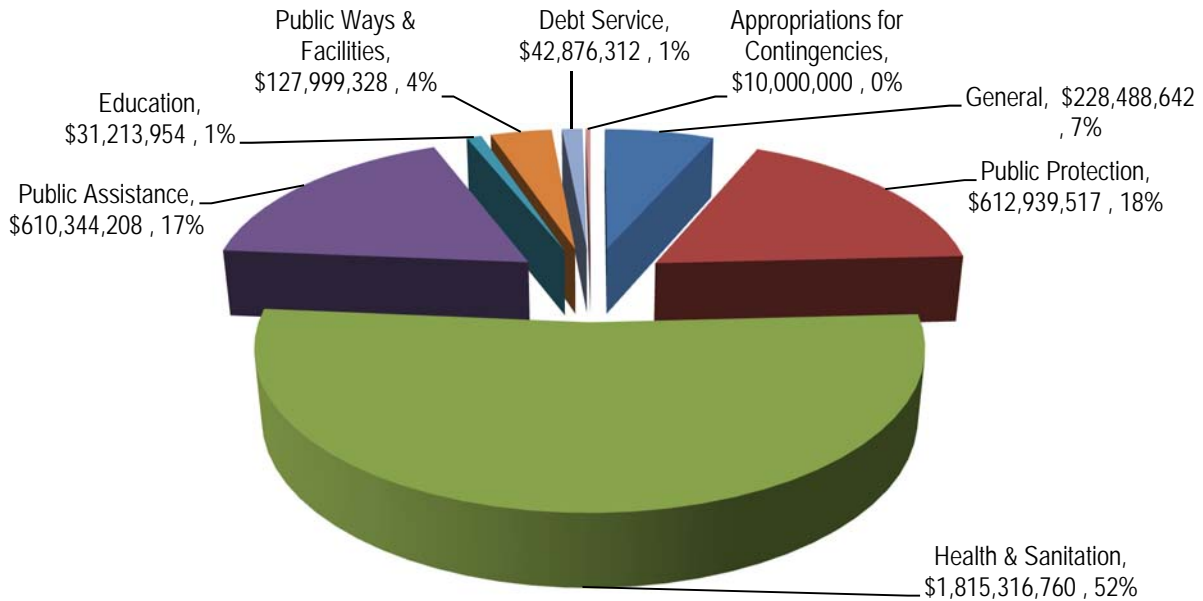
The following table shows total appropriations by Department regardless of the funding source. Please note that several Departments – such as the Library and Child Support Services – do not appear in the preceding charts because they do not receive any General Purpose Revenue.

	2017-18 Baseline	2017-18 Recommended	Difference
County Departments			
Agriculture-Weights/Measures	6,729,114	5,980,092	(749,022)
Animal Services	12,366,364	12,366,364	0
Assessor	21,207,684	20,415,112	(792,572)
Auditor-Controller	9,828,218	10,095,218	267,000
Board Of Supervisors	8,319,450	8,319,450	0
Capital Improvements	18,730,300	18,730,300	0
Child Support Services	18,769,093	18,769,093	0
Clerk-Recorder Elections	23,739,788	23,739,788	0
Central Support Services:	12,843,195	12,938,912	95,717
Conservation & Development	67,619,275	67,619,275	0
Contingency Reserve	10,000,000	10,000,000	0
County Administrator	16,200,823	16,136,750	(64,073)
County Counsel	7,684,898	7,684,898	0
Conflict Defense Services	5,250,000	5,250,000	0
Crockett-Rodeo Revenues	560,000	560,000	0
Department Of Information Technology	9,242,224	9,242,224	0
District Attorney	50,081,063	50,332,886	251,823
Debt Services	42,876,312	42,876,312	0
Employee/Retiree Benefits	4,500,000	5,500,000	1,000,000
Employment & Human Services	476,453,440	470,536,473	(5,916,967)
Health Services	1,838,934,688	1,838,934,688	0
Human Resources	11,205,175	11,625,668	420,493
Justice System Development/Planning	11,649,956	11,649,956	0
Library	31,213,954	31,213,954	0
Probation	84,786,141	86,242,963	1,456,822
Public Defender	24,704,101	24,891,974	187,873
Public Safety Realignment	165,204,853	165,204,853	0
Public Works	207,291,232	216,281,514	8,990,282
Sheriff-Coroner	247,809,727	250,872,731	3,063,004
Superior Court Related Functions	18,373,249	18,373,249	0
Treasurer-Tax Collector	5,391,980	5,391,980	0
Veterans Service	1,402,043	1,402,043	0
Total County	3,470,968,340	3,479,178,721	8,210,380
Special Districts			
Ccc Fire Protection District	148,203,519	147,052,230	(1,151,289)
CCCFPD EMS Transport Fund	41,132,000	45,000,000	3,868,000
Crockett/Carquinez Fire	595,971	595,971	0
Special Districts (Other Than Fire)	161,507,008	161,507,008	0
Appropriations Grand Total	3,822,406,838	3,833,333,930	10,927,091

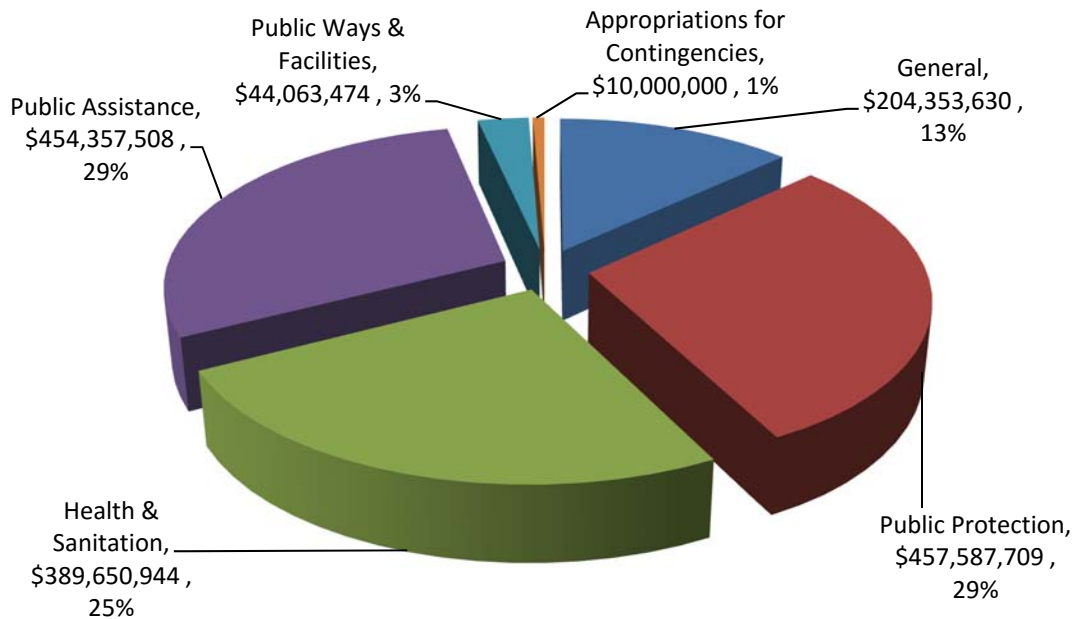
APPROPRIATIONS BY STATE FUNCTION CODE

Many Departments provide more than one area of service. The charts below categorize total County Appropriations by State Function Code.

ALL FUNDS: \$3.48 Billion



GENERAL FUND: \$1.56 Billion



County Summary Information

ALL COUNTY FUNDS

Position Summary

The table below provides FTE positions for all funds for two prior years (2014-15 and 2015-16 Actuals), current year (2016-17 Budget), Projected Year (2017-18 Baseline), and for the 2017-18 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. Auditor-Controller has an increase of 2 FTEs, Employment and Human Services has a net decrease of 67 (increase of 9 FTE in Social Work & Support and the elimination of 76 vacant/unfunded positions), Human Resources 3 FTE, Probation 10 FTEs, Public Defender 1 FTE, Public Works 20 FTEs, Sheriff-Coroner 13 FTEs, Contra Costa County Fire Protection District decrease of 2, CCC Fire Protection District Transport increase of 7 FTEs.

	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2017-18 Baseline	2017-18 Recommended	Net Change
County Departments						
Agriculture-Weights/Measures	46	41	41	44	44	0
Animal Services	84	84	84	85	85	0
Assessor	122	122	122	122	122	0
Auditor-Controller	56	57	57	58	60	2
Board Of Supervisors	31	31	31	31	31	0
Central Support Services	42	43	44	44	44	0
Child Support Services	171	171	171	171	171	0
Clerk-Recorder Elections	83	84	83	83	83	0
Conservation & Development	161	167	170	170	170	0
County Administrator	32	33	34	34	34	0
County Counsel	49	50	50	50	50	0
Dpt of Information Technology	76	78	79	79	79	0
District Attorney	187	201	206	206	206	0
Employ't & Human Services	2,192	2,234	2,234	2,076	2,009	-67
Health Services	3,341	3,767	3,778	3,944	3,944	0
Human Resources	46	47	48	48	51	3
Justice System Dev/Planning	3	3	3	3	3	0
Library	178	180	194	194	194	0
Probation	347	351	357	357	367	10
Public Defender	100	106	109	109	110	1
Public Works	494	500	508	508	528	20
Sheriff-Coroner	1,046	1,032	1,050	1,050	1,063	13
Treasurer-Tax Collector	28	28	30	30	30	0
Veterans Service	8	9	10	10	10	0
Total County FTE	8,923	9,415	9,490	9,503	9,485	-18
Special Districts						
CCC Fire District-Consolidated	332	339	353	353	351	-2
CCCYPD Ems Transport Fund	0	0	0	0	7	7
Special Districts (Other Than Fire)	17	18	16	16	16	0
All Funds FTE	9,272	9,772	9,858	9,872	9,859	-13

GENERAL FUND

Position Summary

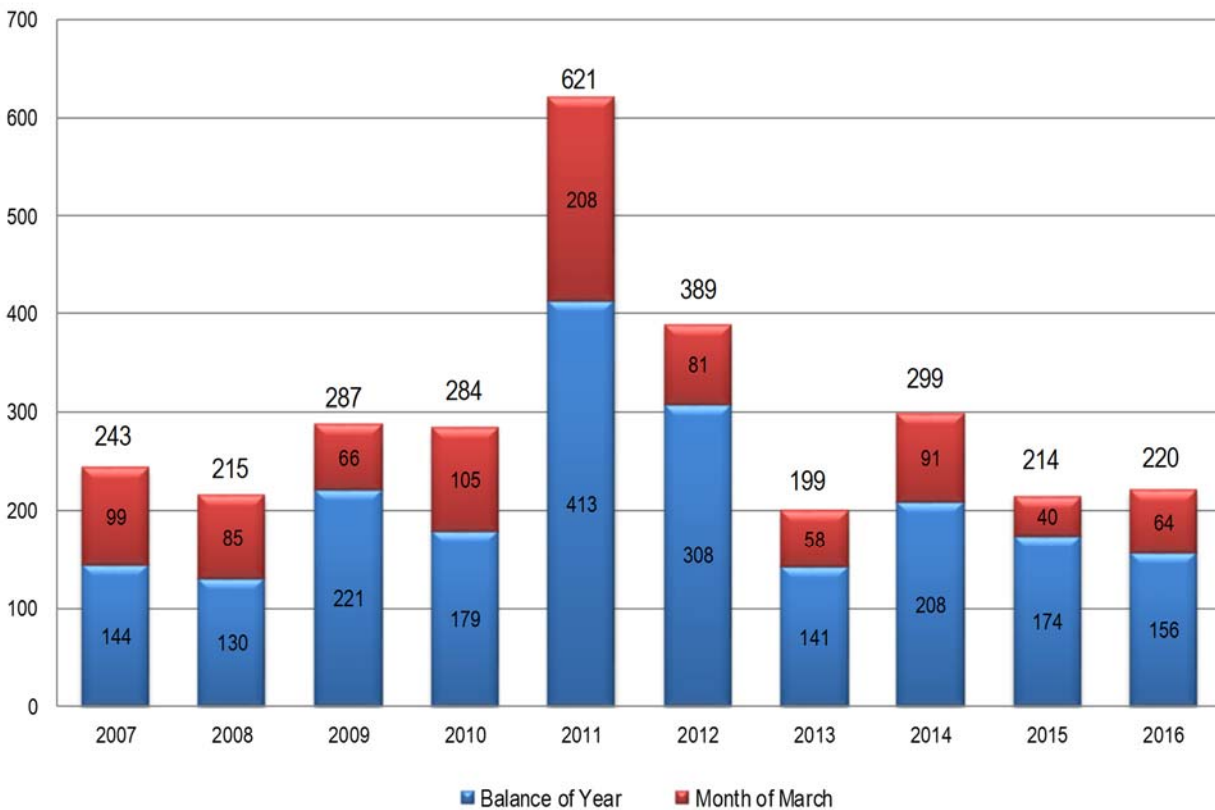
The table below provides FTE positions for the General Fund for two prior years (2014-15 and 2015-16 Actuals), current year (2016-17 Budget), Projected Year (2017-18 Baseline), and for the 2017-18 Recommended Budget. These figures are independently rounded by Department.

	<u>2014-15 Actuals</u>	<u>2015-16 Actuals</u>	<u>2016-17 Budget</u>	<u>2017-18 Baseline</u>	<u>2017-18 Recommended</u>	<u>Net Change</u>
General Fund Departments						
Agriculture-Weights/Measures	46	41	41	44	44	0
Animal Services	84	84	84	85	85	0
Assessor	122	122	122	122	122	0
Auditor-Controller	56	57	57	58	60	2
Board Of Supervisors	31	31	31	31	31	0
Central Support Services	42	43	44	44	44	0
Clerk-Recorder Elections	71	73	72	72	72	0
Conservation & Development	2	1	2	2	2	0
County Administrator	32	33	34	34	34	0
County Counsel	49	50	50	50	50	0
Dept Of Information Techn	76	78	79	79	79	0
District Attorney	187	201	206	206	206	0
Employment & Human Srvc	2,082	2,112	2,112	1,955	1,888	-67
Health Services	1,001	1,088	1,109	1,275	1,275	0
Human Resources	46	47	48	48	51	3
Justice System Dev/Planning	3	3	3	3	3	0
Probation	347	351	357	357	367	10
Public Defender	100	106	109	109	110	1
Public Works	460	465	473	473	490	17
Sheriff-Coroner	1,036	1,022	1,042	1,042	1,040	-2
Treasurer-Tax Collector	28	28	30	30	30	0
Veterans Service	8	9	10	10	10	0
Total General Fund FTEs	5,909	6,041	6,112	6,126	6,090	-36

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 ten 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 2007-2016

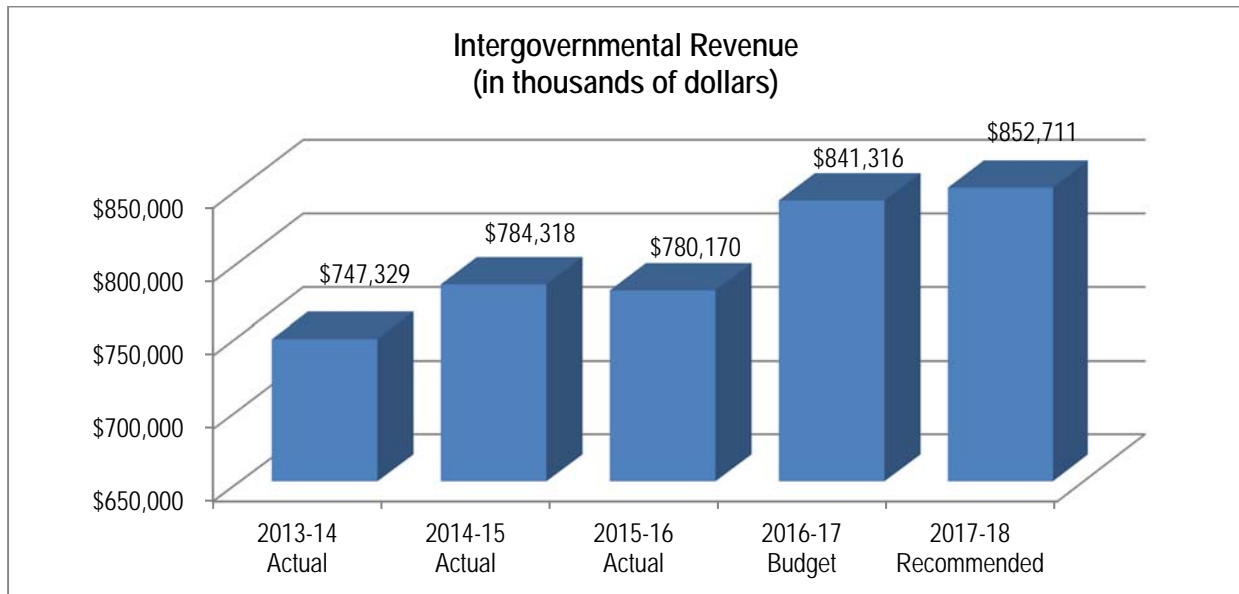


ALL COUNTY FUNDS

Discussion of Major Revenue Sources:

Intergovernmental Revenue: \$852.7 Million/24.8% 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 (\$218.0 million): Contra Costa’s total Realignment-Sales Tax revenue is budgeted at \$218.0 million, 76% 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 \$7.3 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 2017-18. In FY 2017-18, Contra Costa County’s share of community corrections base allocation will be increased; however while our “Base” is increasing in FY 2017-18 over FY 2016-17, 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 2017-18, based on current estimates in the Governor’s January Proposed Budget.

ALL COUNTY FUNDS

Discussion of Major Revenue Sources

Intergovernmental Revenue *(continued)*

Federal Aid (\$209.0 million): The County is projecting to receive federal aid for a variety of programs in FY 2017-18. The largest source provides support for CalWorks and CalFresh in the Employment and Human Services Department (\$83.2 million), which is distributed based in part on caseload, program allocation and time studies. Some of the other programs are: adoptions (\$6.8 million), child boarding homes (\$12.2 million), community services administration (\$27.3 million), employment and training (\$8.7 million), family maintenance (\$10.0 million), highway construction monies (\$8.4 million), and HUD Block Grants (\$13.1 million).

State Aid Public Safety Services (\$80.5 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 decrease in FY 2017-18 due to a decrease in the County's pro-rata share of Proposition 172 statewide sales tax receipts. The decrease over the current year budgeted figures is small (\$697,000).

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 \$7.3 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 2017-18. Contra Costa's total Realignment – Mental Health is budgeted at \$27.7 million for FY 2017-18. 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.

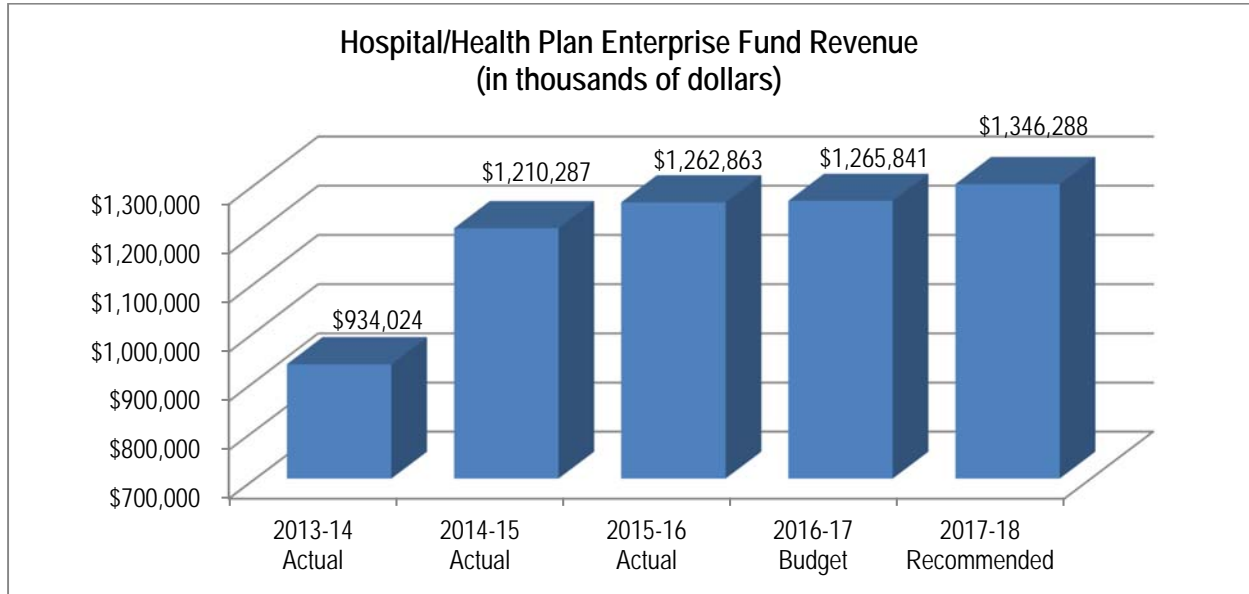
Title IV-D Revenues (\$18.8 million): Child Support Services is projecting to receive just under \$19 million in federal funds in FY 2017-18. This is a federal funding source and is projected by the Child Support Services Department based upon performance and current year expenses, due mainly to flat expenditures; projected revenue growth is flat as well.

ALL COUNTY FUNDS

Discussion of Major Revenue Sources

Hospital/Health Plan Revenue: \$1.3 Billion/39.17% 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 (\$680.1 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 (\$254.5 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 (\$160.5 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 (\$59.9 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 (\$41.9 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.

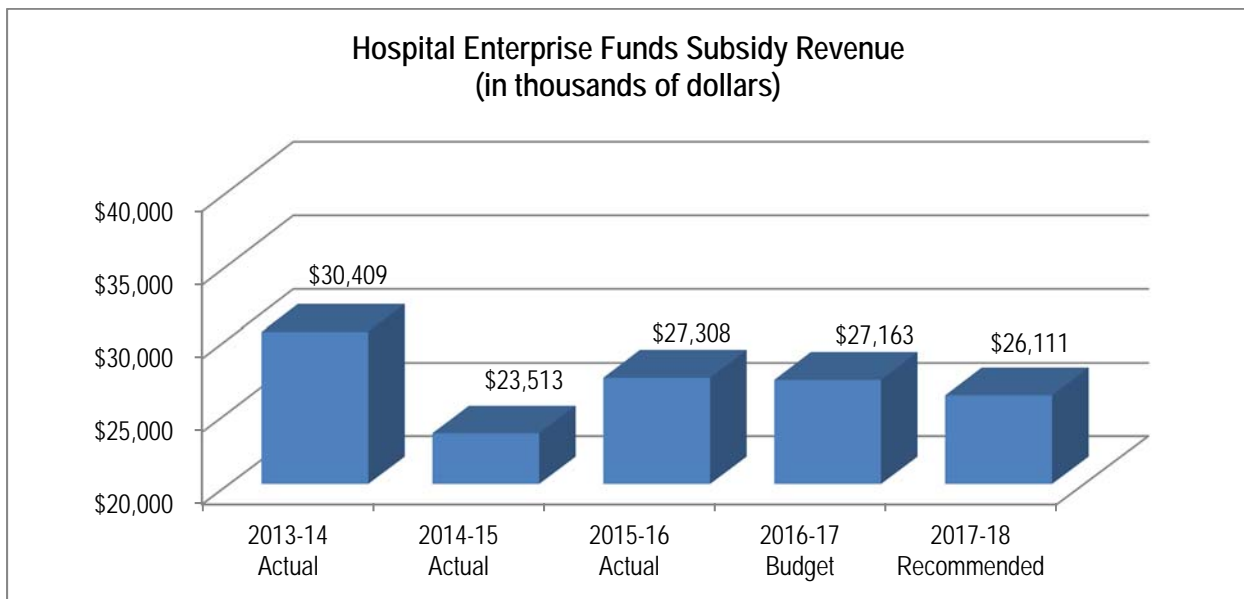
Medicare Outpatient services are paid by APC (Ambulatory Payment Classification) codes. Each code is assigned a value by CMS (Centers for Medicare and Medicaid Services) and these codes are adjusted by locality. The APC codes are determined by the CPT (Current Procedural Terminology) code billed for 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: \$26.1 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 occurred with the Hospital/Health Plan based on full implementation of the Affordable Care Act (ACA). These changes had a significant impact on County operations and how these functions are financed.



Hospital Subsidy (\$22.4 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 2018-19. The temporary subsidy reduction in FY 2014-15 was due to the recognition of start-up revenues related to the Affordable Care Act.

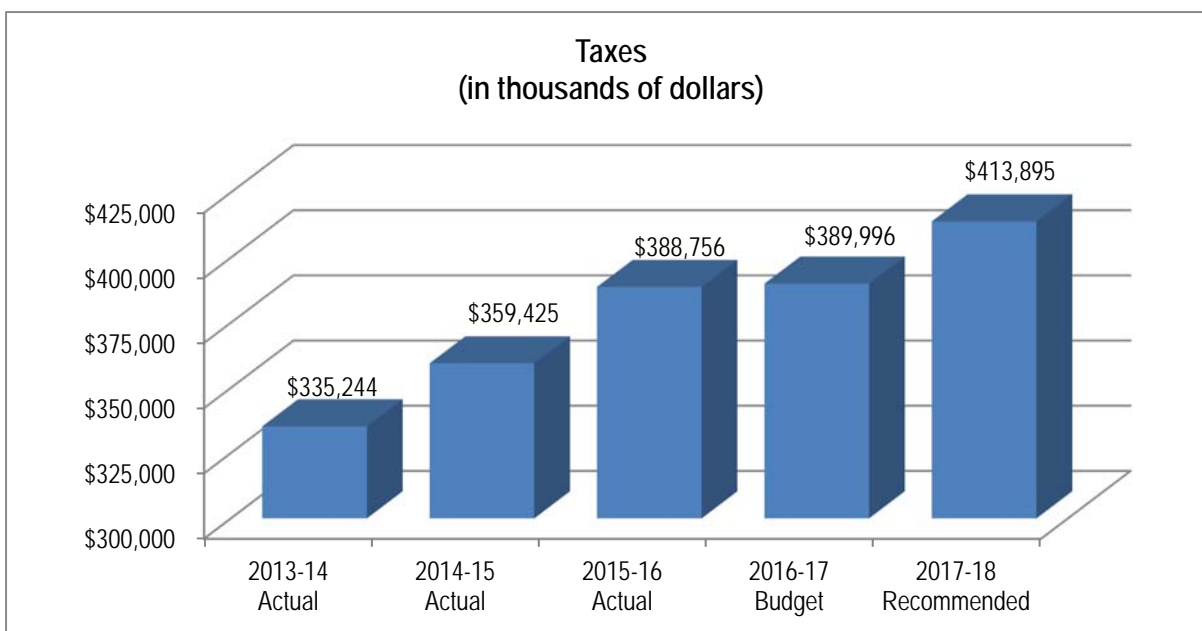
Health Plan Subsidy (\$3.7 million): Historically, the County General Fund has provided a general fund subsidy to the County health plan (Enterprise Fund III). These revenues are allocated from projected property tax revenues and are set as a fixed dollar amount. The allocation was reduced significantly in FY 2010-11, but has been relatively stable since.

ALL COUNTY FUNDS

Discussion of Major Revenue Sources

Taxes: \$413.9 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 (\$244.1 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 5.0% 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 (\$122.7 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 5.0% growth in VLF for FY 2017-18 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".

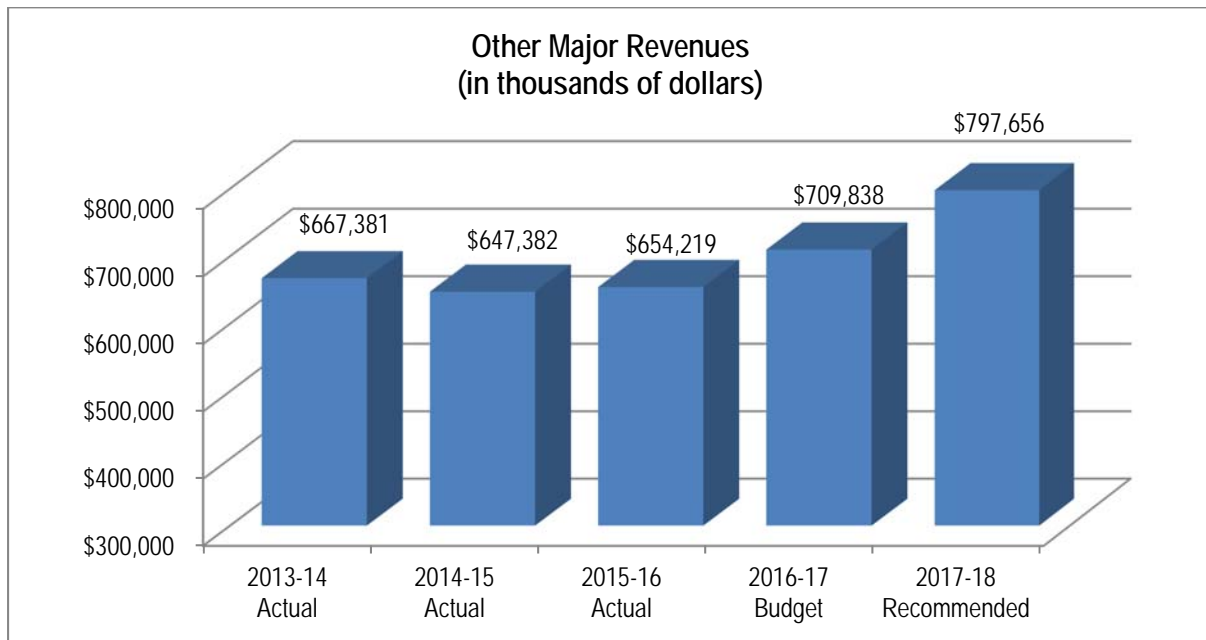
The Governor's FY 2014-15 state budget included a supplemental payment of \$1.6 billion to allow the 2004 Economic Recovery Bonds to be paid off earlier than originally planned. Based on our review of historical annual Triple Flip reconciliations, all past takeaways have been properly trued up and no 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 2017-18 Recommended Budget includes no growth over the current budget in net sales taxes.

ALL COUNTY FUNDS

Discussion of Major Revenue Sources

Other Major Revenues: \$797.7 Million/23.2% 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 (\$28.0 million): The majority of the County’s revenues in this category come from construction permits (\$13.7 million), franchises (\$8.9 million), animal licenses (\$1.6 million), and landfill surcharges (\$1.8 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 (\$30.0 million): The majority of the County’s fines are from general fines (\$4.3 million), miscellaneous penalties (\$2.7 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 (\$20 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 (\$11.6 million): These revenues are generated from monies earned on cash deposits, bonds and other investments. They include amortization of premiums and discounts on debt securities and interest income on leases. Investment earnings on bank deposits and other forms of investment include interest, dividends and change in the fair value of investments. The largest revenues in this category are \$5.2 million from earnings on investments, \$3.7 million from aviation operations/rent and concessions from the Buchanan Airport, and \$1.7 million from rent on real estate and office space. 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 (\$280.0 million): Eleven of the 77 revenue sources in this category account for over 76% of the revenue. The largest is Medi-Cal for mental health services (\$82.3 million), which is projected based upon trend as well as State contract. Contract law enforcement services accounts for \$24.5 million and are based upon current contracts to cover projected actual expenditures. Building maintenance services costs account for \$39.0 million, \$5.1 for city contracts for animal services, and \$11.2 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 \$16.5 million from health inspection fees, \$9.2 million in recording fees, \$7.5 million in assessment collections, \$7.9 million from planning and engineering services, \$5.3 for communication services, and \$5.3 million for processing/inspection fees in FY 2017-18. These revenue projections are based upon recent County trends.

Miscellaneous Revenue (\$448.1 million): Over \$345.0 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 (\$10.4 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 2017-18 and are based upon planned future projects. The second largest miscellaneous revenues at \$45.9 million are contributions from other funds. Of this amount, \$42.9 million is budgeted for the principal and interest costs for the Pension Obligation Bonds for employee retirement liabilities (\$40.1 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 117).

County Summary Information

ALL COUNTY FUNDS

Revenues by Type

	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2017-18 Recommended	2017-18 Change
Medicare Contr Allowance	-96,394,022	-119,725,786	0	0	0
Medicare RHS/IP	133,956,764	157,519,793	41,032,646	41,949,648	917,002
Medicare Patient Services	37,562,742	37,794,007	41,032,646	41,949,648	917,002
Medi-Cal Contr Allowance	116,173,976	86,956,218	0	0	0
Medi-Cal RHS/IP	150,336,762	150,188,697	223,026,240	254,476,993	31,450,753
Medi-Cal Patient Services	266,510,738	237,144,915	223,026,240	254,476,993	31,450,753
Health Plan Contr Allowance	-198,261,205	-227,941,361	0	0	0
Health Plan RHS/IP	315,988,795	375,064,561	142,935,270	160,491,853	17,556,583
Hlth Plan Patient Svcs	117,727,590	147,123,200	142,935,270	160,491,853	17,556,583
Bad Debt Allowance	-29,361,182	-34,258,468	0	0	0
Commercial RHS/IP	30,898,105	36,345,178	10,029,089	10,224,190	195,101
Individual RHS/IP	7,890,186	8,725,947	0	0	0
Private Pay Patient Svcs	9,427,108	10,812,657	10,029,089	10,224,190	195,101
Interdept Contr Allowance	-1,517,886	-1,358,050	0	0	0
Interdept RHS/IP	6,250,112	7,552,632	5,547,471	6,747,385	1,199,914
Interdept Patient Svcs	4,732,226	6,194,582	5,547,471	6,747,385	1,199,914
Other Contr Allowance	-510,692	-515,558	0	0	0
Other RHS/IP	510,692	515,558	0	0	0
Other Patient Svcs	0	0	0	0	0
Cafeteria Receipts	397,276	253,860	398,032	109,530	-288,502
Education & Training Chgs	11,786	12,383	10,681	16,744	6,063
Gain on Dsp SI-Fxd Assets	18,250	10,295	0	0	0
Grants & Donations	9,693,854	10,237,855	11,384,429	14,437,649	3,053,220
Interfund Trans-PFA/Hosp	309	0	0	0	0
Medical Records Charges	171,139	149,937	172,499	182,611	10,112
Miscell Hospital Revenue	37,716,120	36,081,733	49,755,796	69,442,480	19,686,684
Occupancy & Rental Charges	57,400	59,860	62,084	64,567	2,483
Other External Hosp Rev	1,508,095	2,595,823	1,508,095	2,595,823	1,087,728
SB 1732-MCAL CRRP Reimbursement	5,808,444	4,245,371	5,185,099	5,180,224	-4,875
Other Hospital Revenues	55,382,673	53,647,117	68,476,715	92,029,628	23,552,913
Charges to A/DA/Mental Health	22,911,134	24,717,258	23,440,227	24,671,561	1,231,334
Charges to Environmental Health	659,454	675,772	675,772	675,772	0
Charges to Public Health	0	1,295,000	0	0	0
Chg to Other County Depts	1,073,268	1,041,395	1,330,653	1,094,675	-235,978
Charges To Gen Fund Units	24,643,856	27,729,425	25,446,652	26,442,008	995,356
CC Health Plan Premiums	67,767,264	65,431,561	68,159,539	59,885,589	-8,273,950
Interest Earnings	236,726	1,482,933	550,000	1,664,550	1,114,550
Medi-Care Fed Premiums	5,837,146	2,762,255	1,641,668	2,738,990	1,097,322

ALL COUNTY FUNDS

Revenues by Type

	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2017-18 Recommended	2017-18 Change
Other External Plan Rev	7,930,370	3,568,407	2,544,482	1,040,642	-1,503,840
PHP/Medi-Cal Premiums	603,041,887	660,635,586	666,062,024	680,094,504	14,032,480
Realignment VLF Revenue	4,361,552	4,327,686	4,047,910	3,975,123	-72,787
St Aid Realignment-Health-Ent	2,171,296	1,663,722	1,589,609	1,881,263	291,654
External Health Plan Revenue	691,346,242	739,872,150	744,595,232	751,280,661	6,685,429
Contribution from Other	35,000	0	0	0	0
Health Plan Subsidy	3,736,288	4,236,288	3,736,288	3,736,288	0
Hospital Subsidy	19,742,145	23,071,767	23,426,787	22,374,762	-1,052,025
Enterprise Fund Subsidy	23,513,433	27,308,055	27,163,075	26,111,050	-1,052,025
AIM-Mothers	338,781	955	0	0	0
Interest Income	-1,090	-1,024	0	0	0
Subscriber Premiums	20,010	0	800,000	100,000	-700,000
Supplemntl State Payments	63,586	0	0	0	0
Major Risk Med Ins Revenue	421,287	-69	800,000	100,000	-700,000
Bond Interest	10,171	14,931	10,171	14,931	4,760
Rentals and Leases	2,522,268	2,530,323	3,941,835	2,530,323	-1,411,512
Schools Funds Revenue	2,532,440	2,545,254	3,952,006	2,545,254	-1,406,752
Fund Balance Available	0	0	2,215,167	0	-2,215,167
Fund Balance	0	0	2,215,167	0	-2,215,167
Prop Taxes-Curr Secured	208,870,690	225,617,678	230,888,347	244,087,970	13,199,623
Prop Taxes-Curr Unsecured	8,072,654	7,745,235	7,552,001	7,551,747	-254
Prop Tax-In Lieu of VLF	102,624,264	110,235,631	116,600,000	122,655,000	6,055,000
Prop Tax-Supplemental	5,557,374	7,167,085	5,586,210	6,755,877	1,169,667
Prop Tax-Unitary	9,201,719	8,861,978	8,804,610	8,910,418	105,808
Taxes Current Property	334,326,701	359,627,607	369,431,168	389,961,012	20,529,844
Aircraft Tax	734,699	747,589	700,000	440,000	-260,000
In Lieu Sales and Use Tax	3,986,777	2,945,719	0	0	0
Prop Taxes-Prior-Secured	-642,410	-786,251	-2,068,229	-781,738	1,286,491
Prop Taxes-Prior-Unsecured	-129,403	-287,536	-263,838	-289,871	-26,033
Prop Tax-Prior Supplemntl	-343,926	-327,003	-836,528	-433,995	402,533
Real Property Transfer Tax	8,331,845	9,510,166	7,000,000	8,000,000	1,000,000
Sales and Use Tax	10,341,102	14,178,088	14,033,000	14,000,000	-33,000
Transient Occupancy Tax	2,819,693	3,147,533	2,000,000	3,000,000	1,000,000
Taxes Other Than Cur Prop	25,098,376	29,128,303	20,564,405	23,934,396	3,369,991
Animal Licenses	1,495,493	1,803,805	1,700,000	1,600,000	-100,000
Business Licenses	632,232	670,161	653,700	428,730	-224,970
Construction Permits	11,482,532	13,021,088	13,354,509	13,663,044	308,535
Franchise	1,421,276	1,640,087	700,000	700,000	0

County Summary Information

ALL COUNTY FUNDS

Revenues by Type

	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2017-18 Recommended	2017-18 Change
Franchise-Keller Comm Mitigation	2,674	0	0	0	0
Franchises	6,957,700	5,553,482	5,422,750	5,805,000	382,250
Franchises - Cable TV	2,212,742	2,393,604	2,158,798	2,445,737	286,939
Franchises - Landfill Srchg	2,660,706	2,747,739	2,000,000	1,772,000	-228,000
Other Licenses & Permits	372,796	352,794	355,718	404,000	48,282
Road Prvlgs & Permits	598,555	606,724	600,000	650,000	50,000
Specific Plan Fees	322,469	385,838	258,836	216,118	-42,718
Zoning Permits	338,583	428,995	230,000	270,000	40,000
License/Permit/Franchises	28,497,758	29,604,318	27,434,311	27,954,629	520,318
Consumer Fraud Damages	830,554	350,105	275,000	210,000	-65,000
Crime Prevention Fines	0	180	200	200	0
Drinking Driver-AB 2086	38,858	43,279	26,767	36,756	9,989
Failure to Appear Fines	1,080	927	150	60	-90
Failure to File Penalty	23,527	104,424	0	0	0
Fish and Game Fines	11,694	210,607	175,000	175,000	0
General Fines	4,792,391	4,805,523	4,241,673	4,309,894	68,221
Misc Forfeits & Penalties	2,864,707	2,574,824	2,282,514	2,724,367	441,853
Parking Fines	537,662	556,326	350,000	390,000	40,000
Penalty & Costs - Dlnqt Tax	1,560,718	1,427,553	971,870	1,044,000	72,130
Restricted Litter Fines	645	662	0	0	0
St Pnlty Fd POC VC 40611	56,934	44,439	50,000	35,000	-15,000
Tax Losses Reserve Refund	22,000,000	22,000,000	22,000,000	20,000,000	-2,000,000
Unrestricted Litter Fines	4,568	4,670	700	500	-200
Vehicle Code Fines	1,551,085	1,417,918	1,082,228	1,052,340	-29,888
Vehicle Code Priors	74,742	41,607	29,640	15,150	-14,490
Fines/Forfeits/Penalties	34,349,167	33,583,042	31,485,742	29,993,267	-1,492,475
Aircraft Storage Fees	75,392	75,177	65,618	88,700	23,082
Aviatn Ops-Rent & Cncessn	3,876,117	4,024,030	3,804,452	3,700,370	-104,082
Earnings on Investment	2,492,195	5,285,225	2,869,411	5,222,619	2,353,208
Gain on Sale of Investments	0	301	0	0	0
Interest on Bond Deposits	1,441	1,404	2,000	50,000	48,000
Int on Loans & Receivables	67,845	58,971	72,250	159,000	86,750
Other Rents	1,377,233	963,897	1,019,980	1,486,447	466,467
Rent of Office Space	452,025	457,585	499,949	254,086	-245,863
Rent on Real Estate	588,334	329,801	596,767	629,341	32,574
Use Of Money & Property	8,930,582	11,196,391	8,930,427	11,590,563	2,660,136
Admin-Fed Adoptions	0	-6,693	0	0	0
Admin Federal - Other	86,993,754	95,464,922	95,124,411	83,218,621	-11,905,790
Admin-State Health Misc	13,700,018	14,007,415	19,081,731	22,090,278	3,008,547

ALL COUNTY FUNDS

Revenues by Type

	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2017-18 Recommended	2017-18 Change
Admin State Mcal Health Care	49,651,933	51,327,914	58,291,030	58,148,930	-142,100
Admin State - Other	31,326,997	34,200,788	36,861,724	35,416,112	-1,445,612
Admin State Other Soc Svcs-OCSS	0	0	0	500,000	500,000
Admin State Out of Home Care	3,748,450	5,437,843	5,455,506	3,531,155	-1,924,351
ARRA/Federal Direct	0	0	0	0	0
CCS Medical Cases Mgmt	2,853,711	3,347,686	3,370,742	3,601,916	231,174
Fed Aid Adoptions	6,573,561	6,561,119	6,560,742	6,850,476	289,734
Fed Aid Airport Construction	81,747	855,580	2,472,300	810,000	-1,662,300
Fed Aid Child Brding Home	11,231,249	10,342,003	11,395,946	12,172,759	776,813
Fed Aid Comm Svcs Admin	23,621,020	21,736,551	27,584,255	27,327,621	-256,634
Fed Aid Crime Control	3,482,937	2,139,810	3,857,617	3,404,131	-453,486
Fed Aid Employ & Training	9,683,000	8,666,108	9,063,979	8,745,158	-318,821
Fed Aid Family Inc Mtce	18,331,100	10,145,383	9,761,863	9,959,287	197,424
Fed Aid Family Support	18,870,572	18,460,313	18,769,093	18,769,093	0
Fed Aid Hud Block Grant	5,253,675	6,638,162	12,590,549	13,148,810	558,261
Fed Aid Hwy Construction	6,138,391	5,091,546	12,540,077	8,411,800	-4,128,277
Fed Aid NIMH Grant	1,725,959	1,796,176	1,771,974	2,132,928	360,954
Fed Aid Refugees	194,909	136,723	157,628	101,809	-55,819
Federal in Lieu Taxes	5,365	6,385	0	0	0
Fed Hlth Admin (MCH&3140)	2,266,824	2,770,001	2,448,727	2,787,852	339,125
Fed Immunization Assist	397,720	345,000	428,662	428,662	0
Fed Nutrition Elderly	1,678,503	1,393,612	1,733,284	1,733,284	0
Fed W.I.C. Program	4,382,224	3,888,549	4,000,000	4,502,060	502,060
Highway Users Tax Admin	20,004	18,337	20,004	20,004	0
Highway Users Tax Select	939,095	770,189	850,000	877,657	27,657
H/O Prop Tax Relief	2,030,598	2,011,898	1,967,350	1,934,114	-33,236
Hway Users Tax Strm Drnge	52,875	48,469	52,875	52,875	0
Hway Users Tax Unrestricted	10,490,745	9,038,222	10,000,000	10,980,268	980,268
Hway User Tax 5/9APPT2105	5,129,555	4,407,027	4,500,000	5,308,580	808,580
Miscellaneous State Aid	44,537,735	37,999,536	47,276,463	56,258,926	8,982,463
Misc Fed Health Projects	6,189,371	6,175,253	7,374,380	7,989,091	614,711
Misc Government Agencies	15,416,334	9,515,250	12,743,452	14,589,444	1,845,992
Misc State Aid for Health	1,309,293	1,251,494	1,325,412	1,394,883	69,471
Other Federal Aid	14,309,485	12,805,823	10,460,515	15,242,095	4,781,580
Other in Lieu Taxes	21,334	10,911	0	0	0
Other State in Lieu Tax	-28,357	71,331	70,000	70,000	0
RDA Nonprop-Tax Pass Through	5,460,044	6,356,661	5,453,601	7,468,601	2,015,000
Realloc/PY Adj Admn Fed	1,257,431	-384,653	0	0	0
Realloc/PY Adj Admn State	1,392,211	1,224,759	461,505	0	-461,505

County Summary Information

ALL COUNTY FUNDS

Revenues by Type

	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2017-18 Recommended	2017-18 Change
St Aid-Public Safety Svcs	74,736,241	74,141,898	80,750,580	80,053,422	-697,158
St Aid Trfc Cngstn Mgmt	8,329,356	3,297,725	6,559,004	3,399,208	-3,159,796
State Adoption Assistance	-433	-153	72,095	0	-72,095
State Aid Area Agency on Aging	1,303,482	1,678,381	1,880,575	1,904,925	24,350
State Aid Child Day Care	5,022,082	5,812,883	5,423,706	6,667,406	1,243,700
State Aid Children Brding Home	586,123	560,299	557,273	3,235	-554,038
State Aid Drg AB Short-Doyle	-47,101	0	0	1,720,712	1,720,712
State Aid Family Inc Mtce	790,668	5,502,399	5,407,503	5,390,982	-16,521
State Aid Food/Milk Subvent	1,296,152	1,294,524	1,462,800	1,058,562	-404,238
State Aid for Agriculture	2,435,567	2,612,124	2,643,941	2,661,660	17,719
State Aid for Aviation	0	0	0	20,250	20,250
State Aid for Civil Defense	2,860,082	2,376,042	1,300,000	1,039,505	-260,495
State Aid for Crime Control	11,969,755	13,470,486	12,317,890	13,930,116	1,612,226
State Aid for Crippled Child	2,060,662	2,422,537	1,698,954	1,860,842	161,888
State Aid for Disaster-Other	954,608	986,185	1,000,000	1,000,000	0
State Aid Hwy Maint-SB300	41,349	6,850	0	0	0
State Aid Library -CLSA	202,425	198,737	70,000	70,000	0
State Aid Mandated Expenditures	5,816,297	644,599	0	0	0
State Aid M/H Short-Doyle	624,097	786,053	656,461	647,467	-8,994
State Aid MH - SSI/SSP	228,923	219,989	232,278	232,278	0
State Aid Peace Off Training	531,367	405,340	591,695	589,476	-2,219
State Aid Realignment-M/H	27,529,760	28,228,897	27,694,954	27,694,953	-1
State Aid Realignment-Sales Tax	180,189,793	201,739,213	201,489,728	217,962,343	16,472,615
State Aid Realignment-VLF	19,884,389	10,427,665	13,873,215	3,729,980	-10,143,235
State Aid Realignment-VLF-MH	549,198	2,193,674	1,297,696	1,297,696	0
State Aid SEOO Programs	10,158,004	10,523,204	11,656,418	12,253,737	597,319
State Aid Transportation Proj	100,000	200,000	100,000	100,000	0
State Aid Veterans Affairs	275,266	154,359	211,700	188,043	-23,657
State Auto Welfare System	6,598,814	5,548,225	5,385,943	6,030,132	644,189
State C.H.D.P. Program	1,336,264	1,216,160	1,255,124	1,385,736	130,612
State Child Abuse Prevention	41,869	40,551	42,000	42,000	0
St Motor Veh In Lieu Tax	376,246	370,785	0	0	0
Substance Abuse Grants	5,862,233	6,050,136	8,877,159	8,816,612	-60,547
Vehicle Theft - VLF	953,219	986,463	930,000	980,000	50,000
Intergovernmental Revenue	784,318,127	780,169,632	841,316,089	852,710,558	11,394,469
Administrative Services	1,203,266	1,170,105	1,008,472	475,972	-532,500
Agricultural Services	169,232	118,271	151,383	163,780	12,397
ARRA/Charges for Svcs	202,621	201,601	208,000	388,550	180,550
Auditing & Accounting Fees	3,121,370	3,076,138	3,329,468	3,673,423	343,955

ALL COUNTY FUNDS

Revenues by Type

	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2017-18 Recommended	2017-18 Change
Autopsies & Medical Reports	12,222	15,410	20,100	20,100	0
Bldg Mtce Services	35,438,508	37,272,454	37,588,410	39,015,122	1,426,712
Blood Withdrawal Fees	183,973	156,476	220,000	220,000	0
Cafeteria Receipts	117,239	120,344	110,000	108,900	-1,100
Candidates Filing Fees	128,059	82,011	120,000	80,000	-40,000
Care of Prisoners	295,552	221,966	250,000	250,000	0
Charges/Cost of Probation	164,921	302,486	170,000	300,000	130,000
Civil Processing Fee	74,717	75,243	85,018	89,780	4,762
Civil Process Service	434,437	462,307	808,153	808,153	0
Client Fees	41,368	58,883	34,420	34,193	-227
Comm For Tax & Assess Coll	7,512,726	7,560,988	7,216,008	7,491,880	275,872
Communication Services	6,149,390	6,338,030	5,672,513	5,319,509	-353,004
Contract Humane Services-City	4,278,920	4,343,225	4,742,673	4,985,592	242,919
Contract Law Enforcement Svcs	26,999,183	24,683,424	22,862,213	24,544,312	1,682,099
Court Administration Cost	732,487	651,003	481,362	428,362	-53,000
Court Filing Fees	175,049	202,173	267,000	197,000	-70,000
Crippled Childrens Svcs	5,308	0	850	0	-850
Data Processing Services	2,522,544	2,597,521	3,761,789	3,791,256	29,467
DolT Data Proc Supply	4,161	6,508	0	0	0
DolT Data Proc Svcs	778,515	645,781	1,471,054	1,335,090	-135,964
DolT Mntn Radio Equipment	28,273	11,537	91,904	82,342	-9,562
DolT Other Telcom Charges	147,593	118,952	104,085	594,134	490,049
DolT Phone Exchange	227,480	239,329	105,532	117,807	12,275
Drinking Driver Program Fees	192,037	142,979	173,405	71,932	-101,473
Driver Education Fees	2,831,918	2,587,807	2,469,187	2,361,040	-108,147
Election Service-Other	3,646,828	335,572	3,270,000	1,307,537	-1,962,463
Equipment Use Charges	575,355	519,892	814,721	1,213,432	398,711
ERDS fee	265,651	259,688	235,000	235,000	0
Estate Fees	328,755	351,885	531,669	421,277	-110,392
Fees Assessor	131,609	118,839	238,084	225,000	-13,084
Fingerprint & Crim Report	14,385	17,158	40,000	40,000	0
Gen Svc-Bldg Lifecycle	79,285	80,592	161,756	79,285	-82,471
Gen Svc-Bldg Ocpncy Costs	5,889,603	5,663,619	4,241,912	3,926,524	-315,388
Gen Svc-Other G S Charges	469,185	679,318	460,667	1,343,041	882,374
Gen Svc-Requested Mntce	2,061,022	2,094,503	2,083,674	2,138,171	54,497
Gen Svc-Use of Co Equipment	382	420	1,500	0	-1,500
Health Inspection Fees	13,256,179	12,875,312	16,740,865	16,456,044	-284,821
Home Health Agency-Other	25,050	0	0	0	0
Info Security Chg	47,042	66,117	0	0	0

County Summary Information

ALL COUNTY FUNDS

Revenues by Type

	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2017-18 Recommended	2017-18 Change
Interfund Rev - Ent/Ent	25,460	18,110	0	4,000	4,000
Interfund Rev - Gov/Ent	771,484	724,655	737,233	724,879	-12,354
Interfund Rev - Gov/Gov	13,445,007	9,645,567	8,858,877	11,243,651	2,384,774
Jail Booking Fees	2,027,513	2,956,835	1,904,000	2,457,000	553,000
Laboratory Services	2,803,399	2,805,033	2,800,000	2,800,000	0
Library Services	688,894	637,748	638,217	601,656	-36,561
Marriage Ceremony Fees	106,680	116,700	113,000	113,000	0
M/H Svcs-Medi-Cal	59,190,350	59,324,158	63,845,886	82,258,692	18,412,806
M/H Svcs-Medicare	2,806,052	2,879,248	3,051,117	2,785,353	-265,764
M/H Svcs-Other HMO Pat	225,294	65,103	58,128	37,320	-20,808
M/H Svcs-Pvt Pay/Insur	1,804,030	2,447,369	2,528,813	2,498,354	-30,459
Microfilm & Reproduction Services	480,118	580,146	523,000	586,000	63,000
Misc Current Services	4,151,200	4,106,952	4,621,631	4,386,912	-234,719
Misc Health Fees	3,139,651	3,384,762	3,860,063	3,827,133	-32,930
Misc Humane Services	849,155	650,897	832,054	668,147	-163,907
Misc Law Enforcement Svcs	4,267,790	4,693,904	3,814,500	3,372,500	-442,000
Misc Legal Services	1,144,892	1,364,262	1,201,000	1,476,883	275,883
Misc Road Services	695,466	238,456	770,000	656,000	-114,000
Misc Sanitation Service	1,044,746	1,553,565	1,456,028	1,621,891	165,863
Nuisance Abate	59,524	31,717	61,149	90,000	28,851
Nutrition Services	276,337	210,706	384,373	356,591	-27,782
Patient Fees	198,885	154,477	154,000	75,924	-78,076
Patient Fees-Immunization	56,150	69,737	55,000	70,000	15,000
Patient Fees-T.B. Testing	101,900	73,082	70,000	55,000	-15,000
Personnel Services	1,388,436	1,741,874	1,943,320	2,461,939	518,619
Planning & Engineer Services	5,408,369	5,362,673	8,314,685	7,869,005	-445,680
Processing/Inspection Fee	971,085	1,687,232	5,271,860	5,271,860	0
Public Defense Repayments	15,814	0	0	0	0
Purchasing Fees	164,804	185,405	188,260	182,966	-5,294
Recorders Modernizing Fee	1,268,756	1,329,305	1,100,000	1,210,000	110,000
Recording Fees	7,748,264	8,184,888	8,450,261	9,234,949	784,688
Redacting Fees	272,472	277,546	240,000	240,000	0
Refunds Indigent Burials	17,578	17,464	17,743	17,464	-279
Returned Check Charges	47,422	44,082	40,000	45,000	5,000
Road Development Fees	3,024,375	2,681,377	1,918,000	1,832,700	-85,300
Spay Clinic Fees	381,793	283,538	415,000	225,000	-190,000
Supplemental Roll Charges	2,480,795	3,209,270	2,463,000	3,563,000	1,100,000
Survey Monument Fees	77,160	77,169	75,000	77,000	2,000
Third Party Svcs Fee	2,800	2,375	2,200	2,400	200

ALL COUNTY FUNDS

Revenues by Type

	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2017-18 Recommended	2017-18 Change
Training Services	760,854	694,906	730,101	638,398	-91,703
Charges For Services	245,354,154	241,038,161	255,850,345	279,972,106	24,121,761
Contrib From Other Funds	40,329,021	33,377,432	43,269,853	45,906,812	2,636,959
Equipment Trade-In/Discounts	3,000	0	0	0	0
Indemnifying Proceeds	671,785	480,344	488,260	1,171,260	683,000
Misc Grants & Donations	54,161	98,309	141,750	5,000	-136,750
Misc Non-Taxable Revenue	18,911,910	20,466,861	22,165,764	42,605,692	20,439,928
Prior Yr Claim Settlement	6,000	0	0	0	0
Reimbursements-Gov/Ent	196,286	339,250	444,978	403,978	-41,000
Reimbursements-Gov/Gov	259,431,488	271,903,275	305,562,422	344,998,284	39,435,862
Restricted Donations	1,204,894	1,247,979	554,000	518,500	-35,500
Sale of Animals	29,663	28,730	32,000	38,000	6,000
Sale of Equipment	377,306	1,154,096	1,246,500	431,500	-815,000
Sale of Maps & Documents	133,644	76,172	136,103	61,025	-75,078
Sale of Real Estate	10,000	0	0	1,052,000	1,052,000
Sale of Rodent Poison	15,431	13,868	26,682	13,378	-13,304
Seizures	209,725	189,529	314,738	240,000	-74,738
Sundry Non-Taxable Sales	86,006	41,456	87,625	75,625	-12,000
Sundry Taxable Sale	29,699	32,519	33,560	50,260	16,700
Transfers-Gov/Ent	223,322	405,505	565,454	153,425	-412,029
Transfers-Gov/Gov	8,326,985	8,941,501	8,852,022	10,420,808	1,568,786
Unrestricted Donations	324	-40	0	0	0
Miscellaneous Revenue	330,250,651	338,796,787	383,921,711	448,145,547	64,223,836
GROSS REVENUE	3,024,925,852	3,113,315,534	3,234,153,761	3,436,660,748	202,506,987

County Summary Information

ALL COUNTY FUNDS

Expenditures by Type

	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2017-18 Recommended	2017-18 Change
Permanent Salaries	532,971,159	568,185,041	648,959,418	692,291,816	43,332,398
Temporary Salaries	50,172,059	46,935,843	38,135,857	36,275,269	(1,860,588)
Permanent Overtime	25,517,093	28,198,741	22,526,693	22,242,389	(284,304)
Deferred Comp	2,753,945	3,581,303	4,942,205	5,972,897	1,030,692
Hrly Physician Salaries	2,673,817	2,208,584	2,199,928	2,253,412	53,484
Perm Physicians Salaries	40,076,676	45,156,548	47,850,799	52,643,974	4,793,175
Perm Phys Addnl Duty Pay	2,746,168	2,736,514	2,852,913	2,874,439	21,526
Comp & SDI Recoveries	(2,770,050)	(2,710,735)	(1,958,551)	(2,055,549)	(96,998)
Vacation/Sick Leave Accrual	1,029,643	1,779,895	10,000	25,000	15,000
FICA/Medicare	41,270,123	43,547,531	43,279,497	53,559,983	10,280,486
Ret Exp-Pre 97 Retirees	2,749,908	2,751,518	2,988,926	2,969,203	(19,723)
Retirement Expense	273,292,889	245,948,554	265,803,937	286,153,079	20,349,142
Excess Retirement	282,405	311,261	486,037	486,037	0
Employee Group Insurance	83,948,673	87,238,925	112,635,577	110,491,311	(2,144,266)
Retiree Health Insurance	42,442,455	41,102,570	41,698,944	42,094,649	395,705
OPEB Pre-Pay	18,040,710	18,140,710	18,008,867	18,082,500	73,633
Unemployment Insurance	1,955,247	2,057,508	2,072,594	1,696,740	(375,855)
Workers Comp Insurance	18,180,322	24,049,849	21,503,613	24,413,206	2,909,593
Labor Received/Provided	636,802	(3,999)	(151,509)	0	151,509
Salaries And Benefits	1,137,970,044	1,161,216,160	1,273,845,744	1,352,470,354	78,624,610
Office Expense	6,106,290	6,153,820	6,823,339	6,783,175	(40,164)
Books-Periodicals-Subscriptions	527,382	489,542	612,599	607,147	(5,452)
Postage	2,906,360	2,296,349	2,818,512	2,019,858	(798,654)
Communications	7,793,299	8,695,214	7,124,102	8,640,211	1,516,108
Telephone Exchange Service	2,335,657	2,457,400	2,785,274	3,967,856	1,182,582
Utilities	12,344,149	11,327,986	13,931,754	11,716,686	(2,215,068)
Small Tools and Instruments	279,919	231,249	365,603	358,899	(6,704)
Minor Furniture/Equipment	2,544,352	2,994,458	1,688,564	2,109,172	420,608
Minor Computer Equipment	4,819,403	3,646,164	5,515,541	3,144,483	(2,371,058)
Medical & Lab Supplies	2,939,350	3,033,502	2,764,596	2,805,295	40,699
Pharmaceutical Supplies	1,675,963	1,550,093	1,897,524	1,771,156	(126,368)
Food	4,186,529	4,391,418	4,328,241	4,101,181	(227,060)
Clothing & Personal Supplies	1,448,145	1,741,173	1,760,760	1,676,898	(83,862)
Household Expense	4,181,521	4,361,545	4,148,232	4,255,681	107,449
Agricultural Expense	79,579	27,047	107,712	30,475	(77,237)
Publications & Legal Notices	295,200	228,844	255,040	261,197	6,157
Memberships	939,204	1,165,252	1,341,274	1,430,551	89,277
Rents and Leases-Equipment	2,668,810	2,582,636	2,866,472	2,883,391	16,919
Computer Software Cost	6,597,989	8,294,291	8,235,240	8,811,069	575,829

ALL COUNTY FUNDS

Expenditures by Type

	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2017-18 Recommended	2017-18 Change
Rents & Leases - Property	10,322,606	11,652,543	12,863,661	13,015,717	152,055
Building Occupancy Costs	46,485,723	48,669,866	50,240,475	51,969,073	1,728,598
Bldg Lifecycle Costs	1,408,753	1,408,908	1,413,421	3,087,673	1,674,252
Maintenance - Equipment	5,515,549	4,948,895	5,673,876	4,612,468	(1,061,408)
Vehicle Repairs	3,966,980	4,284,849	3,911,658	4,211,658	300,000
Vehicle Fuel/Oil	2,724,246	2,216,192	2,687,476	2,615,998	(71,478)
Rprs - Accidents/Vandalism	0	10	1,500	1,500	0
Mntn Radio-Electronic Equipment	713,722	1,285,733	433,115	493,777	60,662
Equipment Usage	381	0	0	0	0
Maintenance of Buildings	8,980,492	11,583,044	9,581,350	11,714,175	2,132,825
Grounds Maintenance	869,475	1,663,730	1,004,034	1,275,722	271,688
Requested Maintenance	6,452,746	7,710,128	5,465,702	5,119,160	(346,542)
Runway & Taxiway Maintenance	129,330	189,121	88,700	194,984	106,284
Non-Cap Imps - Mtce	203,384	143,460	12,454	10,781	(1,673)
Building Usage	0	0	150	150	0
Non-Cap Imps-Renov/Alts	0	45,102	1,500,000	1,500,000	0
Non-Cap Imps-Betterments	203,892	332,030	0	(94,191)	(94,191)
Transportation and Travel	682,224	646,331	711,949	784,512	72,563
Auto Mileage Employees	1,703,921	1,690,162	1,774,065	2,012,498	238,433
Use of Co Vehicle/Equipment	1,910,658	1,886,379	2,173,454	2,052,691	(120,763)
Other Travel Employees	1,579,726	1,868,855	1,973,579	2,084,917	111,338
Judicial Auto Allowance	58	108	150	150	0
Freight Drayage Express	1,332,529	1,217,111	1,053,724	1,476,162	422,438
Non Cnty Prof/Splzld Svcs	102,147,086	113,237,736	146,297,941	136,766,392	(9,531,549)
Third Party Coll Svcs	40	4,050	0	0	0
Outside Attorney Fees	4,585,986	5,080,163	6,108,361	6,428,310	319,949
Contracted Temporary Help	2,280,528	2,554,434	2,442,837	1,843,683	(599,154)
Data Processing Services	8,687,087	8,885,096	9,904,296	10,338,855	434,559
Data Processing Supplies	70,555	77,065	44,234	26,807	(17,427)
CCS Diagnostic	180	0	0	0	0
Court Reporter Transcript	170,194	167,069	183,000	158,946	(24,054)
Public Works Contracts	16,180,306	15,602,500	16,439,619	16,365,107	(74,512)
Outside Medical Services	90,526,933	92,759,985	96,669,974	123,867,086	27,197,112
County Hospital Services	27,643,361	30,911,841	28,987,698	31,418,946	2,431,248
Electronic Database Svcs	207,892	281,212	330,333	517,625	187,292
Microfilm Services-Gen	40,878	48,653	82,059	78,059	(4,000)
Information Security Charges	258,023	356,199	435,987	565,464	129,477
Administrative Service	9,232,171	11,194,452	12,950,059	13,441,814	491,755

County Summary Information

ALL COUNTY FUNDS

Expenditures by Type

	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2017-18 Recommended	2017-18 Change
Other Gen Svcs Charges	2,372,985	2,296,009	1,618,788	1,280,397	(338,391)
GSD Courier Svc	394,016	377,174	170,011	413,161	243,150
Other Telecom Charges	4,311,902	3,137,652	2,287,315	2,485,580	198,265
Other Intradptmntl Charges	37,509,222	34,514,955	33,415,450	40,436,011	7,020,561
Juror Fees	39,363	58,398	69,000	69,000	0
Witness Fees & Expenses	413,462	376,839	449,000	474,000	25,000
Juror Mileage	0	266,482	0	0	0
Insurance	2,145,110	2,233,712	2,584,133	2,982,856	398,723
Adult Materials - Library	1,432,688	1,684,702	1,949,311	2,047,186	97,875
Audio-Visual Supplies	0	1,142	100	300	200
Youth Materials - Library	817,311	931,269	505,006	530,256	25,250
Election Officers	599,431	253,525	598,640	260,000	(338,640)
Training & Registrations	704,363	1,196,058	1,343,933	1,391,664	47,731
Road/Construction Materials	1,091,825	1,143,192	1,562,300	1,535,852	(26,448)
Criminal Investigation	381,735	394,574	401,000	433,539	32,539
Specialized Printing	1,858,970	1,409,707	2,100,161	1,347,032	(753,129)
Fire Fighting Supplies	6,377	9,325	14,075	7,575	(6,500)
Recreation	55,252	54,355	47,225	44,234	(2,991)
Ed Supplies and Courses	561,932	484,432	706,056	895,687	189,631
Fees - Non Agricul Animal	84,546	90,377	96,000	96,000	0
Other Special Departmental Exp	6,899,624	7,034,138	75,403,232	44,987,378	(30,415,853)
Loss on Dsp SI-Fxd Assets	63,606	47,539	60,000	0	(60,000)
Misc Services & Supplies	286,174	274,403	2,998,936	3,449,759	450,823
Cash Shortage Reimbursement	157,485	3,721	2,882	1,620	(1,262)
Contract Expense-Kaiser	67,849,749	81,944,813	83,101,697	83,892,050	790,353
Registry	4,706,830	9,167,544	5,646,790	9,602,940	3,956,150
Public Health-Medical Svcs	33,674	51,140	33,674	51,140	17,466
Other Specialty Care	1,340,961	1,545,318	1,394,566	1,625,598	231,032
OP Visits-Specialist Phys	5,132,688	7,163,080	6,125,824	8,224,385	2,098,561
Laundry Contract	780,566	850,652	744,377	850,652	106,275
Computer Software Cost	5,935,492	6,671,574	8,738,892	10,943,687	2,204,795
Outpatient Mental Health	1,052,861	1,427,448	1,083,224	1,507,208	423,984
Other ER Chrges (Lab- Xray)	9,194,132	10,249,951	10,114,052	10,347,351	233,299
ER Physician Fees	10,164,394	11,503,672	10,411,019	11,082,193	671,174
ER Facility Fees	4,277,793	3,635,830	3,652,176	3,717,055	64,879
IP Mental Health	28,717	12,621	11,269	12,009	740
IP Radiology (Profee)	966,996	997,130	919,746	1,155,109	235,363
IP Surgery	33,635,936	40,026,779	39,450,579	41,004,488	1,553,909
IP Physician Visits	4,681,454	4,545,927	4,049,723	4,707,772	658,049

ALL COUNTY FUNDS

Expenditures by Type

	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2017-18 Recommended	2017-18 Change
IP Fac Chrges (Incl OBDAY)	77,485,614	93,157,497	120,212,902	101,121,577	(19,091,325)
Obstetrics (Profee)	740,125	799,170	813,890	861,591	47,701
Inpatient Lab (Profee)	640,936	898,540	921,128	907,644	(13,484)
Med Fees-Therapist & Other	8,247,160	9,073,685	8,427,522	9,564,173	1,136,651
Consulting & Management Fees	8,982,592	9,296,591	10,273,591	9,791,662	(481,929)
Other Non-Medical Fees	42,579	45,128	64,539	64,539	0
Med Fees-Physician-Clinic Svc	32,269,335	25,799,998	25,016,386	26,786,274	1,769,888
IBNR Expense Accrual	23,148,855	26,123,116	6,681,523	0	(6,681,523)
OP Lab/Pathology	9,961,403	11,141,445	10,982,515	11,739,491	756,976
Medi-CAL Exp Reimb Receipt	(317,891)	(3,005)	(317,891)	(3,005)	314,886
IP Anes (Profee)	2,219,950	2,262,895	2,067,569	2,334,737	267,168
Prosthesis	2,203,825	1,721,237	2,404,156	1,820,003	(584,153)
Sutures & Surgical Needles	86,003	53,508	86,003	86,003	0
Surgical Packs & Sheets	24	0	1,000	1,000	0
Surgical Supplies - General	1,000,872	373,733	1,000,872	423,647	(577,225)
Anesthetic Materials	1,718	5,010	12,000	10,000	(2,000)
Oxygen and Other Med Gas	99,637	98,997	100,000	118,085	18,085
IV Solutions	3,471,163	4,155,467	4,118,990	4,326,375	207,385
Pharmaceuticals	63,197,647	85,176,425	82,016,439	81,553,781	(462,658)
Radioactive Materials	7,307,072	12,229,347	13,684,725	11,033,780	(2,650,945)
Radiology Films	5,342,915	6,538,895	6,490,361	7,146,772	656,411
Other Med Care Mtl & Supp	25,278,811	28,926,498	26,888,206	29,950,783	3,062,577
Other IP Anc Svcs	5,329,191	6,640,517	6,498,674	7,134,054	635,380
Food-Other	1,070,678	1,353,640	1,070,880	1,726,415	655,535
Linen and Bedding	52,368	11,586	116,128	32,327	(83,801)
Cleaning Supplies	551,746	461,467	586,426	461,814	(124,612)
Office & Admin Supplies	2,515,437	2,819,269	2,609,206	2,660,063	50,857
Employee Wearing Apparel	937,831	813,089	937,862	813,112	(124,750)
Instruments & Minor Med Equip	896,272	311,087	1,000,000	408,303	(591,697)
Other Minor Equipment	2,745,708	4,459,605	3,833,050	4,880,132	1,047,082
Other Non-Med Supplies	1,338,750	1,576,618	1,431,769	1,515,500	83,731
Other Purch Svc-Auditor	3,120,819	3,125,419	3,397,404	3,708,066	310,662
Other Purch Svc-Co Counsel	520,000	788,000	950,000	1,300,000	350,000
Other Purch Svc-Personnel	984,586	1,191,661	1,431,671	1,920,972	489,301
Ambulance/Medical Transp	3,111,450	3,092,482	3,723,814	2,605,358	(1,118,456)
Other	17,622,127	17,476,491	18,821,850	19,944,426	1,122,576
OP Surgery-Facility	2,001,328	2,257,421	2,528,404	2,344,788	(183,616)
OP Surgery-Professional	8,153,236	9,470,087	9,079,489	10,469,168	1,389,679

County Summary Information

ALL COUNTY FUNDS

Expenditures by Type

	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2017-18 Recommended	2017-18 Change
CPSP (Perinatal)	740,899	784,949	875,390	788,603	(86,787)
CHDP	2,199,752	1,169,171	1,088,211	1,478,309	390,098
Microfilm Services	0	0	1,000	1,000	0
Medical-Purchased Service	208,363,635	222,019,417	179,033,642	197,207,912	18,174,270
Repairs & Mtce-Equipment	3,084,643	3,686,598	4,212,858	4,068,606	(144,252)
Management Services	859,919	480,953	859,253	483,908	(375,345)
Collection Agencies	592,278	308,551	651,686	24,741	(626,945)
Other Purchased Services	29,430,336	23,576,820	24,913,397	23,801,463	(1,111,934)
Transportation Services	457,652	563,468	558,402	597,220	38,818
Data Processing - County	654,813	871,324	980,584	1,127,205	146,621
Requested Maint - Gen Services	2,415,065	4,174,227	2,539,970	4,142,640	1,602,670
Sub Acute Facility (SNC)	7,401,367	7,485,734	8,741,962	8,400,288	(341,674)
Deprec & Amort - Land Improve	0	0	0	0	0
Deprec & Amort - Bldg & Improve	6,758,143	6,333,662	0	0	0
Deprec & Amort - Lshd Improve	647	1,629	0	0	0
Deprec & Amort - Equipment	4,831,911	3,421,017	26,243	50,067	23,824
Bld Occupancy Cost - Co	7,567,666	7,678,439	7,612,851	9,163,182	1,550,331
Rental/Lse Costs - Equipment	2,757,395	2,481,816	2,969,876	2,861,659	(108,217)
Bld Occupancy - Non Co	3,012,508	2,905,635	3,037,174	3,444,421	407,247
Utilities - Electric & Gas	1,867,945	1,463,877	2,019,252	2,040,629	21,377
Utilities - Water	156,741	164,071	177,078	177,462	384
Utilities - Other	0	(147)	0	0	0
Insurance - Professional Liab	1,800,000	1,800,000	2,300,000	3,300,000	1,000,000
Insurance - Other	617,557	1,519,633	1,455,479	1,351,453	(104,026)
Licenses	177,158	235,487	367,880	428,211	60,331
Interest Expense	9,107,710	9,174,248	9,142,782	8,354,057	(788,725)
Telephone/Telegraph	3,848,362	5,054,255	4,226,723	5,106,101	879,378
Dues and Subscriptions	1,517,036	1,950,225	1,549,126	2,120,620	571,494
Outside Training Supplies	419,076	527,953	626,055	535,363	(90,692)
Travel - Employee Mileage	469,444	515,482	467,493	470,844	3,351
Other Expenses	1,030,028	2,229,790	1,173,039	3,451,943	2,278,904
Travel - CAD Approved	351,439	342,683	444,725	442,836	(1,889)
Travel - County Equipment	246,063	205,968	180,031	128,294	(51,737)
Bldg Lifecycle Costs-Co	6,707	6,705	6,705	6,705	0
Dental Services	190,732	141,122	164,102	127,908	(36,194)
Freight Expense Inv Items	42,222	49,682	59,552	59,552	0
Loss on Dsp SI-Fxd Assets	4,644	26,920	439,111	439,111	0
Interfund Trans-PFA/Hosp	4,997,040	(1,696,713)	0	0	0
Services And Supplies	1,264,196,747	1,373,715,422	1,439,536,117	1,458,969,497	19,433,380

ALL COUNTY FUNDS

Expenditures by Type

	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2017-18 Recommended	2017-18 Change
Support & Care of Persons	4,941,449	7,051,363	6,108,446	6,438,761	330,315
Federal Aid	35,934,434	27,144,608	27,776,179	29,084,331	1,308,152
State Aid 2011 Realign	38,261,234	37,889,405	18,648,267	19,693,760	1,045,493
County Aid Basic	40,780,769	39,609,539	44,501,464	42,315,353	(2,186,111)
State Aid	14,916,896	17,480,000	36,235,111	36,559,754	324,643
Service Connected Aid	2,246,214	2,377,221	2,494,249	7,590,553	5,096,304
Child Day Care Aid	7,758,284	8,455,030	8,018,907	8,709,840	690,933
Composite Aid	13,876	352	0	0	0
AB85 State Map Aid	3,395,117	4,941,412	4,756,915	4,757,754	839
Principal Pmt on Bonds	21,580,000	24,155,000	26,935,000	29,950,000	3,015,000
Retire Oth Long Term Debt/Lease Pur	25,452,622	27,645,902	36,591,405	46,933,275	10,341,870
Interest on Bonds	13,829,894	12,759,526	14,906,330	10,164,901	(4,741,429)
Interest on Oth Long Term Debt	14,843,548	13,184,438	13,348,880	12,427,709	(921,171)
Int on Notes & Warrants	99	20,477	454,634	454,634	0
Finance Charges	15,933	0	0	0	0
Taxes & Assessments	239,601	171,522	299,532	253,649	(45,883)
Rights of Way & Easements	575,715	548,146	350,000	700,275	350,275
Judgements & Damages	12,166	20,820	1,000	3,000	2,000
Depreciation	3,003,300	3,224,388	3,443,180	3,695,158	251,978
Contrib to Other Funds	203,384	217,243	217,450	218,000	550
Contribution to Enterprise Funds	23,513,433	27,308,055	27,163,075	26,111,050	(1,052,025)
Contribution to Other Agencies	75,196,585	51,088,584	96,074,551	102,508,061	6,433,510
Interfund Exp - Gov/Gov	15,124,720	11,375,803	17,463,099	17,433,811	(29,288)
Interfund Exp - Gov/Ent	770,859	724,655	732,601	616,112	(116,489)
Interfund Exp - Ent/Ent	25,460	18,110	25,910	25,910	0
DolT Phone Exchange	162,565	171,880	195,744	216,589	20,845
DolT Data Proc Svcs	625,077	484,816	635,715	635,468	(247)
DolT Data Proc Supply	3,898	2,289	0	100	100
DolT Mntn Radio Eqmt	360	360	48,127	47,450	(677)
DolT Other Telecom Charges	41,936	100,395	45,376	44,180	(1,196)
Gen Svc-Bldg Ocpncy Costs	5,804,770	5,599,320	5,058,629	4,344,286	(714,343)
Gen Svc-Requested Mntce	1,318,628	1,200,773	2,081,598	1,274,384	(807,214)
Gen Svc-Use of Co Equipment	298	420	6,800	3,300	(3,500)
Gen Svc-Other G S Charges	221,027	289,078	336,536	357,100	20,564
Gen Svc-Bldg Lifecycle	77,971	79,280	79,791	213,028	133,237
DolT Info Security Charge	29,729	41,323	186,135	64,380	(121,755)
Other Charges	350,921,851	325,381,533	395,220,635	413,845,916	18,625,280

County Summary Information

ALL COUNTY FUNDS

Expenditures by Type

	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2017-18 Recommended	2017-18 Change
001-651 Pine-Upg Bd Chmbr	120,585	0	0	0	0
561-1420 WPass Rd-Lse Imp	76,790	1,176	0	0	0
736-1430 WPass Rd-Lse Imp	177,573	0	0	0	0
WCDF Infrared System IPID	41,378	120,088	0	0	0
245 Chiller Replacement	5,431	288,030	0	0	0
273-Upgrade HVAC to DDC	4,350	35,451	0	0	0
564-Renovate Suite 400	0	1,832	400,568	0	(400,568)
273-DOIT Recnfr Data&Phone	145,646	6,831	0	0	0
273-DOIT Instll New Cat-6	202,057	15,626	0	0	0
244-DoIT Recble Data Clst	277,999	20,190	0	0	0
277-DoIT ReCable Facility	40,650	3,448	0	0	0
003-Old Jail Demolition	0	1,934	0	0	0
044-J.Hall Roof Seal/Rpr	0	1,003,558	0	0	0
275-10 Douglas Roof Rpr	0	103,356	0	0	0
173-Bixler Roof Repair	0	332,855	0	0	0
564-Summit Ctr Roof Rpr	0	903,500	0	0	0
227-Repair Parking Lot	0	224,304	25,697	0	(25,697)
010-FLIP ADA & Life Sfty	0	5,838	0	0	0
173-FLIP RF EQ& ADA& Sfty	0	56,529	0	0	0
272-FLIP RF EQ& ADA& Sfty	0	35,957	0	0	0
564-FLIP RF EQ& ADA& Sfty	0	58,355	0	0	0
365-FLIP Replace Rood	0	54	0	0	0
010-Repair Sewer System	0	45,592	0	0	0
676 Reno Add Office Space	0	6,866	0	0	0
00-Repair Drvway & Parkg	0	6,512	0	0	0
273-Reno 2nd Fl Restrooms	0	121,359	0	0	0
000-Replace Mods With New	0	3,868	0	0	0
Lions Gate Remodel	0	2,664	0	0	0
10 Douglas Dr D A Proj	0	931	0	0	0
By Pt Slide Structure Acq	0	1,266	0	0	0
Acq 1034 Oak Grove Rd	0	6,869	0	0	0
Acq 303-41st St-Richmond	0	273,315	0	0	0
Remodel 651 Pine 7th/11th	52,462	6,342	30,000	0	(30,000)
015 40 Muir Interior Rmdl	1,087	0	0	0	0
004 Ext Renov 625 Court	302,094	4,118,547	0	0	0
010-1000 Ward-Rplc Boiler	68,247	80,455	0	0	0
New Psych Facility	1,719	0	0	0	0
614-1275A Hall Ave T/I	0	2,595	0	0	0
632-202 Glacier Dr Mtz JH	471,419	0	0	0	0

ALL COUNTY FUNDS

Expenditures by Type

	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2017-18 Recommended	2017-18 Change
001-651 Pine-Rplc Boiler	772,487	0	0	0	0
Cap Facilities Masterplan	240,034	38,669	0	0	0
EHS Central Co Bldg	20,497	0	0	0	0
010-MDF Intk Cntr Redesgn	204,875	38,323	0	0	0
DA Civic Center	1,769	15,677	0	0	0
Human Resources Remodel	0	334,125	0	0	0
004-625 Court-DoIT Rewire	0	112,119	0	0	0
Various Improvements	356,618	55,523	48,558	0	(48,558)
2500 Bates-HBEX Start Up	140	0	0	0	0
244-151 L.Pauling-Solar	1,011,105	4,418	0	0	0
R-Rep Solar Proj-7 Sites	3,695,770	2,447,332	0	0	0
390 WCDF Upgr Elctrc Sys	151,186	226,789	1,292,674	749,321	(543,353)
390-WCDF-Rmdl Visit Ctr	36,772	31,375	372,739	325,073	(47,666)
FLIP-044-202 Glacier-SS01	121,281	0	0	0	0
FLIP-03300930 Ward St-AC0	35,734	119,006	0	0	0
FLIP-270-3811 Bissel-FS01	17,071	28,505	0	0	0
FLIP-158-2099 Arnold-FS02	28,375	422,569	0	0	0
FLIP-093-968 23rd St-ES02	256,163	85	0	0	0
FLIP-095-6401 Stcktn-AC03	173,813	52,665	0	0	0
FLIP-115-2290 WPass-FS03	13,917	30,344	0	0	0
FLIP-163-406-6th St-FS0	18,448	28,822	0	0	0
FLIP-171-757 1st St-FS02	19,680	28,347	0	0	0
FLIP-390-5555 Giant-IS05	26,797	27,507	0	0	0
182FS01-12000 Marsh Creek	31,766	64,383	0	0	0
FLIP-093-968 23rd St-IS01	264,628	42	0	0	0
40 Muir-Bldg Rmdl/Occpncy	30,176	84,443	0	0	0
230 Hookston-Landscaping	2,460	26,432	52,960	25,000	(27,960)
564 Mv Records to Summit	712,501	21,151	0	0	0
Sheriff's Facilities Imps	0	0	1,065,000	0	(1,065,000)
Sher Pub Sfty Comm Imps	0	46,980	0	0	0
Undesignated Cap Projects	0	0	18,577,642	17,550,000	(1,027,642)
010-MDF Intk Cntr Redesgn	28,783	0	0	0	0
555-2500 Alh-Cnvrt Ed Rms	14,553	399,167	300,000	300,000	0
564-Remodel Suite #350 HSD	0	552,368	75,000	0	(75,000)
Hugs Infnt Security Systm	175,970	0	0	0	0
555-Renovate Psych Rooms	0	0	0	1,200,000	1,200,000
201 Replace Kit Drainage	0	62,269	0	0	0
555-Redesign Pharmacy	0	3,314	0	0	0

County Summary Information

ALL COUNTY FUNDS

Expenditures by Type

	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2017-18 Recommended	2017-18 Change
LMCH Ambulatory Care Clinic	0	40	0	0	0
Hosp-I and J Ward A/C	0	257,648	0	0	0
RHC - Carpet	0	108,296	0	4,630,568	4,630,568
Fab/Inst Modular Clinic	80,270	25,000	0	0	0
West County Health Center	852,365	0	0	0	0
Replace Boiler	248,878	41,060	3,000,000	1,429,032	(1,570,968)
SB1953 Seismic Retrofit	617	651	0	0	0
BFA AIP20 Taxi Echo&Kilo	0	0	2,280,000	0	(2,280,000)
BFA AIP 22 Pave,Light,Sign	0	0	0	400,000	400,000
BFA Mster Pln Stdy Prj#13	0	0	400,000	500,000	100,000
Miscellaneous Equipment	586,845	305,212	1,710,945	1,731,635	20,690
Office Equip & Furniture	2,575,227	2,891,866	6,274,231	27,974,819	21,700,588
Institutional Equip & Furniture	88,700	130,115	112,955	112,955	0
Autos and Trucks	5,078,645	1,405,201	6,500,044	4,315,566	(2,184,478)
Medical & Lab Equipment	1,011,275	3,386,425	4,561,859	7,763,870	3,202,011
Radio & Communication Equip	347,073	371,906	2,729,405	2,574,567	(154,838)
Tools & Sundry Equipment	345,183	60,408	407,000	470,312	63,312
Heavy Construction Equipment	0	27,094	50,000	0	(50,000)
Capitalized Software	281,309	290,141	325,000	343,000	18,000
Fixed Asset Adj Year-End	(3,961,629)	(6,970,990)	0	0	0
Fixed Assets	17,987,613	15,528,914	50,592,277	72,395,718	21,803,441
Reimbursements-Gov/Gov	241,043,376	247,684,190	290,325,957	315,927,507	25,601,550
Reimbursements-Gov/Ent	196,286	339,250	314,156	412,065	97,909
Reimbursements-Ent/Ent	0	0	2,000	2,000	0
Intrafund-Trans-Gov/Gov	8,304,287	9,296,971	13,717,929	4,811,012	(8,906,917)
Transfers-Gov/Ent	223,322	405,505	600,086	300,086	(300,000)
Intrafund-Trans-Salaries	(693,198)	(276,550)	(3,339,159)	(2,562,970)	776,189
Intrafund-Trans-Services	(120,683,077)	(122,530,218)	(130,765,469)	(146,058,377)	(15,292,908)
Intrafund-Trans-FX Assets	(753,403)	(590,479)	(1,166,317)	(1,334,087)	(167,770)
Work Auth Transfer Adjustment	113	177	0	0	0
Expenditure Transfers	127,637,704	134,328,846	169,689,184	171,497,236	1,808,053
Appropriation For Contingencies	0	0	9,365,335	10,000,000	634,665
Provisions For Contingencies	0	0	9,365,335	10,000,000	634,665
TOTAL EXPENDITURES	2,898,713,960	3,010,170,876	3,338,249,292	3,479,178,721	140,929,429

MAJOR GOVERNMENTAL FUNDS
Changes In Projected Fund Balance (in thousands)

	Beginning Fund Balance June 30, 2013	Beginning Fund Balance June 30, 2014	Beginning Fund Balance June 30, 2015	Beginning Fund Balance June 30, 2016	% Change	Projected Fund Balance June 30, 2017	% Change
GENERAL FUND (Major Fund)							
Nonspendable	6,103	7,946	10,764	9,807	-8.9%	9,807	0.0%
Restricted	6,798	7,254	9,013	9,869	9.5%	9,869	0.0%
Committed	1,335	1,575	1,508	1,440	-4.5%	1,440	0.0%
Assigned	57,754	78,136	94,169	116,089	23.3%	116,089	0.0%
Unassigned	115,518	142,293	179,883	232,953	29.5%	246,203	5.7%
Total	187,508	237,204	295,337	370,158	25.3%	383,408	3.6%
CCC Fire Protection District Special Revenue							
Nonspendable	1,887	1,614	1,863	1,920	3.1%	1,920	0.0%
Restricted	10,092	10,623	661	5,285	699.5%	5,285	0.0%
Committed	-	-	-	-	0.0%	-	0.0%
Assigned	13,675	18,263	31,923	31,725	-0.6%	31,725	0.0%
Unassigned	-	-	-	-	0.0%	-	0.0%
Total	25,654	30,500	34,447	38,930	13.0%	38,930	0.0%
All Other Non-Major Governmental Funds in the Aggregate							
Nonspendable	11,450	2,550	3,085	3,823	23.9%	3,823	0.0%
Restricted	351,389	380,946	395,188	389,353	-1.5%	389,353	0.0%
Committed	324	342	342	341	-0.3%	341	0.0%
Assigned	11,381	23,009	33,340	40,026	20.1%	40,026	0.0%
Unassigned	(7,851)	(776)	-	-	0.0%	-	0.0%
Total	366,693	406,071	431,955	433,543	0.4%	433,543	0.0%
Total Governmental Funds							
Nonspendable	19,440	12,110	15,712	15,550	-1.0%	15,550	0.0%
Restricted	368,279	398,823	404,862	404,507	-0.1%	404,507	0.0%
Committed	1,659	1,917	1,850	1,781	-3.7%	1,781	0.0%
Assigned	82,810	119,408	159,432	187,840	17.8%	187,840	0.0%
Unassigned	107,667	141,517	179,883	232,953	29.5%	246,203	5.7%
Total	579,855	673,775	761,739	842,631	10.6%	855,881	1.6%

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 \$370.2 million, which represented 25.3% growth over the previous year. Revenues rebounded strongly recently especially due to property 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

Changes in Projected Fund Balance (continued)

as well, due to an increase in candidate filing fees, building maintenance fees, 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 5.7% is due to the \$2.5 million from the West Contra Costa Healthcare District's reallocation of property tax revenue through an exchange agreement and monies budgeted for contingency reserve. It is anticipated that the FY 2017-18 year will have similar growth in reserves.

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 \$4.5 million during fiscal year 2015-16 and had a Budget Year beginning fund balance of \$38.9 million, which represented 13.0% 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 2017-18 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 recent past due to the reclassification of the Health and Sanitation Special Revenue Fund from major to non-major. Of the \$433.5 million in Non-Major fund balance, \$400.1 is in Special Revenue Funds, \$30.8 million in Debt Service Funds, \$745,000 in Capital Project Funds, and \$1.8 million in the Permanent Fund. Non-Major Governmental Funds in the aggregate grew by less than 1% in the last year and are not anticipated to increase or decline by more than 10% in the Budget Year nor for the 2017-18 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

PROPRIETARY FUNDS
Changes in Net Position (in thousands)

	Beginning Position June 30, 2014	Beginning Position June 30, 2015	Beginning Position June 30, 2016	% Change	Projected Position June 30, 2017	% Change
County Hospital						
Net Investment in Capital Assets	24,963	31,974	42,044	31.5%	42,044	0.0%
Unrestricted	<u>33,132</u>	<u>(183,196)</u>	<u>(159,806)</u>	-12.8%	<u>(159,806)</u>	0.0%
Total	58,095	(151,222)	(117,762)	-22.1%	(117,762)	0.0%
HMO Medi-Cal						
Net Investment in Capital Assets	-	-	-	0.0%	-	0.0%
Unrestricted	<u>14,052</u>	<u>25,604</u>	<u>42,301</u>	65.2%	<u>42,301</u>	0.0%
Total	14,052	25,604	42,301	65.2%	42,301	0.0%
Nonmajor						
Net Investment in Capital Assets	17,558	16,591	18,451	11.2%	18,451	0.0%
Unrestricted	<u>10,631</u>	<u>11,028</u>	<u>5,715</u>	-48.2%	<u>5,715</u>	0.0%
Total	28,189	27,619	24,166	-12.5%	24,166	0.0%
Total						
Net Investment in Capital Assets	42,521	48,565	60,495	24.6%	60,495	0.0%
Unrestricted	<u>57,815</u>	<u>(146,564)</u>	<u>(111,790)</u>	-23.7%	<u>(111,790)</u>	0.0%
Total	100,336	(97,999)	(51,295)	-47.7%	(51,295)	0.0%
Internal Service						
Net Investment in Capital Assets	7,211	7,859	8,273	5.3%	8,273	0.0%
Unrestricted	<u>(6,137)</u>	<u>(15,602)</u>	<u>(11,619)</u>	-25.5%	<u>(11,619)</u>	0.0%
Total	1,074	(7,743)	(3,346)	-56.8%	(3,346)	0.0%

Propriety Funds: For reporting purposes propriety funds utilize “net position” instead of fund balance. Net position is broken down into the following categories: Net Investment in Capital Assets; Restricted; and Unrestricted. Currently, there is no restricted net position in the propriety funds.

Major Propriety Funds: The County’s major propriety funds are the County Hospital and HMO Enterprise Funds.

Non-Major Propriety Funds: The County’s non-major propriety funds are the Airport; Sheriff Law Enforcement Training Center; Child Care Enterprise; HMO Commercial Plan; and Major Risk Medical Insurance Enterprise Funds.

Internal Service Funds: Fleet Services; Employee Dental Insurance; Long-Term Disability Insurance; Workers’ Compensation Insurance County General: Workers’ Compensation Insurance Fire Protection; Automotive Liability Insurance; Public Liability Insurance; State Unemployment Insurance; Medical Liability Insurance; and Special District Property Insurance.

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 2017-18 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 67 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; \$12.55 million for Facilities Lifecycle Improvements, which reflects the amount allocated to deferred facilities maintenance (\$2,550,000) and capital renewal from the County's Tax Losses Reserve (\$10.0 million); and also includes funding for the Plant Acquisition cost center, an allocation of general purpose revenue in the amount of \$5 million, 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.

The County Administrator's Office has filled the Chief Assistant County Administrator position designated specifically for the purpose of updating the County Capital Improvement Plan (CIP). In FY 2016-17 the County began work on two significant capital projects, a new administration building to replace the existing 651 Pine Street facility and a new Emergency Operations Center (EOC) and administration building for the Sheriff.



Figure 1 New Admin Building and Parking Structure

CAPITAL IMPROVEMENT PLAN

On January 31, 2017, the County Board of Supervisors received a capital improvement plan with recommendations to replace the County's emergency operation center and the County administration building.



Figure 2 New EOC and Sheriff's Admin Building

At the February 7, 2017 meeting the Board affirmed the sites selected for these projects and authorized the next steps in planning for the approximately \$100 million in new construction for these facilities. The funding for these facilities is identified in the General County Building Occupancy write up on page 159. In addition, the Board discussed policies for the next five-year plan to help reduce the County's backlog of deferred maintenance by setting priorities for reducing the County inventory of owned facilities. The Chief Assistant County Administrator will lead efforts in the next year to introduce a more centralized management structure to improve strategic decision making regarding leasing, construction and rehabilitation of County facilities, improve the information systems to support that strategic management effort and produce an initial list of properties to remove from the inventory.

CAPITAL IMPROVEMENT PLAN



Figure 3 Main Facade New Admin Building

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 2016-17 increased by 0.8% 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, 2016, 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	\$ 22,922,000
Equipment	\$ 4,394,000
Building and building construction in progress	\$ 12,507,000

County Summary Information

CAPITAL IMPROVEMENT PLAN

It should be noted that the County currently has over \$200 million in deferred maintenance projects. The projects are addressed on the basis of need. As buildings are repaired, replaced or sold, significant maintenance is eliminated. Replacement of the administration building at 651 Pine Street, for instance, eliminated almost \$25 million in deferred maintenance. The following table identifies planned significant non-recurring General Fund capital expenditures for FY 2017-18. The difference between the total of \$9.36 million listed below and the \$12.55 million budgeted under Capital Improvements (page 68) is for contingency/unanticipated projects.

Address	Department	Roofing Repair	Rooftop Equipment	Refrigeration Replacement	HVAC Repair	Grand Total
4800 Imhoff Drive	Animal Services	\$508,498				\$508,498
2530 Arnold Drive	Assessor	\$82,000				\$82,000
900 Ward St	District Attorney	\$134,715				\$134,715
30 Douglas	Dpt of Info Technology	\$389,974				\$389,974
N. Richmond Pump St	General County		\$2,000,000			\$2,000,000
1220 Morello	Health Services	\$375,468				\$375,468
202 Glacier Drive	Probation	\$49,989				\$49,989
202 Glacier Drive	Probation			\$250,000		\$250,000
3811 Bissell Ave	Public Defender	\$49,280				\$49,280
2366 Stanwell Drive	Public Works	\$116,840				\$116,840
1000 Ward St	Sheriff-Coroner	\$2,500,000				\$2,500,000
1960 Muir Rd	Sheriff-Coroner			\$250,000		\$250,000
5555 Giant Highway	Sheriff-Coroner			\$500,000		\$500,000
1980 Muir Rd	Sheriff-Coroner		\$300,000			\$300,000
50 Douglas	Various Departments		\$1,400,000			\$1,400,000
10 Douglas Drive	Various Departments				\$200,000	\$200,000
10 Douglas Drive	Various Departments		\$100,000			\$100,000
625 Court St	Various Departments				\$150,000	\$150,000
		\$4,206,764	\$3,800,000	\$1,000,000	\$350,000	\$9,356,764

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 County anticipates there will be significant progress in FY 2017-18 on the implementation of the Facilities Asset Management Plan. As was noted in the budget message, the County Administrator's Office has hired a Chief Assistant 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.

County Summary Information

CURRENT DEBT POSITION

The most recent Debt Report was issued by the Debt Affordability Advisory Committee on March 10, 2017. Information on the current Debt Position of the County follows:

Outstanding Debt. As of June 30, 2016, the County had a total of \$456.8 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 \$489.4 million (2015); \$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 Build America Bonds (BABs) and Recovery Zone Bonds (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 audited list as of June 30, 2016 is shown below.

County of Contra Costa (County Only)
Outstanding Lease Revenue and Pension Obligation Bonds and True Interest Cost
(as of June 30, 2016)

<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	17,730	4.27%
2009 Series A (Various Capital Projects)	06/03/09	06/01/24	25,062	15,380	4.55%
2010 Series A-1 (Capital Project I – Tax Exempt)	11/16/10	06/01/20	6,790	4,080	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	12,320	3.84%
2012 Lease Revenue Obligations	11/11/12	06/01/27	13,102	10,688	2.68%
2015 Series A (Refunding and Capital Projects)	8/25/15	6/1/35	19,055	18,500	2.67%
2015 Series B (Refunding and Capital Projects)	8/25/15	6/1/28	<u>52,060</u>	<u>47,610</u>	2.67%
<i>Total LRBs and LROs</i>			<u>\$399,664</u>	<u>\$244,058</u>	
<u>Pension Obligation Bond Issues (POBs):</u>					
Series 2003 A (Taxable)	05/01/03	06/01/22	<u>322,710</u>	<u>212,765</u>	5.36%
<i>Total POBs</i>			<u>\$322,710</u>	<u>\$212,765</u>	
<i>Grand Total</i>			<u>\$722,374</u>	<u>\$456,823</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 Fiscal Year 2015-16, the County’s total assessed valuation base was \$181.1 billion and the growth rate of total assessed valuation in the County was 7.3%, the fourth fiscal year increase since Fiscal Year 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 9.4% over the last 25 years and averaged 4.4% 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 continues to grow. Subsequent to the reporting period of June 30, 2016, total assessed valuation grew by 6.01% for FY 2016-17.

The net assessed value of taxable property was \$175.6 billion (\$181.1 billion gross), resulting in a statutory bonded debt limitation of \$8.78 billion (calculated by taking 5% of the assessed value of taxable property) and a California Constitution limit of \$2.2 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, 2016, the County’s outstanding bonded debt was \$301.0 million leaving a statutory margin of \$8.5 billion and a Constitutional margin of \$1.9 billion. Subsequent to this reporting period, taxable property grew to \$181.7 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, 2016. 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, 2016)

Fiscal Year Ending 6/30	Total Lease Debt Service ⁽¹⁾	Total POB Debt Service	Total Debt Service
2017	32,559,182	38,484,360	71,043,542
2018	32,570,232	40,114,901	72,685,133
2019	32,180,632	41,821,636	74,002,268
2020	30,757,282	43,600,400	74,357,682
2021	30,751,532	45,452,243	76,203,775

County Summary Information

CURRENT DEBT POSITION

Fiscal Year Ending 6/30	Total Lease Debt Service ⁽¹⁾	Total POB Debt Service	Total Debt Service
2022	28,234,086	47,382,398	75,616,484
2023	28,222,475		28,222,475
2024	18,203,958		18,203,958
2025	15,817,439		15,817,439
2026	13,451,226		13,451,226
2027	12,243,172		12,243,172
2028	6,093,871		6,093,871
2029	3,518,092		3,518,092
2030-2040	33,494,148		33,494,148
TOTAL	\$ 318,097,327	\$ 256,855,938	\$ 574,953,265

(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 \$14.19 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 in Certificates of Participation and LRBs 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 LRBs, 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, 2016)

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)	61.220	21 years	3.83	182,380
2007 Series A (current)	26.815	14 years	0.90	64,286
2007 Series B	112.845	15 years	2.93	195,333
2010 Series B (current)	17.400	15 years	1.10	73,330
2015 Series B (advance & current)	<u>55.995</u>	13 years	<u>4.58</u>	<u>416,893</u>
Total	<u>\$300.145</u>		<u>\$4.19</u>	<u>\$982,128</u>

Additionally in March 2017, the County issued \$99.810 million in 2017 Series A bonds. These bonds refunded \$117.030 million in outstanding Series 2007A, 2007B and 2009A bonds. They achieved \$9.10 million in net present value savings, mature in 10 years and have average annual savings of \$2,450,151.

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 (several times) to 7.00% 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
2012	13.5%
2013	15.7%
2014	7.7%
2015	1.9%
2016	6.9%

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.

County Summary Information

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. On October 6, 2016, Moody's upgraded the County's LRB rating to Aa3.

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+
	2016	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 further develop its performance measurement program, Contra Costa County became involved with the Bay Area Regional Benchmarking Project (Project BARB). Project participants included 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 was 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. For several years, Contra Costa County staff actively participated in Project BARB work until the Project ceased operating.

We continue to research and evaluate performance measures/management programs, including best practices offered by the Government Finance Officer Association, to more fully integrate our Performance Measurement Program into the budget process.

County Summary Information

County of Contra Costa
Appendix



Countywide Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
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Agriculture

1	1	Administration	Administration	0.0	(\$499,620)	Savings attributed vacancy of administrative positions: the Commissioner, and the Deputy Commissions for Weights and Measures and Agriculture.
2	1	Administration	Service & Supplies	0.0	(250,955)	Reduction in the purchasing of small tool, & rodenticide. Savings from requested maintenance and rent in the new facility.
3	4	Cooperative extension	Expenditure Transfer	0.0	1,553	Small increase for vehicle costs. No major impact.
			Totals	0.0	(\$749,022)	

Assessor

1	1	Appraisal, Business & Support Svcs	Salaries and Benefits	0.0	(\$792,572)	Vacancy Factor - will require the department to manage the filling of unplanned staff vacancies in a manner that achieves the savings.
			Total	0.0	(\$792,572)	

Auditor Controller

1	6	Administration & Systems	Salaries and Benefits	2.0	\$267,000	Add two (2) Systems Accountant Positions
			Total	2.0	\$267,000	

Central Support Services

1	1	Clerk of the Board	Salary & Benefits	(1.0)	(\$79,103)	Eliminate 1 Agenda Secretary position.
2	6	Risk Management	Salary & Benefits	1.0	\$174,820	Add 1 Assistant Risk Manager – Training position.
3	6	Risk Management	Revenue – Reimbursement Gov/Gov	0.0	\$174,820	Increased revenue transfer from Self-Insurance Internal Service Funds.
			Total	0.0	(\$79,103)	

Countywide Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
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County Administrator

1	2	County Administrator	Services and Supplies	0.0	(\$64,074)	Reduction for non-County professional specialized services.
			Total	0.0	(\$64,074)	

Employment and Human Services

1	1	Adult Program Services	Provides social worker response to investigate reports that older or dependent adults are exploited, neglected or physically abused.	10.0	231,812	The current Adult Protective Services (APS) caseloads per social worker is above the national standard. Additional APS social workers will allow APS staff to respond more timely to reports of elder and dependent adult abuse and be fully compliant with state mandates for providing services. These additional positions will be supported with additional state revenue.
2	4	General Assistance Eligibility	Provides eligibility determination for General Assistance (GA). Included are other services required to maintain eligibility such as mental health, substance abuse treatment and shelter beds. On-going case management is also included.	(1.0)	(90,667)	Due to an improved economy, the General Assistance caseload has declined. Therefore, one vacant caseworker position will be cancelled.

Countywide Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
3	22, 32, and 41	CalWORKs and CalFresh Eligibility Services, Workforce Innovation & Opportunity Act (WIOA)	Provides eligibility determination for CalWORKs cash aid, supportive services, and ongoing case management for both CalWORKs and CalFresh eligible low-income individuals and families; and provides career counseling, access to job training, adult education, literacy, and employment services to individuals seeking new or better employment opportunities.	(71.6)	(6,572,468)	The CalWORKs and CalFresh caseloads have steadily declined in recent years. As a result, CalWORKs funding was significantly reduced in FY 16-17. CalWORKs and CalFresh funding are projected to be significantly reduced in FY 17-18. The cancellation of vacant caseworker positions may result in reduced CalWORKs services and a reduction in the issuance of timely CalFresh benefits. Not cancelling these positions would result in a significant net county cost. For WIOA the improved economy has resulted in a decrease to FY 17-18 WIOA funding. One vacant One-Stop case manager will be cancelled.
4	41	Workforce Innovation & Opportunity Act (WIOA)	Provides employment services, career counseling, access to job training, adult education and literacy, and employment services to individuals seeking to find new or better employment opportunities.	(2.0)	(180,523)	Due to an improved economy, FY 17-18 WIOA funding is decreased. Two vacant program administration positions will be cancelled.
5	1	Administrative Services	Provides IT support to all areas of the Department	(2.0)	(249,907)	Due to reduced program funding in CalWORKs, CalFresh, and WIOA, two vacant Information Technology positions will be cancelled.
			Total	(66.6)	(6,861,753)	

Human Resources

1	2	Employee Benefits Administration	Salaries and Benefits	3.0	\$420,493	Add 1 HR Systems Specialist, 1 Employee Benefits Analyst, 1 Benefits System Administrator1
2	2	Employee Benefits Administration	Revenue	0.0	\$420,493	Increase Benefit Administration Fee Revenue.
			Total	3.0	\$0.0	

Countywide Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
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Employee/Retiree Benefits

1	1	Employee Benefits Administration	Services and Supplies	0.0	\$1,000,000	Appropriations for finalization of PeopleSoft project.
			Total	0.0	\$1,000,000	

Probation Department

1	5	Orin Allen Youth Rehabilitation	Increase Staff	8.0	1,332,419	Increase the number of Juvenile Institution Officers in order to comply with Federal Prison Rape Elimination Act (effective 10/1/17).
2	4	Juvenile Hall	Increase Staff	6.0	999,314	Increase the number of Juvenile Institution Officers in order to comply with Federal Prison Rape Elimination Act (effective 10/1/17).
3	21	Probation Collections Unit	Eliminate the Probation Collections Unit	(4.0)	(181,911)	Eliminating the Probation Collections Unit will have a small impact on the Probation Department's revenue.
4	9	Adult Investigations & Supervision	Overhead Allocation	0.0	(282,064)	Charge overhead allocation to Probation's SB678 program.
5	1	Out-of-Home Placement	Contract with Del Norte County Probation	0.0	(408,000)	Cancel contract with Del Norte County Probation. Youths would be placed in the Youthful Offender Treatment Program or the Orin Allen Youth Rehabilitation Facility.
			Total	10.0	1,459,758	

Countywide Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
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Public Defender

1	4	AB 109 Public Safety Realignment	Salaries and Benefits	1.0	0	Addition of one full-time Deputy Public Defender II position for the Clean Slate and ACER programs as recommended by the Community Corrections Partnership and the Public Protection Committee.
			Total	1.0	0	

Public Works

1	1	Public Works	Salaries and Benefits	3.0	\$358,289	Add 1 Community & Media Relations Coordinator, 1 Community & Media Relations Specialist, 1 Network Technician II.
2	1	Public Works	Salaries and Benefits	(2.0)	(\$260,909)	Cancel 1 PW Customer Service Coordinator, 1 Sr Engineering Technician.
3	1	Public Works	Revenue		(\$97,380)	Increased charges to various Public Works funds to offset net costs of positions.
4	7	Airport Enterprise	Salaries and Benefits	1.0	\$145,634	Add 1 Assistant Director of Airports.
5	7	Airport Enterprise	Salaries and Benefits	(1.0)	(\$122,828)	Cancel 1 Airport Operations Manager.
6	7	Airport Enterprise	Revenue	0.0	(\$22,806)	Increased Airport Enterprise Revenue.
7	15	Fleet Services Internal Service Fund	Salaries and Benefits	3.0	\$345,177	Add 1 Fleet Service Center Supervisor, 2 Equipment Mechanics.
8	15	Fleet Services Internal Service Fund	Revenue	0.0	(\$345,177)	Increase to Fleet ISF rates to offset costs of positions.
9	16	General County Building Occupancy	Expenditure Transfers	0.0	\$547,725	Increase to General Fund Building Occupancy.
10	16	General County Building Occupancy	Debt Service	0.0	\$8,000,000	Increased debt service for new Emergency Operations Center and Administration Building.

Countywide Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
11	18	Building Maintenance	Salaries and Benefits	3.0	\$371,500	Add 1 Sr Capital Facilities Project Manager, 1 Assistant Capital Facilities Project Manager, 1 Clerk-Experienced Level.
12	18	Building Maintenance	Salaries and Benefits	12.0	\$1,273,857	Add 1 Grounds Maint Supervisor, 2 Groundskeepers, 2 Stationary Engineer, 2 Electricians, 1 Steamfitter, 1 Painter, 1 Electronic Systems Spec, 1 Carpenter, 1 Lead Carpenter.
13	18	Building Maintenance	Expenditure Transfers	0.0	(\$1,645,357)	Increased charges to building rates offset net costs of positions.
14	19	Print and Mail Services	Salaries and Benefits	1.0	\$66,363	Add 1 Duplicating Machine Operator.
15	19	Print and Mail Services	Expenditure Transfers	0.0	(\$66,363)	Increase customer charges.
			Total	20.0	\$8,547,725	

Sheriff-Coroner

1	3	Martinez Detention Facility	Add (11) Deputy Sheriff positions	11.0	2,251,599	Increase positions in the Martinez Detention Facility for safety and security of inmates and staff.
2	4	West County Detention Facility	Add (2) Deputy Sheriff positions	2.0	350,000	Increase positions in the West County Detention Facility for safety and security of inmates and staff.
3	17	Unincorporated Patrol	County Patrol Operations	(15.0)	0	Transfer (15), unfunded Deputy Sheriff-Recruit positions to the Law Enforcement Training Center to fill during Basic Academy training periods.
			Total	(2.0)	2,601,599	

Countywide Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
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NON-COUNTY GENERAL FUND PROGRAM MODIFICATIONS

Contra Costa County Fire Protection District

1	N/A	Operations	Support Services	1.0	85,405	Adds one (1) Storekeeper position.
2	N/A	Operations	Public Information	1.0	139,150	Adds one (1) Departmental Community and Media Relations Coordinator position.
3	N/A	Operations	EMS	(4.0)	(759,965)	Transfer one (1) Assistant Fire Chief and three (3) Fire District Dispatchers to the EMS Transport Fund.
4	N/A	Operations	EMS	0.0	(615,879)	Allocate oversight and support services costs from the Operating Fund to the EMS Transport Fund.
			Total Operating Fund	(2.0)	(1,151,289)	
5	N/A	EMS Transport Fund	EMS Transport	7.0	1,910,854	Transfer one (1) Assistant Fire Chief and three (3) Fire District Dispatchers, adding (3) new Fire District Dispatcher positions and allocating overhead costs from the Operating Fund to the EMS Transport Fund.
6	N/A	EMS Transport Fund	EMS Transport	0.0	1,957,146	Increased expenditure appropriations for EMS Transport services and supply costs.
			Total EMS Transport Fund	7.0	3,868,000	

Countywide Program Modification List

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	1,728,614	0	1,728,614	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	2,953,319	2,842,668	110,651	31.2	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	1,126,541	931,423	195,118	8.0	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.
4	Cooperative Extension	D	D	171,618	0	171,618	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; administers the 4-H Youth Development Program, and provides research and education on critical nutrition issues.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
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Animal Services

1	Animal Care & Housing	M	M	8,261,310	4,012,310	4,249,000	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	73,019	73,019	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	3,587,035	3,587,035	0	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	145,000	145,000	0	2.0	No	Provides low cost pet spay/neuter services to the public.

Assessor

1	Appraisal	M	D	6,821,573	661,573	6,160,000	47.0	No	Secured property appraisal mandated by R&T Code Sections 50-93, 101-2125.
2	Business	M	D	1,736,400	168,400	1,568,000	12.0	No	Unsecured property appraisal mandated by R&T Code Sections 2901-2928.1.
3	Support Services	M	D	8,150,450	790,450	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	1,009,947	97,947	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	2,945,012	2,945,012	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
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Auditor-Controller

1	Property Tax	M	D	1,535,887	1,577,234	(41,347)	8.0	Yes	Builds the countywide tax roll and allocates and accounts for property tax apportionment and assessments.
2	Payroll	M	D	2,124,215	1,330,403	793,812	13.0	Yes	Processes timely and accurate payroll for all County departments, most fire districts, some special districts, and some non-county regional agencies. Processes demands, purchase orders, and contracts.
3	General Accounting	M	D	2,192,524	2,872,650	(680,126)	18.0	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	910,311	64,412	845,899	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	Special Accounting	M	D	576,755	181,226	395,529	4.0	Yes	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. Additionally, the Division assists in administering the Tax and Revenue Anticipation Notes and other bond programs that greatly enhance the County's financial status.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
6	Administration/ Systems	M	D	2,975,669	261,436	2,714,233	11.0	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 secretarial support.
7	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	7,285,579	321,579	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.
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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
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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	12,550,000	2,550,000	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.

Central Support

1	Clerk of the Board	M	D	1,086,575	93,575	993,000	7.0	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	510,650	45,650	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	Management Info System	D	D	807,000	200,000	607,000	0.0	Yes	Computer support to small departments, Productivity Investment Fund, Geographic Information System Program.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
6	Risk Management	M	D	10,275,728	5,775,728	4,500,000	36.0	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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Clerk – Recorder

1	Elections	M	M	8,507,155	2,022,615	6,484,540	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	4,191,158	5,675,698	(1,484,540)	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
3	Recorder Micro/Mod/ VRIP/ Redaction/ ERDS (Dedicated funds)	M/D	M	11,049,972	11,049,972	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	5,250,000	0	5,250,000	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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Conservation and Development

1	Administration	M	D	1,456,775	1,456,775	0	2.0	No	The legislative body shall by ordinance assign the functions of the planning agency to a planning department, one or more planning commissions, administrative bodies or hearing officers, the legislative body itself, or any combination thereof, as it deems appropriate and necessary.
2	Current Planning	M	D	6,641,106	6,641,106	0	27.0	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
3	Advance Planning	M	D	216,118	216,118	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/Habitat Conservancy	D	D	1,050,850	1,050,850	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	1,690,845	1,690,845	0	5.0	No	Administer the Solid Waste Management and Waste Recycling programs and provide technical services related to sanitary landfills, and other environmental issues. Participation in 2 solid waste partnerships and other solid waste, recycling programs must be supported.
6	Transportation Planning	M	D	2,135,900	2,135,900	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
7	Federal Programs, CDBG, Successor Agency	D	D	2,147,966	2,147,966	0	10.0	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	4,918,690	4,918,690	0	26.0	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	7,381,147	7,381,147	0	28.0	No	Review plans, issue building permits, and inspect the construction of buildings.
10	Code Enforcement	M	D	1,588,045	1,588,045	0	11.0	No	Respond to building and zoning complaints, perform on-site investigations, abate hazards, and perform inspections.
11	Weatherization	D	D	1,033,347	1,033,347	0	11.0	No	Free home weatherization services to low income residents.
12	Application & Permit Center (includes Engineering Services)	M	D	4,499,880	4,499,880	0	32.0	No	Manage and help process applications and permits.
13	Clean Water	M	D	30,000	30,000	0	0.0	No	Inspection services for development projects requiring compliance with Clean Water regulations.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
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	140,000	140,000	0	0.0	No	Inspection services to remove abandoned vehicles that possess a hazard or public nuisance.
16	Service Contracts/ Satellite Locations	D	D	4,883,000	4,883,000	0	4.0	No	Inspection services to various contract cities and remote locations within the unincorporated county.
17	Multi-Year Special Projects	M	D	0	0	0	0.0	No	Inspection services for large projects where fees received are used to cover multiple service years.
18	Plant Acquisition	D	D	0	0	0	0.0	No	Funding for the acquisition and rehabilitation of a department financed central operations office
19	Energy Upgrade CA	D	D	388,550	388,550	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	M	3,046,374	3,046,374	0	0.0	No	Funding through general obligation bonds, for local parks as approved by voters of Alameda and Contra Costa.
21	Keller Canyon Mitigation Fee	D	D	1,400,000	1,400,000	0	0.0	No	Funding for mitigation programs within East County community.
22	Housing Rehabilitation & Sustainability Program	D	D	939,328	154,328	785,000	2.0	No	Financial assistance to low and moderate-income families performing housing rehabilitation. Develop organizational capacity in Sustainability Programs to include expanding economic development in the County.
23	HOPWA Grant	D	D	1,360,410	1,360,410	0	0.0	No	Provide housing opportunities for people with HIV/AIDS.
24	HUD Block Grant	D	M	6,766,422	6,766,422	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
25	HUD Emergency Shelter	D	D	586,000	586,000	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	3,752,288	3,752,288	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	150,000	150,000	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	1,782,830	1,782,830	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	1,011,000	1,011,000	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.
32	Housing Successor Agency	D	M	10,702,000	10,702,000	0	0.0	No	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	No	Provide funding from HOME Program loan repayments for the development and rehabilitation of affordable housing.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
34	Private Activity Bond	D	M	1,112,682	1,112,682	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	805,700	805,700	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	2,843,500	2,843,500	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 Maintenance	D	D	350,000	350,000	0	0.0	No	Construction/development of a green-space/respite on the Iron Horse Corridor between Coggins to Treat Blvd, including the south portion of former Del Hombre Lane.

Contingency Reserve

1	Contingency Reserve	D	D	10,000,000		10,000,000	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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Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
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County Administrator

1	Affirmative Action	D	D	388,159	100,000	288,159	2.0	No	Coordinates various state, federal and locally approved affirmative action programs.
2	Board Support & Gen Administration	M	D	4,725,068	467,413	4,257,655	16.1	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	1,239,607	1,239,607	0	6.5	No	Administers cable franchises and community access (CCTV). Supported by cable TV franchise fees.
4	AB109	D	D	8,036,903	7,086,903	950,000	3.4	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	2,040,962	476,776	1,564,186	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	6,999,350	3,999,350	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.
2	Social Service Probate	M	M	3,083,906	3,083,906	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	2,178,015	2,178,015	0	10.0	Yes	Defends the County in tort, employment and civil rights actions in State and Federal court and monitors outside litigation counsel. Services are reimbursed by General Liability Trust Fund.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
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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/UAL Bond Fund	D	M	40,116,401	40,116,401	0	0.0	Yes	To accumulate and payout the principal and interest costs for the Pension Obligation bond for employee retirement liabilities, covering the general County group of funds including the General, Library and Land Development Funds. The bond obligation rate is adjusted each year to take into account the prior year's variances in operational costs and recovery.
4	Notes and Warrants Interest	D	M	0	0	0	0.0	Yes	To budget for the interest and administrative costs associated with Teeter Plan borrowing program and other funding sources.
5	Retirement Litigation Settlement Debt Service	D	M	2,759,911	2,759,911	0	0.0	Yes	To provide funding for the Retirement Litigation debt services repayment schedule, which resulted from a court case requiring the County to pay \$28.1 million over a period of approximately 20 years (ending February 2024).

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
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Department of Information Technology

1	Administration	D	D	712,693	712,693	0	11.0	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	907,400	907,400	0	1.0	Yes	Maintains the Countywide Information Security Program including Information Security Awareness, Risk Assessment and Business Resumption programs.
3	Network Services	D	D	1,713,321	1,713,321	0	7.0	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	4,323,477	4,323,477	0	9.6	Yes	Responsible for County's Central Data Center that houses the IBM mainframe, AS/400's, RS/6000's, Sun and IBM UNIX servers and customer owned servers. Performs database administration duties in support of Oracle, Informix, and IDMS data management systems. Manages County's off-site disaster recovery resources.
5	GIS Support	D	D	473,002	423,002	50,000	2.1	Yes	Manages the central GIS data repository and facilitates the sharing and integration of geographically referenced information among multiple agencies or users.
6	Systems and Programming	D	D	5,241,234	5,241,234	0	22.6	Yes	Provides information application services to Departments via consultation; proposes solutions to meet business goals and incorporating technology solutions by designing, implementing and maintaining departmental systems.
7	Telecommunications	D	D	9,712,151	9,617,151	95,000	20.8	Yes	Responsible for planning, operating, maintaining, and managing the County's communication systems including radio, telephone, voice mail and microwave.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
8	Wide-Area-Network Services	D	D	3,834,442	3,884,442	(50,000)	5.0	Yes	Insures on-going support and maintenance of the County's Wide-Area-Network (WAN) Infrastructure.

District Attorney

1	Mainline Prosecution	M	D	25,683,261	15,231,834	10,451,427	126.0	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	5,663,619	4,020,181	1,643,438	25.0	No	Attends the courts and conducts on behalf of the people all special prosecutions, including auto, real estate, and worker's compensation fraud; environmental crimes, high-tech crimes, and family violence crimes
3	Investigation	M	D	4,307,127	434,275	3,872,852	18.0	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	1,214,348	1,191,986	22,362	14.0	No	Victim liaison providing assistance in obtaining protective orders and restitution, advice to the Bench on bail levels, and victim advocacy
5	Public Assistance Fraud	M	D	419,234	298,986	120,248	1.5	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	3,457,873	18,200	3,439,673	13.0	No	Operations, fiscal, personnel, procurement, and facilities management, and resource development

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
7	AB 109	M	D	1,928,053	1,928,053	0	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.
<u>Special Funds</u>									
8	Consumer Protection	D	D	4,374,525	200,000	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	115,000	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	2,178,183	200,000	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	237,536	35,300	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 Prosecution	D	D	960,813	620,000	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.
13	Supplemental Law Enforcement Services Fund - DA	M	M	446,720	446,720	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 Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
14	AB109-District Attorney	M	M	262,080	262,080	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	4,491,249	0	4,491,249	0.0	Yes	Funds PeopleSoft Project (Payroll).
2	Retiree Health Benefits	M	D	1,058,750	50,000	1,008,751	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

<u>Administration</u>									
1	Administrative Services	D	D	6,310,479	6,030,132	280,347	210.0	Yes	Provides administrative support to all areas of the Department
<u>Aging and Adult Services Bureau</u>									
2	Adult Program Services	M	D	7,465,582	7,117,552	348,030	54.8	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.
3	Area Agency on Aging	M	D	4,615,694	4,362,761	252,933	9.0	No	Provides supportive social services, congregate meals, home delivered meals, in-home services and elder abuse prevention to over 19,500 seniors annually.
4	General Assistance Eligibility	M	M	3,627,087	0	3,627,087	24.9	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.
5	General Assistance Cash Assistance Payments	M	D	1,644,451	0	1,644,451	0.0	No	Provides cash assistance to adults not eligible for state or federal assistance.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
6	Indigent Interment	M	M	97,380	17,464	79,916	0.0	No	Provides cremation and burial, in cemetery lots or niches, of indigent decedents.
7	In-Home Supportive Services Administration	M	D	9,593,242	8,913,554	679,688	64.8	No	Funds for administration to determine eligibility for recipients who are unable to care for themselves at home.
8	In-Home Supportive Services Payments	M	M	32,268,418	25,292,136	6,976,282	0.0	No	Provides funds for wages, health and retirement benefits for individuals who provide in-home supportive services to eligible individuals who are unable to care for themselves.
9	Senior Community Service Employment Program	D	M	711,906	596,129	115,777	1.0	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.
10	IHSS Public Authority	M	D	2,215,659	2,215,659	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.
<i>Children and Family Service Bureau</i>									
11	Child Welfare Services	M	M	60,237,839	59,696,355	541,484	318.8	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.
12	Adoption Services	D	M	2,024,532	2,013,747	10,785	11.9	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
13	Foster Care/ Adoption Assistance Eligibility	M	M	4,489,335	3,938,851	550,484	21.8	No	Provides eligibility determination for cash assistance for care of children placed in out of home care.
14	Foster Home Licensing	D	M	1,337,903	1,228,216	109,687	5.0	No	Processes applications for county foster home licenses and provides support services to licensed foster care parents.
15	Aid to Adoptions Program	M	M	18,108,073	17,643,789	464,284	0.0	No	Provides payments to families in the adoption process or who have adopted children.
16	Foster Care and Other Out of Home Care Payments	M	M	32,427,778	31,382,207	1,045,571	0.0	No	Federal, state and county funded program that provides payment for care of foster children in the custody of the county.
17	Child Abuse Prevention Contracts	D	M	290,340	261,306	29,034	0.0	No	Provides child abuse prevention services authorized by AB 1733; supports the Zero Tolerance for Domestic Violence implementation plan.
18	Family Preservation Program	D	M	1,630,213	1,367,947	262,266	0.0	No	Provides intensive social work services to children and families when the child is at risk of out-of-home placement.
19	Independent Living Skills Program	M	D	1,119,710	1,119,710	0	8.0	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.
20	County Children's Trust Fund	D	D	185,000	185,000	0	0.0	No	Provides child abuse prevention services.
21	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.
<u>Workforce Services Bureau</u>									
22	CalWORKs Eligibility Services	M	M	18,054,263	18,054,263	0	171.7	No	Provides eligibility determination for CalWORKs cash aid, supportive services, and includes ongoing case management. Eligibility is limited to a maximum of 48 months.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
23	CalWORKs Employment Services	M	D	23,957,291	23,957,291	0	124.3	No	Provides case management of CalWORKs recipients who have a Welfare-to-Work 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.
24	CalWORKs Cal-Learn	M	D	296,947	296,947	0	1.9	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.
25	CalWORKs Child Care Program - Stage One	M	M	5,816,505	5,816,505	0	17.7	No	Eligibility and ongoing case management under Stage One subsidized child care.
26	Mental Health/Substance Abuse	M	D	2,182,421	2,182,421	0	0.0	No	Provides CalWORKs case management and treatment services for mental health and substance abuse.
27	CalWORKs SB 1569	M	M	2,485	2,485	0	0.0	No	Provides case management of CalWORKs recipients who are victims of trafficking or crime.
28	CalWORKs Family Stabilization Program	M	M	715,172	715,172	0	4.8	No	Provides comprehensive evaluations and wraparound services to Welfare-to-Work families who are experiencing identified situations and/or crises.
29	CalWORKs Expanded Subsidized Employment	M	D	3,482,881	3,482,881	0	15.4	No	Provides funds for wage, non-wage and operational costs for six-month job placements for Welfare-to-Work clients.
30	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.
31	CalWORKs Cash Assistance (TANF) Temporary Assistance to Needy Families	M	M	51,205,751	50,229,273	976,478	0.0	No	Provides cash assistance to eligible families based on income levels. Eligibility limited to a maximum of 24 months.
32	CalFresh Eligibility	M	M	37,891,765	35,125,386	2,766,380	229.5	No	Provides eligibility determination and ongoing case management for CalFresh benefits for eligible low-income individuals and families.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
33	Work Incentive Nutritional Supplement Eligibility	M	M	379,080	379,080	0	0.0	No	Provides eligibility determination for eligible CalFresh and California Food Assistance Program households.
34	Work Incentive Nutritional Supplement Program	M	M	172,704	172,704	0	0.0	No	Provides a \$10 per month additional food supplement for eligible CalFresh and California Food Assistance Program households.
35	Standard Utility Assistance Subsidy Program	M	M	91,845	91,845	0	0.0	No	Provides an annual \$20.01 utility assistance benefit to eligible CalFresh households.
36	Medi-Cal Eligibility	M	M	58,148,930	58,148,930	0	393.5	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.
37	Refugee Programs Eligibility	M	M	29,362	29,362	0	0.2	No	Provides eligibility determination and grant maintenance activities for the Refugee Cash Assistance (RCA) and Cash Assistance Program for Immigrants (CAPI) programs.
38	Refugee Programs Cash Assistance	M	M	101,809	101,809	0	0.0	No	Provides funds for cash assistance payments for immigrants.
39	Service Integration Team / Sparkpoint	D	D	98,857	38,857	60,000	0.0	No	Provides integrated delivery of human services provided by various county departments.
40	Covered California Call Center (Under Contract)	M	M	0	0	0	0.0	No	The only county-operated statewide Call Center which provides healthcare enrollment services under the Affordable Care Act to California residents.
<i>Workforce Development Board</i>									
41	Workforce Innovation & Opportunity Act (WIOA) Employment & Training/Adult/Dislocated Worker Programs	M	D	7,112,456	7,112,456	0	8.0	No	Provides employment services (such as job search and placement assistance, and initial assessment of skills), career counseling, access to job training, adult education and literacy, and employment services to individuals seeking to find new or better employment opportunities.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
42	WIOA Small Business Development Center	D	M	404,500	404,500	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.
<i>Community Services Bureau</i>									
43	Head Start	D	M	16,280,744	16,274,380	6,364	73.0	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.
44	Child Start	D	M	9,441,778	9,441,778	0	66.0	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.
45	Early Head Start	D	M	4,606,943	4,606,943	0	10.0	No	Federally-funded childcare program for infants and toddlers ages 0-3, serving 383 income eligible and disabled infants and toddlers and their families.
46	Child Nutrition	D	M	1,310,213	1,310,213	0	13.0	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..
47	Community Action Programs	D	M	3,555,603	3,403,179	152,424	23.0	No	Community Action programs help low-income families achieve self-sufficiency and support activities that can achieve measurable outcomes in improving educational capability, literacy skills, housing attainment, income enhancement, and disaster preparedness.
48	Housing & Energy	D	M	2,020,442	2,020,442	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
49	Child Development Fund	D	M	27,826,056	27,826,056	0	117.0	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.
50	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.
<u>Zero Tolerance - Domestic Violence</u>									
51	Zero Tolerance for Domestic Violence	D	D	2,668,800	990,553	1,678,247	0.0	No	Coordinated Services designed to reduce domestic and family violence and elder abuse.
52	Zero Tolerance for Domestic Violence - Special Revenue Fund	M	D	564,652	564,652	0	4.0	No	Provides oversight and coordination of domestic violence programs. Supported by recording fees authorized by State law (SB 968)
53	Domestic Violence - Victim Assistance	M	M	120,000	120,000	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.

General Purpose Revenue

1	General County Revenues	M	D	0	435,035,000	(435,035,000)	0.0	No	Receives revenues which are not attributable to specific County services and which are available for County General Fund expenditures.
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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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Health Services

<u>Hospital & Ambulatory Care Centers</u>									
1	Administrative Services	D	D	27,053,087	27,053,087	0	350.2	Yes	Provides centralized Department-wide administrative support to all Health Services divisions, e.g. IT, Payroll, Personnel.
2	Ambulatory Care Centers	M	M	143,951,858	142,303,187	1,648,671	748.6	No	Provides for operation of the 12 medical ambulatory care centers located throughout the County.
3	Charges from Other County Departments	M	D	16,383,008	0	16,383,008	0.0	Yes	Provides centralized charges to Health Services Department from other County departments, e.g. GSD.
4	Emergency Medical Services	M	M	2,407,879	2,407,879	0	5.0	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	52,243,449	52,243,449	0	0.0	No	Debt services principal payments, and acquisition of new and replacement capital equipment.
6	Hospital & Emergency Care	M	M	270,110,188	267,016,633	3,093,555	1,082.0	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	109,101,055	107,851,527	1,249,528	289.0	No	Provides for operation of medical staff at the Medical Center and at the 12 ambulatory care clinics and the Family Practice Residency Program.
<u>Contra Costa Health Plan - EF2</u>									
8	Medi-Cal Members	M	M	510,664,208	510,664,208	0	194.0	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	166,008,377	166,008,377	0	0.0	No	Serves County residents enrolled in Contra Costa Health Plan who are seniors or persons with a disability that qualify for Medi-Cal.
10	Charges from Other County Departments	D	D	3,421,919	3,421,919	0	0.0	No	Provides centralized charges to Health Services Department from other County departments, e.g. Public Works.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
<u>Contra Costa Community Health Plan - EF3</u>									
11	Commercial Groups, including Basic Health Care (Excludes IHSS)	D	M	53,665,489	53,665,489	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 less than or equal to 300% of the federal poverty level, whose medical care is managed by CCHP. Includes Health Care for eligible Indigents and primary care services to adults not covered by the ACA.
12	In-Home Supportive Services	D	M	17,288,152	13,551,864	3,736,288	0.0	No	Serves 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.
<u>Major Risk Medical Insurance Program</u>									
13	Major Risk Medical Insurance	D	M	100,000	100,000	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.
<u>Behavioral Health Division - Mental Health</u>									
14	Adult Services	M	D	55,560,393	52,806,620	2,753,773	127.3	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
15	Child & Adolescent Services	M	D	63,476,541	62,722,888	753,653	85.5	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.
16	Local Hospital Inpatient Psychiatric	M	M	10,777,951	9,820,858	957,093	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.
17	Medi-Cal Managed Care	M	M	8,664,040	7,676,951	987,089	21.0	No	Provides community-based acute psychiatric inpatient hospital services and outpatient specialty mental health services for Medi-Cal eligible adults and children.
18	Outpatient Mental Health Crisis Service Summary	M	M	13,893,610	13,012,104	881,506	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.
19	Mental Health Services Act	M	D	51,574,566	51,574,566	0	163.7	No	Expands Mental Health care programs for children, transition age youth, adults and older adults. (Proposition 63)
20	Support Services	D	D	12,799,648	1,841,574	10,958,074	76.5	No	Provides personnel administration, contract negotiation, program planning and development, monitoring service delivery and quality assurance, and interagency coordination.
21	Drug Medi-Cal Waiver			15,900,418	15,900,418	0	0.0	No	The Drug Medi-Cal Waiver provides an opportunity for counties to expand service capacity and the range of available benefits for Medi-Cal beneficiaries who meet medical necessity criteria and reside in our county.
<u>Behavioral Health Division - Alcohol and Other Drugs</u>									
22	Narcotic Treatment Program	D	D	6,744,678	6,744,678	0	0.0	No	Provides outpatient methadone maintenance for opiate dependent adults, especially those persons at risk of HIV infection through IV drug use.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
23	Non-Residential Program	D	D	1,235,027	1,235,027	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.
24	Prevention Services	D	D	1,602,096	1,602,096	0	4.0	No	Provides alcohol and other drugs education, drug-free activities, community-based initiatives, problem identification and referral for youth and adults.
25	Residential Services Program	D	D	4,302,101	3,766,918	535,183	22.0	No	Provides recovery services for men, women, women and their children, and adolescents, and detoxification for adults.
26	Special Programs	D	D	4,204,397	4,204,397	0	0.0	No	Time-limited federal and State special initiatives and demonstration projects.
27	Support Services	D	D	1,633,852	1,383,852	250,000	8.0	No	Management of all substance abuse services, including personnel, budgets, program planning and evaluation, contracted services, Countywide prevention activities and monitoring service delivery.
28	Drug Medi-Cal Waiver	D	D	15,900,418	15,900,418	0	0.0	No	The Drug Medi-Cal Waiver provides an opportunity for counties to expand service capacity and the range of available benefits for Medi-Cal beneficiaries who meet medical necessity criteria and reside in our county.
<u>Behavioral Health Division - Health, Housing and Homeless Services</u>									
29	Administration	D	D	2,155,793	1,688,668	467,125	7.0	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
30	Coordinated Entry System Summary	D	D	1,340,603	1,340,603	0	0.0	No	Coordinated Entry streamlines access to housing and other homeless services through prevention/diversion screening and triage; referral to CARE centers where clients can access shelter, food, case management, housing assessment and navigation, substance use disorders and benefit assistance; and coordinate outreach referral and engagement to facilitate shelter, health and social services.
31	Interim Housing and Support Services	D	D	3,948,095	2,459,190	1,488,905	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.
32	Supportive Housing Program	D	D	3,022,913	2,805,497	217,416	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.
33	Contra Costa Youth Continuum of Services	D	D	706,755	683,347	23,408	1.0	No	Contra Costa's Youth Continuum of Services provides outreach, shelter, transitional, and permanent housing and services to youth ages 14-21.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
34	Homeless Management Information System	D	D	263,686	263,686	0	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.
<u>Public Health</u>									
35	Communicable Disease Control	M/D	D	9,356,222	6,547,772	2,808,450	48.1	No	Identification, investigation and treatment of persons who have communicable disease or who have been exposed or are at risk for a communicable disease.
36	Community Wellness & Prevention	D	D	2,849,280	2,315,906	533,374	19.6	No	Provides for prevention of chronic disease and injuries.
37	Family, Maternal & Child Health	M/D	D	9,938,238	7,979,220	1,959,018	82.8	No	Promotes health and welfare of families and children.
38	PH Administration & Management	D	D	7,579,581	1,530,464	6,049,117	42.0	Yes	Provides program oversight.
39	Public Health Clinical Services	D	D	38,305,889	30,419,037	7,886,852	246.8	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.
40	HIV/AIDS and STD Program	M/D	D	4,893,483	3,720,606	1,172,877	34.0	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
41	Senior Nutrition Program	D	D	4,749,165	4,743,883	5,282	4.2	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.
<u>Environmental Health</u>									
42	Environmental Health	M	M	10,586,061	10,746,624	(160,563)	58.0	No	Provides retail food programs, consumer protection programs, solid waste program, medical waste program and land use programs.
43	Fixed Assets	D	D	150,000	150,000	0	0.0	No	Provides for acquisition of capital equipment and for needed capital improvement projects.
44	Hazardous Materials Program	M	M	10,427,089	10,587,651	(160,562)	38.0	No	Provides emergency response, hazardous waste, hazardous material, underground tank and accidental release programs.
<u>Detention Facility Program</u>									
45	Detention Facility Med Services	M	D	21,508,150	1,490,962	20,017,188	67.5	No	Provides primary care medical services for inmates in County detention facilities.
46	Detention Facility MH Services	M	D	2,346,879	58,320	2,288,559	16.0	No	Provides assistance to Sheriff's Department in identification and management of mentally ill in the main County detention facility.
47	Juvenile Hall Medical Services	M	D	1,865,332	1,734,887	130,445	10.4	No	Provides primary care medical services to inmates at Juvenile Hall. Expenditures are transferred to the Probation Department.
48	Juvenile Justice Facilities	D	D	711,394	711,394	0	0.0	No	Crisis intervention, medication evaluation and consultation.
<u>Conservatorship/Guardianship</u>									
49	Conservatorship/Guardianship Program	M	M	3,700,765	613,034	3,087,731	22.0	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
<u>California Children's Services Program</u>									
50	California Children's Services	M	M	10,443,472	7,780,728	2,662,744	62.9	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.
<u>Public Administrator</u>									
51	Public Administrator	M	D	628,853	293,641	335,212	4.5	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.
<u>Emergency Medical Services SB-12</u>									
52	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.
53	Emergency Medical Services	D	M	247,687	247,687	0	0.0	No	Reimbursement for County operated Emergency Medical Services program.
54	Hospitals	D	M	364,241	364,241	0	0.0	No	Payments to hospitals for emergency room care provided to indigents.
55	Physicians	D	M	845,042	845,042	0	0.0	No	Payments to physicians for emergency services to indigents.
56	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.
<u>Ambulance Services Areas (Measure H)</u>									
57	Zone A	D	M	230,611	230,611	0	0.0	No	Funds EMS first responder medical and communication equipment, supplies, and training of medical dispatchers.
58	Zone B	D	M	4,769,809	4,769,809	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.

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	Administration	M	D	1,701,831	2,378,382	(676,551)	5.0	Yes	Develops, administers and maintains merit and exempt employment systems.
2	Employee Benefits Administration	M	D	6,479,717	6,479,717	0	20.0	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.
3	Personnel Services	M	M	4,020,551	140,000	3,880,551	26.0	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.
4	Employee Child Care	D	M	46,586	46,586	0	0.0	No	Board mandate & must follow IRS regulations. Provides for the funding and development of child care programs for employees. Funded by benefit admin fee and forfeited Dependent Care Assistance Program monies.

Justice System Development/Planning

1	Law & Justice System Dev	D	D	3,248,999	458,999	2,790,000	3.0	Yes	Develops, implements and maintains automated info systems for justice departments.
2	Automated ID & Warrant	D	M	3,817,057	3,817,057	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	980,000	980,000	0	0.0	No	Provides local funding programs relating to vehicle theft crimes.
4	SLESF - Front Line Law Enforcement-City	M	M	3,221,581	3,221,581	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
6	Local Community Corrections	M	D	25,420,149	25,420,149	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.
7	SLESA - AB109	M	M	8,825,019	8,825,019	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.
8	Obscene Matter-Minors	M	D	200	200	0	0.0	No	Provides supplemental funding 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.

Library

1	Administration	D	D	5,434,429	88,242	0	21.2	No	Provides administrative, shipping, and volunteer services management while organizing and directing the operation of the County Library.
2	Countywide Services	D	D	1,753,863	358,373	0	10.7	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	19,207,825	3,028,916	0	135.3	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	4,817,337	19,800	0	27.2	No	Support Services includes automation, Virtual Library, circulation, technical services, and collection management.
5	County Library Taxes	M	M	0	27,718,123	0	0.0	No	Library Taxes

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
6	Casey Library Gift	D	D	500	500	0	0.0	No	Established from proceeds from the estate of Nellie Casey. Funds are restricted for use in the Ygnacio Valley Library.

Probation

<u>Care of Court Wards</u>									
1	Out-of-Home Placement	M	M	7,798,480	3,300,000	4,498,480	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	875,000	0	875,000	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	2,753,535	277,000	2,476,535	0.0	No	Fees paid to Health Services for medical care of juvenile residents in County facilities.
<u>Juvenile Facilities</u>									
4	Juvenile Hall	M	M	22,844,637	702,395	22,142,242	129.5	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	8,523,244	7,715,598	807,646	49.0	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	301,678	339,000	(37,322)	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	151,667	4,765,163	(4,613,496)	0.0	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	710,000	327,400	382,600	4.0	No	Federally assisted meal program. Provides nutritionally balanced, low-cost or free lunches to children each school day.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
<i>Probation Programs</i>									
9	Adult Investigations & Supervision	M	D	11,518,224	8,528,182	2,990,042	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	371,156	0	371,156	2.0	No	Intensive monitoring of drug usage and supervision of 75 offenders annually.
11	Vehicle Theft (Adult)	D	M	180,967	180,967	0	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	964,136	524,833	439,303	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	355,042	325,000	30,042	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	5,984,140	1,143,035	4,841,105	39.0	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	2,139,100	0	2,139,100	24.0	No	Provides support services to Deputy Probation Office staff in adult and juvenile programs.
16	School Probation Officers	D	M	1,767,123	1,767,123	0	11.0	No	Case management services for juveniles referred by school districts as well as those on active probation.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
17	Community Probation	D	M	1,122,731	1,122,732	(1)	7.0	No	Partners deputy probation officers with eight police jurisdictions to provide intensive supervision to high-risk youth.
18	Youthful Offender Treatment Program	D	M	845,094	445,468	399,626	5.0	No	Aftercare supervision for institution commitment treatment program for male youthful offenders.
19	Training	M	D	133,384	149,361	(15,977)	3.0	Yes	State required and approved training for Probation staff. (PC 6035)
20	Administration/ Personnel / Info Tech	M	D	8,855,983	282,064	8,573,919	16.0	Yes	Services include fiscal and personnel management, central records, automated systems, contract management, employee and facility safety, purchasing and payroll, facility and office management, and resource development.
21	Probation Collections Unit	D	D	0	0	0	0.0	No	Collections unit was added to the Probation Department in FY 2010/11 upon the closure of the Office of Revenue Collections. The Recommended Budget recommends the dissolution of the Probation Collections Unit.
<u>Special Funds</u>									
22	Supplemental Law Enforcement Services Fund	D	D	4,337,085	4,337,085	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	112,000	73,578	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	4,501,857	4,584,144	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	4,540,776	0	4,540,776	10.0	No	Provides management, administrative support, and oversight of all Departmental functions.
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Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
2	Investigations	M	D	1,689,240	0	1,689,240	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	13,035,354	738,773	12,296,581	57.8	No	Provides effective assistance of counsel for all qualifying adults and juveniles charged with criminal offenses.
4	AB 109	M	D	2,163,083	2,163,083	0	13.5	No	Provides support and services to reduce recidivism for low level felony offenders; furthers the goals of AB109.
5	Alternate Defender Office	M	D	3,973,403	0	3,973,403	17.0	No	Provides effective assistance of counsel for qualifying adults and juvenile clients for whom the main office has declared a conflict of interest.
<u>Special Fund</u>									
6	AB109-Public Defender	M	D	262,080	262,080	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 Safety Realignment

1	Law Enforcement Services	M	D	54,784,991	54,784,991	0	0.0	No	This department includes dedicated funding streams for critical public safety activities, including: trial court security, front line law enforcement, community corrections for allocation proposed by the Community Corrections Partnership, costs of Post Release Community Supervision prosecution and defense, the Youthful Offender Block Grant and juvenile re-entry programming.
2	Support Services	M	D	110,419,862	110,419,862	0	0.0	No	This department includes dedicated funding streams for critical health and social service programs, including: adoptions, adult protective services, child abuse prevention, intervention & treatment, child welfare services, foster care, EPSDT activities, drug courts, various Medi-Cal services and perinatal drug services.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
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Public Works

1	Public Works Services/ Administration	M	D	47,431,013	46,255,617	1,175,396	270.8	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	M	D	2,803,000	2,803,000	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/ Revenues	M	D	30,285,444	30,285,444	0	0.0	No	Road construction projects for county roads. Includes administration and planning costs.
5	Rd Fund Maintenance & Misc. Property	M	D	17,598,684	17,598,684	0	0.0	No	Maintenance for county streets and roads.
6	PW Land Development	M	M	2,857,500	2,857,500	0	0.0	No	Engineering services and regulation of land development.
7	Airport Enterprise Fund	D	D	5,710,134	5,710,134	0	17.0	No	Operation and capital development of airports.
8	Other Special Rev. Funds	D	M	3,159,244	3,159,244	0	0.0	No	Use based on special revenue agreements.
9	Development Funds	D	M	9,993,764	9,993,764	0	0.0	No	Revenue from permits & developers for construction and Conditions of Approval.
10	Southern Pacific Railway	D	M	4,520,201	4,520,201	0	0.0	No	Sale of easements & license agreements used for maintenance of Iron Horse Corridor.
11	Navy Transportation Mitigation	D	M	5,468,138	5,468,138	0	0.0	No	Proceeds from the Navy for the sale of a portion of Port Chicago Hwy.
12	Area of Benefit Fees	D	M	2,751,825	2,751,825	0	0.0	No	Fees on development for future road projects.
13	Purchasing	M	D	1,123,160	498,160	625,000	6.0	Yes	Purchasing services for all County departments.
14	Fleet Services	D	D	482,794	482,794	0	0.0	Yes	Maintenance, repair, and vehicle acquisition for County departments & fire district.
15	Fleet Services ISF	D	D	15,781,414	15,781,414	0	21.0	Yes	Internal Services Fund for Fleet

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
16	General County Building Occupancy	D	D	24,267,431	143,374	24,124,057	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.
17	GSD Outside Agency Services	D	D	766,250	766,250	0	0.0	Yes	Outside Agency services. This program area includes occupancy costs, print & mail services, and fleet services.
18	Facilities Maintenance	D	D	110,784,124	110,784,124	0	192.0	Yes	General maintenance and repairs of County buildings & facilities.
19	Print and Mail Services	D	D	5,624,392	5,624,392	0	21.0	Yes	Copy, printing, and mail services for County departments.
20	Keller Surcharge/Mitigation	M	D	407,546	115,000	292,546	0.0	Yes	Recycling services for County departments.

Sheriff-Coroner

<u>Administrative Services Bureau</u>									
1	Central Administration	D	D	18,582,745	1,371,480	17,211,265	18.0	No	Comprised of the Sheriff's executive, fiscal, and personnel units which provide centralized administrative oversight of the Office of the Sheriff.
<u>Custody Services Bureau</u>									
2	Custody Services Admin	M	D	3,197,276	36,053,507	(32,856,231)	15.0	No	Provides inmate classification, training, and other detention management services.
3	Martinez Detention Facility	M	M	33,526,027	145,679	33,380,348	175.0	No	Maximum-security institution, located in Martinez that houses many of the County's unsentenced inmates while they are awaiting trial. It also serves as the booking and intake center for all law enforcement agencies within the County.
4	West County Detention Facility	M	M	25,264,078	75,154	25,188,924	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
5	Marsh Creek Detention Facility	M	M	3,760,984	1,500	3,759,484	15.0	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	3,848,285	1,300,000	2,548,285	20.0	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	4,825,834	3,500	4,822,334	20.0	No	Provides inmate transportation between detention facilities and the Courts.
8	AB109 Program	M	M	11,668,845	11,668,845	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.
<u>Field Operations Bureau</u>									
9	Cities/Districts Contracts	D	M	17,854,514	17,854,514	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	3,329,573	185,000	3,144,573	11.0	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	260,941	230,000	30,941	1.0	No	Provides Investigation services to the District Attorney's Office.
12	Investigations	M	D	9,702,967	365,805	9,337,162	42.0	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
13	Property and Evidence Services	M	M	625,217	94,000	531,217	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	4,142,512	1,210,239	2,932,273	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	596,536	596,536	0	0.0	No	Provides air support throughout the County and through contract with the City of Vallejo.
17	Unincorporated Patrol	M	D	31,385,681	45,187,459	(13,801,778)	150.0	No	Provides patrol services throughout the unincorporated area of the County using a community based policing model.
<u>Contract Services Budget</u>									
18	Facility Security Contracts	D	M	4,968,634	4,968,634	0	33.0	No	Contract facility security services for the Health Services Department and the Employment and Human Services Department.
19	Court Security	M	M	15,909,223	15,909,223	0	85.0	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.
<u>Support Services Bureau</u>									
20	Sheriff's Recruiting	M	D	2,389,077	8,000	2,381,077	12.0	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
21	Resources/ Plans/ Standards	D	D	2,951,487	318,500	2,632,987	7.0	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	2,734,542	420,000	2,314,542	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	89,780	89,780	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	8,152,447	3,485,114	4,667,333	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	736,403	736,403	0	2.0	No	The ARIES database has been established to collect data from several California jurisdictions to share information to support increased monitoring and enforcement of the law.
27	Criminalistics	M	M	10,582,121	3,909,192	6,672,929	43.0	No	Conducts firearms, forensic biology and trace evidence examinations. Conducts DNA profiling on evidence materials; submits DNA profiles to the Calif. Dept of Justice database of unsolved crimes. Responds to crime scenes to document and collect evidence. Also includes federal grants for Criminalistics supplies and equipment.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
28	Information Services	D	D	6,150,129	46,000	6,104,129	17.0	No	Provides communication and programming for networks, jail management, communication system and ARIES.
29	Records	M	M	2,445,637	211,000	2,234,637	24.6	No	Provides for the release, inspection and production of law enforcement records, and fingerprint identification.
30	CAL-ID	D	D	3,045,719	3,045,719	0	17.5	No	Operates a computerized system for the identification of fingerprints.
31	Technical Services Administration	D	D	236,824	0	236,824	0.0	No	Provides administrative oversight for the Technical Services Division and administration of federal grants.
32	Vehicle Anti-Theft Program	D	D	3,814	474,500	(470,686)	0.0	No	Investigates and gathers evidence on stolen vehicles throughout Contra Costa County.
<i>Office of Emergency Services</i>									
33	Emergency Services Support	D	D	1,258,464	32,500	1,225,964	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	2,676,880	215,000	2,461,880	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	1,349,681	1,349,681	0	3.0	No	Manages the countywide all hazard Community Warning System. The CWS is funded entirely from private industry funds and/or fines.
36	Homeland Security Grants	D	D	1,089,505	1,089,505	0	0.0	No	Homeland Security grant management and centralization.
37	Special Weapons and Tactics (SWAT) Team	D	D	639,259	20,000	619,259	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 Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
<i>Special Funds</i>									
38	Central ID Bureau	D	M	3,697,630	2,421,000	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	2,420,833	850,000	0	0.0	No	Supports replacement and enhancement of a Countywide law enforcement message switching computer; accumulates funds to partially finance Sheriff's communication equipment replacement; and accumulates funds to finance major equipment replacement for the Helicopter Program.
40	Controlled Substance Analysis	D	D	136,342	12,400	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	1,281,323	1,281,323	0	17.0	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	719,042	101,300	0	0.0	No	Within the Investigation Division, Asset Forfeiture provides the necessary support for tracking the assets of persons involved in narcotics crimes in addition to ongoing narcotics enforcement efforts, to maximize forfeited assets, and to augment traditional investigations.
43	Prisoners Welfare Summary	D	M	1,474,160	1,474,160	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
44	Supplemental Law Enforcement Services Funds	D	M	819,634	819,634	0	0.0	No	Pursuant to Government Code 30061-30063, the State supplements otherwise available funding for local public safety services. These funds are used for jail operations and enhancement of Patrol Division services.
45	Traffic Safety	M	M	223,418	14,050	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	15,281,028	15,281,028	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	1,310,268	63,600	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.
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	18,129,749	7,203,249	10,926,500	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
4	Dispute Resolution	M	D	180,000	180,000	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	1,014,300	1,014,300	0	0.0	Yes	Special fund created for penalty assessments levied on court fines for the purpose of courthouse construction and maintenance.
6	Criminal Justice Facility Construction	D	M	1,216,000	1,216,000	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	1,521,380	89,300	1,432,080	7.6	No	Provides for the safekeeping of funds for the County, 18 School Districts, a Community College District, a Board of Education, and 21 Voluntary Special Districts. Administers a comprehensive investment program for the County and districts to ensure maximum yield on investments.
2	Tax Collections	M	M	3,713,417	2,775,060	938,357	20.6	No	Collects property taxes and special levies for all cities, school districts, special districts and County government.
3	Business License	M	D	156,343	123,780	32,563	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
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Veterans Service

1	Veterans Service	D	D	1,284,987	285,043	999,944	9.5	No	Provides assistance to veterans, their dependents and survivors in obtaining veteran's benefits.
2	Veterans Memorial Building Lifecycle Costs	D	D	117,056	0	117,056	0.0	No	Provides funds to support the County's Facilities Lifecycle Improvement Program that addresses deferred facilities maintenance and capital renewal projects, for County owned veteran memorial hall buildings in Martinez, Richmond, El Cerrito, Concord, Antioch, Brentwood, Pittsburg, and Lafayette.

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	510,664,208	510,664,208	0	194.0	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	270,110,188	267,016,633	3,093,555	1,082.0	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	143,951,858	142,303,187	1,648,671	748.6	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	109,101,055	107,851,527	1,249,528	289.0	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 - Children and Family Services Bureau	Child Welfare Services	M	M	60,237,839	59,696,355	541,484	318.8	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.
6	EHSD - Workforce Services Bureau	Medi-Cal Eligibility	M	M	58,148,930	58,148,930	0	393.5	No	Provides eligibility determination for Medi-Cal programs including determinations for the new MAGI Medi-Cal Program implemented as an expansion of the Medi-Cal Program mandated by Health Care Reform.
7	EHSD - Workforce Services Bureau	CalWORKs Cash Assistance (TANF) Temporary Assistance to Needy Families	M	M	51,205,751	50,229,273	976,478	0.0	No	Provides cash assistance to eligible families based on income levels. Eligibility limited to a maximum of 24 months.
8	EHSD - Workforce Services Bureau	CalFresh Eligibility	M	M	37,891,765	35,125,386	2,766,380	229.5	No	Provides eligibility determination and ongoing case management for CalFresh benefits for eligible low-income individuals and families.
9	Sheriff - Custody Services Bureau	Martinez Detention Facility	M	M	33,526,027	145,679	33,380,348	175.0	No	Maximum-security institution, located in Martinez that houses many of the County's unsentenced inmates while they are

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
										awaiting trial. It also serves as the booking and intake center for all law enforcement agencies within the County.
10	EHSD - Children and Family Services Bureau	Foster Care and Other Out of Home Care Payments	M	M	32,427,778	31,382,207	1,045,571	0.0	No	Federal, state and county funded program that provides payment for care of foster children in the custody of the county.
11	EHSD - Aging and Adult Services Bureau	In-Home Supportive Services Payments	M	M	32,268,418	25,292,136	6,976,282	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.
12	Sheriff - Custody Services Bureau	West County Detention Facility	M	M	25,264,078	75,154	25,188,924	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	Probation - Juvenile Facilities	Juvenile Hall	M	M	22,844,637	702,395	22,142,242	129.5	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)
14	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.
15	Superior Court Programs	Trial Ct. Programs	M	M	18,129,749	7,203,249	10,926,500	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.
16	EHSD - Children and Family Services Bureau	Aid to Adoptions Program	M	M	18,108,073	17,643,789	464,284	0.0	No	Provides payments to families in the adoption process or who have adopted children.
17	EHSD - Workforce Services Bureau		M	M	18,054,263	18,054,263	0	171.7	No	Provides eligibility determination for CalWORKs cash aid, supportive services, and includes ongoing case management. Eligibility is limited to a maximum of 48 months.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
18	Sheriff - Contract Services	Court Security	M	M	15,909,223	15,909,223	0	85.0	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	HSD - Behavioral Health Division - Mental Health	Outpatient Mental Health Crisis Service Summary	M	M	13,893,610	13,012,104	881,506	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.
20	Public Defender	Criminal Defense	M	M	13,035,354	738,773	12,296,581	57.8	No	Provides effective assistance of counsel for all qualifying adults and juveniles charged with criminal offenses.
21	Sheriff - Custody Services Bureau	AB109 Program	M	M	11,668,845	11,668,845	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.
22	HSD - Behavioral Health Division - Mental Health	Local Hospital Inpatient Psychiatric	M	M	10,777,951	9,820,858	957,093	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.
23	HSD - Environmental Health	Environmental Health	M	M	10,586,061	10,746,624	(160,563)	58.0	No	Provides retail food programs, consumer protection programs, solid waste program, medical waste program and land use programs.
24	Sheriff - Support Services Bureau	Criminalistics	M	M	10,582,121	3,909,192	6,672,929	43.0	No	Conducts firearms, forensic biology and trace evidence examinations. Conducts DNA profiling on evidence materials; submits DNA profiles to the California Dept of Justice database of unsolved crimes. Responds to crime scenes to document and collect evidence. Also includes federal grants for Criminalistics supplies and equipment.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
25	HSD - California Children's Services Program	California Children's Services	M	M	10,443,472	7,780,728	2,662,744	62.9	No	Provides habilitation or rehabilitation of children with specific handicapping conditions, in need of specialist care, and whose families are unable to pay for the required care.
26	HSD - Environmental Health	Hazardous Materials Program	M	M	10,427,089	10,587,651	(160,562)	38.0	No	Provides emergency response, hazardous waste, hazardous material, underground tank and accidental release programs.
27	<i>Justice System Development/Planning</i>	SLESA - AB109	M	M	8,825,019	8,825,019	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.
28	HSD - Behavioral Health Division - Mental Health	Medi-Cal Managed Care	M	M	8,664,040	7,676,951	987,089	21.0	No	Provides community-based acute psychiatric inpatient hospital services and outpatient specialty mental health services for Medi-Cal eligible adults and children.
29	<i>Clerk – Recorder</i>	Elections	M	M	8,507,155	2,022,615	6,484,540	33.5	No	Conducts Federal, State, local and district elections in an accurate and timely manner and according to State and Federal law.
30	<i>Animal Services</i>	Animal Care & Housing	M	M	8,261,310	4,012,310	4,249,000	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.
31	Sheriff - Support Services Bureau	Communication s/ Dispatch	M	M	8,152,447	3,485,114	4,667,333	58.0	No	Provides a basic emergency telephone answering system as provided in articles 53100-53120 of the Calif. Govt Code. Shall provide public safety answering point system for telecommunications from the public for reporting, police, fire, ambulance, and medical related incidents.
32	Probation - Care of Court Wards	Out-of-Home Placement	M	M	7,798,480	3,300,000	4,498,480	0.0	No	Court-ordered board and care costs for minors placed outside of County facilities by the Juvenile Court.
33	<i>Conservation and Development</i>	Building Inspection Services	M	M	7,381,147	7,381,147	0	28.0	No	Review plans, issue building permits, and inspect the construction of buildings.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
34	EHSD - Workforce Services Bureau	CalWORKs Child Care Program - Stage One	M	M	5,816,505	5,816,505	0	17.7	No	Eligibility and ongoing case management under Stage One subsidized child care.
35	EHSD - Children and Family Services Bureau	Foster Care/Adoption Assistance Eligibility	M	M	4,489,335	3,938,851	550,484	21.8	No	Provides eligibility determination for cash assistance for care of children placed in out of home care.
36	<i>Clerk – Recorder</i>	Recorder	M	M	4,191,158	5,675,698	(1,484,540)	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.
37	<i>Human Resources</i>	Personnel Services	M	M	4,020,551	140,000	3,880,551	26.0	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.
38	Sheriff - Custody Services Bureau	Custody Alternative/County Parole Program	M	M	3,848,285	1,300,000	2,548,285	20.0	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.
39	Sheriff - Custody Services Bureau	Marsh Creek Detention Facility	M	M	3,760,984	1,500	3,759,484	15.0	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.
40	<i>Treasurer-Tax Collector</i>	Tax Collections	M	M	3,713,417	2,775,060	938,357	20.6	No	Collects property taxes and special levies for all cities, school districts, special districts and County government.
41	HSD - Conservatorship/Guardianship Program	Conservatorship/Guardianship Program	M	M	3,700,765	613,034	3,087,731	22.0	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.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
42	EHSD - Aging and Adult Services Bureau	General Assistance Eligibility	M	M	3,627,087	0	3,627,087	24.9	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.
43	Justice System Development/Planning	SLESF - Front Line Law Enforcement-City	M	M	3,221,581	3,221,581	0	0.0	No	Provides for the pass-through of State Supplemental Law Enforcement funding to Contra Costa cities.
44	County Counsel	Social Service Probate	M	M	3,083,906	3,083,906	0	16.0	No	Provides mandatory legal services for Employment and Human Services Department activities (adoptions, dependent children, etc.) and Health Services Department activities (conservatorships, etc.)
45	Public Works	PW Land Development	M	M	2,857,500	2,857,500	0	0.0	No	Engineering services and regulation of land development.
46	Probation - Care of Court Wards	Medical Services in Juvenile Facilities	M	M	2,753,535	277,000	2,476,535	0.0	No	Fees paid to Health Services for medical care of juvenile residents in County facilities.
47	Sheriff - Support Services Bureau	Civil	M	M	2,734,542	420,000	2,314,542	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.
48	Sheriff - Support Services Bureau	Records	M	M	2,445,637	211,000	2,234,637	24.6	No	Provides for the release, inspection and production of law enforcement records, and fingerprint identification.
49	HSD - Hospital & Ambulatory Care Centers	Emergency Medical Services	M	M	2,407,879	2,407,879	0	5.0	Yes	Provides overall coordination of the emergency ambulance services throughout the County, and coordination of medical disaster response efforts.
50	Probation - Care of Court Wards	California Dept. of Juv. Justice Fees	M	M	875,000	0	875,000	0.0	No	Fees paid to the California Division of Juvenile Justice for incarceration costs of juveniles.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
51	EHSD - Workforce Services Bureau	CalWORKs Family Stabilization Program	M	M	715,172	715,172	0	4.8	No	Provides comprehensive evaluations and wraparound services to Welfare-to-Work families who are experiencing identified situations and/or crises.
52	Sheriff- Field Operations Bureau	Property and Evidence Services	M	M	625,217	94,000	531,217	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	<i>District Attorney</i>	Supplemental Law Enforcement Services Fund - DA	M	M	446,720	446,720	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.
54	Sheriff - Support Services Bureau	AB 709 Automated Program	M	M	408,153	408,153	0	0.0	No	Restricted funding for automation services by the Civil unit.
55	EHSD - Workforce Services Bureau	Work Incentive Nutritional Supplement Eligibility	M	M	379,080	379,080	0	0.0	No	Provides eligibility determination for eligible CalFresh and California Food Assistance Program households.
56	Probation - Juvenile Facilities	Home Supervision	M	M	301,678	339,000	(37,322)	1.0	No	Provides electronic monitoring / GPS support to juvenile probation deputies and intensive supervision to minors released to the community prior to sentencing.
57	<i>District Attorney</i>	AB109-District Attorney	M	M	262,080	262,080	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).
58	Sheriff - Special Funds	Traffic Safety	M	M	223,418	14,050	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

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
										of public streets, bridges and culverts.
59	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.
60	EHSD - Workforce Services Bureau	Work Incentive Nutritional Supplement Program	M	M	172,704	172,704	0	0.0	No	Provides a \$10 per month additional food supplement for eligible CalFresh and California Food Assistance Program households.
61	EHSD - Zero Tolerance - Domestic Violence	Domestic Violence - Victim Assistance	M	M	120,000	120,000	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.
62	EHSD - Workforce Services Bureau	Refugee Programs Cash Assistance	M	M	101,809	101,809	0	0.0	No	Provides funds for cash assistance payments for immigrants.
63	EHSD - Aging and Adult Services Bureau	Indigent Interment	M	M	97,380	17,464	79,916	0.0	No	Provides cremation and burial, in cemetery lots or niches, of indigent decedents.
64	EHSD - Workforce Services Bureau	Standard Utility Assistance Subsidy Program	M	M	91,845	91,845	0	0.0	No	Provides an annual \$20.01 utility assistance benefit to eligible CalFresh households.
65	Sheriff - Support Services Bureau	AB 1109 Vehicle Program	M	M	89,780	89,780	0	0.0	No	Restricted funding for vehicle usage by the Civil unit.
66	EHSD - Workforce Services Bureau	Refugee Programs Eligibility	M	M	29,362	29,362	0	0.2	No	Provides eligibility determination and grant maintenance activities for the Refugee Cash Assistance (RCA) and Cash Assistance Program for Immigrants (CAPI) programs.
67	EHSD - Workforce Services Bureau	CalWORKs SB 1569	M	M	2,485	2,485	0	0.0	No	Provides case management of CalWORKs recipients who are victims of trafficking or crime.
68	Library	County Library Taxes	M	M	0	27,718,123	0	0.0	No	
69	Public Safety Realignment	Support Services	M	D	110,419,862	110,419,862	0	0.0	No	This department includes dedicated funding streams for critical health and social service programs, including: adoptions, adult protective services, child abuse

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
										prevention, intervention & treatment, child welfare services, foster care, EPSDT activities, drug courts, various Medi-Cal services and perinatal drug services.
70	HSD - Behavioral Health Division - Mental Health	Child & Adolescent Services	M	D	63,476,541	62,722,888	753,653	85.5	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	55,560,393	52,806,620	2,753,773	127.3	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 Safety Realignment	Law Enforcement Services	M	D	54,784,991	54,784,991	0	0.0	No	This department includes dedicated funding streams for critical public safety activities, including: trial court security, front line law enforcement, community corrections for allocation proposed by the Community Corrections Partnership, costs of Post Release Community Supervision prosecution and defense, the Youthful Offender Block Grant and juvenile re-entry programming.
73	HSD - Behavioral Health Division - Mental Health	Mental Health Services Act	M	D	51,574,566	51,574,566	0	163.7	No	Expands Mental Health care programs for children, transition age youth, adults and older adults. (Proposition 63)
74	Public Works	Public Works Services /Administration	M	D	47,431,013	46,255,617	1,175,396	270.8	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.
75	Sheriff- Field Operations Bureau	Unincorporated Patrol	M	D	31,385,681	45,187,459	(13,801,778)	150.0	No	Provides patrol services throughout the unincorporated area of the County using a community based policing model.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
76	District Attorney	Mainline Prosecution	M	D	25,683,261	15,231,834	10,451,427	126.0	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
77	Justice System Development/Planning	Local Community Corrections	M	D	25,420,149	25,420,149	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	EHSD - Workforce Services Bureau	CalWORKs Employment Services	M	D	23,957,291	23,957,291	0	124.3	No	Provides case management of CalWORKs recipients who have a Welfare-to-Work 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.
79	Public Works	Rd Fund- Construction & Road Planning/Admin/Revenues	M	D	30,285,444	30,285,444	0	0.0	No	Road construction projects for county roads. Includes administration and planning costs.
80	HSD - Detention Facility Program	Detention Facility Med Services	M	D	21,508,150	1,490,962	20,017,188	67.5	No	Provides primary care medical services for inmates in County detention facilities.
81	Public Works	Rd Fund Maintenance & Misc. Property	M	D	17,598,684	17,598,684	0	0.0	No	Maintenance for county streets and roads.
82	HSD - Hospital & Ambulatory Care Centers	Charges from Other County Departments	M	D	16,383,008	0	16,383,008	0.0	Yes	Provides centralized charges to Health Services Department from other County departments, e.g. GSD.
83	Sheriff - Special Funds	Trial Court Security	M	D	15,281,028	15,281,028	0	0.0	No	Provides AB 109 Public Safety Realignment (State) funding for bailiff and court security services for the Superior Court.
84	Probation - Probation Programs	Adult Investigations & Supervision	M	D	11,518,224	8,528,182	2,990,042	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.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
85	Central Support	Risk Management	M	D	10,275,728	5,775,728	4,500,000	36.0	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.
86	Sheriff- Field Operations Bureau	Investigations	M	D	9,702,967	365,805	9,337,162	42.0	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	EHSD - Aging and Adult Services Bureau	In-Home Supportive Services Administration	M	D	9,593,242	8,913,554	679,688	64.8	No	Funds for administration to determine eligibility for recipients who are unable to care for themselves at home.
88	Probation - Probation Programs	Administration/ Personnel / Info Tech	M	D	8,855,983	282,064	8,573,919	16.0	Yes	Services include fiscal and personnel management, central records, automated systems, contract management, employee and facility safety, purchasing and payroll, facility and office management, and resource development.
89	Assessor	Support Services	M	D	8,150,450	790,450	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,
90	EHSD - Aging and Adult Services Bureau		M	D	7,465,582	7,117,552	348,030	54.8	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.
91	Board of Supervisors	Legislation & Policy Direction	M	D	7,285,579	321,579	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.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
92	EHSD - Workforce Services Bureau	Workforce Innovation & Opportunity Act (WIOA) Employment & Training/Adult/Dislocated Worker Programs	M	D	7,112,456	7,112,456	0	8.0	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.
93	County Counsel	General Law	M	D	6,999,350	3,999,350	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	Assessor	Appraisal	M	D	6,821,573	661,573	6,160,000	47.0	No	Secured property appraisal mandated by R&T Code Sections 50-93, 101-2125.
95	Conservation and Development	Current Planning	M	D	6,641,106	6,641,106	0	27.0	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.
96	Human Resources	Employee Benefits Administration	M	D	6,479,717	6,479,717	0	20.0	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	Probation - Probation Programs	Juvenile Investigation/Supervision/Special Services	M	D	5,984,140	1,143,035	4,841,105	39.0	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.
98	District Attorney	Special Prosecution	M	D	5,663,619	4,020,181	1,643,438	25.0	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-

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
										tech crimes, and family violence crimes
99	<i>Conflict Defense</i>	Conflict Defense	M	D	5,250,000	0	5,250,000	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.
100	<i>County Administrator</i>	Board Support & Gen Administration	M	D	4,725,068	467,413	4,257,655	16.1	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	EHSD - Aging and Adult Services Bureau	Area Agency on Aging	M	D	4,615,694	4,362,761	252,933	9.0	No	Provides supportive social services, congregate meals, home delivered meals, in-home services and elder abuse prevention to over 19,500 seniors annually.
102	<i>Public Defender</i>	Administration	M	D	4,540,776	0	4,540,776	10.0	No	Provides management, administrative support, and oversight of all Departmental functions.
103	<i>Conservation and Development</i>	Application & Permit Center (includes Engineering Services)	M	D	4,499,880	4,499,880	0	32.0	No	Manage and help process applications and permits.
104	<i>Employee/Retiree Benefits</i>	Employee Benefits	M	D	4,491,249	0	4,491,249	0.0	Yes	Funds PeopleSoft Project (Payroll).
105	<i>District Attorney</i>	Investigation	M	D	4,307,127	434,275	3,872,852	18.0	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.
106	<i>Public Defender</i>	Alternate Defender Office	M	D	3,973,403	0	3,973,403	17.0	No	Provides effective assistance of counsel for qualifying adults and juvenile clients for whom the main office has declared a conflict of interest.
107	<i>Animal Services</i>	Field Enforcement	M	D	3,587,035	3,587,035	0	32.0	No	Enforces State laws and County ordinances in the unincorporated areas of the County and within

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
										incorporated cities that have agreements with the County.
108	EHSD - Workforce Services Bureau	CalWORKs Expanded Subsidized Employment	M	D	3,482,881	3,482,881	0	15.4	No	Provides funds for wage, non-wage and operational costs for six-month job placements for Welfare-to-Work clients.
109	<i>District Attorney</i>	Administration	M	D	3,457,873	18,200	3,439,673	13.0	No	Operations, fiscal, personnel, procurement, and facilities management, and resource development
110	Sheriff- Field Operations Bureau	Coroner	M	D	3,329,573	185,000	3,144,573	11.0	No	Determine the cause of death, specifically in the area of homicide, suicide, accidental and unexplained natural deaths. Coroner's deputies are on duty 24 hours a day, 7 days per week, and remove the deceased from place of death.
111	Sheriff - Custody Services Bureau	Custody Services Admin	M	D	3,197,276	36,053,507	32,856,231	15.0	No	Provides inmate classification, training, and other detention management services.
112	<i>Auditor-Controller</i>	Administration/ Systems	M	D	2,975,669	261,436	2,714,233	11.0	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.
113	<i>Agriculture/Weights & Measures</i>	Agricultural Division	M	D	2,953,319	2,842,668	110,651	31.2	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.
114	<i>Assessor</i>	Property Tax Administration Program	M	D	2,945,012	2,945,012	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.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
115	Public Works	Non-County Funded Road Construction	M	D	2,803,000	2,803,000	0	0.0	No	Non-county road construction projects funded by other governmental agencies.
116	Sheriff - Support Services Bureau	Sheriff's Recruiting	M	D	2,389,077	8,000	2,381,077	12.0	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.
117	HSD - Detention Facility Program	Detention Facility MH Services	M	D	2,346,879	58,320	2,288,559	16.0	No	Provides assistance to Sheriff's Department in identification and management of mentally ill in the main County detention facility.
118	EHSD - Aging and Adult Services Bureau	IHSS Public Authority	M	D	2,215,659	2,215,659	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	<i>Auditor-Controller</i>	General Accounting	M	D	2,192,524	2,872,650	(680,126)	18.0	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.
120	EHSD - Workforce Services Bureau	Mental Health/ Substance Abuse	M	D	2,182,421	2,182,421	0	0.0	No	Provides CalWORKs case management and treatment services for mental health and substance abuse.
121	<i>County Counsel</i>	Risk Mgt/Tort Unit	M	D	2,178,015	2,178,015	0	10.0	Yes	Defends the County in tort, employment and civil rights actions in State and Federal court and monitors outside litigation counsel. Services are reimbursed by General Liability Trust Fund.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
122	<i>Public Defender</i>	AB 109	M	D	2,163,083	2,163,083	0	13.5	No	Provides support and services to reduce recidivism for low level felony offenders; furthers the goals of AB109.
123	<i>Conservation and Development</i>	Transportation Planning	M	D	2,135,900	2,135,900	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.
124	<i>Auditor-Controller</i>	Payroll	M	D	2,124,215	1,330,403	793,812	13.0	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.
125	<i>County Administrator</i>	Labor Relations	M	D	2,040,962	476,776	1,564,186	6.0	Yes	Administers County's labor management relations programs including the collective bargaining process, grievance investigation, training and counseling.
126	<i>District Attorney</i>	AB 109	M	D	1,928,053	1,928,053	0	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.
127	HSD - Detention Facility Program	Juvenile Hall Medical Services	M	D	1,865,332	1,734,887	130,445	10.4	No	Provides primary care medical services to inmates at Juvenile Hall. Expenditures are transferred to the Probation Department.
128	<i>Assessor</i>	Business	M	D	1,736,400	168,400	1,568,000	12.0	No	Unsecured property appraisal mandated by R&T Code Sections 2901-2928.1.
129	<i>Agriculture/Weights & Measures</i>	Administration	M	D	1,728,614	0	1,728,614	4.0	No	Provides direction and financial control, develop and implement policies and procedures in support of the operations of the department

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
130	<i>Human Resources</i>	Administration	M	D	1,701,831	2,378,382	(676,551)	5.0	Yes	Develops, administers and maintains merit and exempt employment systems.
131	<i>Conservation and Development</i>	Conservation/Solid Waste	M	D	1,690,845	1,690,845	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.
132	<i>Public Defender</i>	Investigations	M	D	1,689,240	0	1,689,240	12.0	No	Conducts defense investigations of adult criminal and juvenile cases as needed to ensure effective representation of all clients.
133	EHSD - Aging and Adult Services Bureau	General Assistance Cash Assistance Payments	M	D	1,644,451	0	1,644,451	0.0	No	Provides cash assistance to adults not eligible for state or federal assistance.
134	<i>Conservation and Development</i>	Code Enforcement	M	D	1,588,045	1,588,045	0	11.0	No	Respond to building and zoning complaints, perform on-site investigations, abate hazards, and perform inspections.
135	<i>Auditor-Controller</i>	Property Tax	M	D	1,535,887	1,577,234	(41,347)	8.0	Yes	Builds the countywide tax roll and allocates and accounts for property tax apportionment and assessments.
136	<i>Treasurer-Tax Collector</i>	Treasurer	M	D	1,521,380	89,300	1,432,080	7.6	No	Provides for the safekeeping of funds for the County, 18 School Districts, a Community College District, a Board of Education, and 21 Voluntary Special Districts. Administers a comprehensive investment program for the County and districts to ensure maximum yield on investments.
137	<i>Conservation and Development</i>	Administration	M	D	1,456,775	1,456,775	0	2.0	No	The legislative body shall by ordinance assign the functions of the planning agency to a planning department, one or more planning commissions, administrative bodies or hearing officers, the legislative body itself, or any combination thereof, as it deems appropriate and necessary.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
138	<i>District Attorney</i>	Victim/Witness Advocacy	M	D	1,214,348	1,191,986	22,362	14.0	No	Victim liaison providing assistance in obtaining protective orders and restitution, advice to the Bench on bail levels, and victim advocacy
139	<i>Agriculture/Weights & Measures</i>	Weights & Measures	M	D	1,126,541	931,423	195,118	8.0	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.
140	Public Works	Purchasing	M	D	1,123,160	498,160	625,000	6.0	Yes	Purchasing services for all County departments.
141	EHSD - Children and Family Services Bureau	Independent Living Skills Program	M	D	1,119,710	1,119,710	0	8.0	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.
142	<i>Central Support</i>	Clerk of the Board	M	D	1,086,575	93,575	993,000	7.0	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 Committees.
143	<i>Employee/Retiree Benefits</i>	Retiree Health Benefits	M	D	1,058,750	50,000	1,008,751	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.
144	<i>Assessor</i>	Administrative Services	M	D	1,009,947	97,947	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.

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	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
145	<i>Auditor-Controller</i>	Internal Audit	M	D	910,311	64,412	845,899	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.
146	Public Works	County Drainage Maintenance (0330)	M	D	730,000	30,000	700,000	0.0	No	Drainage maintenance for County owned drainage facilities.
147	HSD - Public Administrator	Public Administrator	M	D	628,853	293,641	335,212	4.5	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	<i>Auditor-Controller</i>	Special Accounting	M	D	576,755	181,226	395,529	4.0	Yes	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. Additionally, the Division assists in administering the Tax and Revenue Anticipation Notes and other bond programs that greatly enhance the County's financial status.
149	EHSD - Zero Tolerance - Domestic Violence	Zero Tolerance for Domestic Violence - Special Revenue Fund	M	D	564,652	564,652	0	4.0	No	Provides oversight and coordination of domestic violence programs. Supported by recording fees authorized by State law (SB 968)
150	<i>District Attorney</i>	Public Assistance Fraud	M	D	419,234	298,986	120,248	1.5	No	Works with personnel from various social service agencies to detect, investigate and successfully prosecute individuals who attempt to defraud various public assistance programs.
151	Public Works	Keller Surcharge/Mitigation	M	D	407,546	115,000	292,546	0.0	Yes	Recycling services for County departments.
152	EHSD - Workforce Services Bureau	CalWORKs Cal-Learn	M	D	296,947	296,947	0	1.9	No	Provides eligibility determination and related service costs of providing intensive case management, supportive services and fiscal incentives/disincentives to eligible teen recipients who

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
										are pregnant or parenting and participating in the Cal-Learn Program.
153	<i>Public Defender</i>	AB109-Public Defender	M	D	262,080	262,080	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).
154	<i>Conservation and Development</i>	Advance Planning	M	D	216,118	216,118	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.
155	<i>Superior Court Programs</i>	Dispute Resolution	M	D	180,000	180,000	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.
156	<i>Conservation and Development</i>	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.
157	<i>Treasurer-Tax Collector</i>	Business License	M	D	156,343	123,780	32,563	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.
158	<i>Superior Court Programs</i>	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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	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
159	Probation - Probation Programs	Training	M	D	133,384	149,361	(15,977)	3.0	Yes	State required and approved training for Probation staff. (PC 6035)
160	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.
161	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.
162	Animal Services	Animal Licensing	M	D	73,019	73,019	0	1.0	No	Licensing program for dogs throughout the County to assist in identification of lost animals and control of rabies.
163	Conservation and Development	Clean Water	M	D	30,000	30,000	0	0.0	No	Inspection services for development projects requiring compliance with Clean Water regulations.
164	Justice System Development/Planning	Obscene Matter-Minors	M	D	200	200	0	0.0	No	Provides supplemental funding 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.
165	General Purpose Revenue	General County Revenues	M	D	0	435,035,000	(435,035,000)	0.0	No	Receives revenues which are not attributable to specific County services and which are available for County General Fund expenditures.
166	Clerk – Recorder	Recorder Micro/Mod/VRI P/Redaction/ERD S (Dedicated funds)	M/D	M	11,049,972	11,049,972	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.

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	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
167	HSD - Public Health	Family, Maternal & Child Health	M/D	D	9,938,238	7,979,220	1,959,018	82.8	No	Promotes health and welfare of families and children.
168	HSD - Public Health	Communicable Disease Control	M/D	D	9,356,222	6,547,772	2,808,450	48.1	No	Identification, investigation and treatment of persons who have communicable disease or who have been exposed or are at risk for a communicable disease.
169	HSD - Public Health	HIV/AIDS and STD Program	M/D	D	4,893,483	3,720,606	1,172,877	34.0	No	Provides access to care, monitoring and surveillance, community education and prevention services
170	HSD - Contra Costa Health Plan - EF3	Medi-Cal Seniors and Persons with Disabilities Members	D	M	166,008,377	166,008,377	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.
171	HSD - Contra Costa Community Health Plan - EF3	Commercial Groups, including Basic Health Care (Excludes IHSS)	D	M	53,665,489	53,665,489	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 less than or equal to 300% of the federal poverty level, whose medical care is managed by CCHP. Includes Health Care for eligible Indigents and primary care services to adults not covered by the ACA.
172	<i>Debt Service</i>	Retirement/UAL Bond Fund	D	M	40,116,401	40,116,401	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.
173	EHSD - Community Services Bureau	Child Development Fund	D	M	27,826,056	27,826,056	0	117.0	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,

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
										children with special needs, low-income families, and current and former CalWORKs participants.
174	Sheriff- Field Operations Bureau	Cities/Districts Contracts	D	M	17,854,514	17,854,514	0	72.0	No	Contract city law enforcement services provided in the cities of Danville, Lafayette, and Orinda; and to AC transit and Diablo.
175	HSD - Contra Costa Community Health Plan - EF4	In-Home Supportive Services	D	M	17,288,152	13,551,864	3,736,288	0.0	No	Serves 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.
176	EHSD - Community Services Bureau		D	M	16,280,744	16,274,380	6,364	73.0	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.
177	<i>Conservation and Development</i>	Housing Successor Agency	D	M	10,702,000	10,702,000	0	0.0	No	Provide funding for all Successor Agency-related obligations and activities pursuant to the terms of the Dissolution Act.
178	Public Works	Development Funds	D	M	9,993,764	9,993,764	0	0.0	No	Revenue from permits & developers for construction and Conditions of Approval.
179	EHSD - Community Services Bureau	Child Start	D	M	9,441,778	9,441,778	0	66.0	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.
180	Probation - Juvenile Facilities	Orin Allen Youth Rehabilitation	D	M	8,523,244	7,715,598	807,646	49.0	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)
181	<i>Conservation and Development</i>	HUD Block Grant	D	M	6,766,422	6,766,422	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-

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
										and moderate-income persons.
182	Public Works	Navy Transportation Mitigation	D	M	5,468,138	5,468,138	0	0.0	No	Proceeds from the Navy for the sale of a portion of Port Chicago Hwy.
183	Sheriff - Contract Services	Facility Security Contracts	D	M	4,968,634	4,968,634	0	33.0	No	Contract facility security services for the Health Services Department and the Employment and Human Services Department.
184	HSD - Ambulance Services Areas (Measure H)	Zone B	D	M	4,769,809	4,769,809	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.
185	EHSD - Community Services Bureau	Early Head Start	D	M	4,606,943	4,606,943	0	10.0	No	Federally-funded childcare program for infants and toddlers ages 0-3, serving 383 income eligible and disabled infants and toddlers and their families.
186	Public Works	Southern Pacific Railway	D	M	4,520,201	4,520,201	0	0.0	No	Sale of easements & license agreements used for maintenance of Iron Horse Corridor.
187	<i>Justice System Development/Planning</i>	Automated ID & Warrant	D	M	3,817,057	3,817,057	0	0.0	No	Special fund to finance a Countywide warrant system and to replace and enhance the automated fingerprint identification equipment.
188	Sheriff - Special Funds	Central ID Bureau	D	M	3,697,630	2,421,000	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.
189	EHSD - Community Services Bureau	Community Action Programs	D	M	3,555,603	3,403,179	152,424	23.0	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.
190	Public Works	Other Special Rev. Funds	D	M	3,159,244	3,159,244	0	0.0	No	Use based on special revenue agreements.
191	<i>Conservation and Development</i>	Measure WW Grant Project	D	M	3,046,374	3,046,374	0	0.0	No	Funding through general obligation bonds, for local parks as approved by voters of Alameda and Contra Costa.

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	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
192	<i>Debt Service</i>	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).
193	Public Works	Area of Benefit Fees	D	M	2,751,825	2,751,825	0	0.0	No	Fees on development for future road projects.
194	EHSD - Children and Family Services Bureau	Adoption Services	D	M	2,024,532	2,013,747	10,785	11.9	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.
195	EHSD - Community Services Bureau	Housing & Energy	D	M	2,020,442	2,020,442	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.
196	Probation - Probation Programs	School Probation Officers	D	M	1,767,123	1,767,123	0	11.0	No	Case management services for juveniles referred by school districts as well as those on active probation.
197	EHSD - Children and Family Services Bureau	Family Preservation Program	D	M	1,630,213	1,367,947	262,266	0.0	No	Provides intensive social work services to children and families when the child is at risk of out-of-home placement.
198	Sheriff - Special Funds	Prisoners Welfare Summary	D	M	1,474,160	1,474,160	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.
199	EHSD - Children and Family Services Bureau	Foster Home Licensing	D	M	1,337,903	1,228,216	109,687	5.0	No	Processes applications for county foster home licenses and provides support services to licensed foster care parents.
200	EHSD - Community Services Bureau	Child Nutrition	D	M	1,310,213	1,310,213	0	13.0	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.
201	<i>Superior Court Programs</i>	Criminal Justice Facility Construction	D	M	1,216,000	1,216,000	0	0.0	Yes	Special fund created for penalty assessments levied on court fines for the purpose of criminal justice

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
										facility construction, systems development and operations.
202	Probation - Probation Programs	Community Probation	D	M	1,122,731	1,122,732	-1	7.0	No	Partners deputy probation officers with eight police jurisdictions to provide intensive supervision to high-risk youth.
203	<i>Conservation and Development</i>	Private Activity Bond	D	M	1,112,682	1,112,682	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.
204	<i>Superior Court Programs</i>	Courthouse Construction	D	M	1,014,300	1,014,300	0	0.0	Yes	Special fund created for penalty assessments levied on court fines for the purpose of courthouse construction and maintenance.
205	<i>Justice System Development/ Planning</i>	Vehicle Theft Program	D	M	980,000	980,000	0	0.0	No	Provides local funding programs relating to vehicle theft crimes.
206	Probation - Probation Programs	Domestic Violence	D	M	964,136	524,833	439,303	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)
207	Probation - Probation Programs	Youthful Offender Treatment Program	D	M	845,094	445,468	399,626	5.0	No	Aftercare supervision for institution commitment treatment program for male youthful offenders.
208	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.
209	Sheriff - Special Funds	Supplemental Law Enforcement Services Funds	D	M	819,634	819,634	0	0.0	No	Pursuant to Government Code 30061-30063, the State supplements otherwise available funding for local public safety services. These funds are used for jail operations and enhancement of Patrol Division services.
210	<i>Conservation and Development</i>	HUD Neighborhood Preservation	D	M	805,700	805,700	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.

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	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
211	Sheriff - Special Funds	Narcotic Forfeiture	D	M	719,042	101,300	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.
212	EHSD - Aging and Adult Services Bureau	Senior Community Service Employment Program	D	M	711,906	596,129	115,777	1.0	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.
213	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.
214	EHSD - Workforce Services Bureau	WIOA Small Business Development Center	D	M	404,500	404,500	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.
215	Probation - Probation Programs	Drug Enforcement	D	M	371,156	0	371,156	2.0	No	Intensive monitoring of drug usage and supervision of 75 offenders annually.
216	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.
217	Probation - Probation Programs	Office of Traffic Safety DUI Program	D	M	355,042	325,000	30,042	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.

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	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
218	<i>Conservation and Development</i>	HOME Investment Partnership Act	D	M	300,000	300,000	0	0.0	No	Provide funding for the development and rehabilitation of affordable housing.
219	<i>Justice System Development/Planning</i>	DNA Identification	D	M	300,000	300,000	0	0.0	No	Provides for the collection of DNA specimens, samples and print impressions.
220	EHSD - Children and Family Services Bureau	Child Abuse Prevention Contracts	D	M	290,340	261,306	29,034	0.0	No	Provides child abuse prevention services authorized by AB 1733; supports the Zero Tolerance for Domestic Violence implementation plan.
221	Sheriff- Field Operations Bureau	Special Investigations	D	M	260,941	230,000	30,941	1.0	No	Provides Investigation services to the District Attorney's Office.
222	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.
223	HSD - Ambulance Services Areas (Measure H)	Zone A	D	M	230,611	230,611	0	0.0	No	Funds EMS first responder medical and communication equipment, supplies, and training of medical dispatchers.
224	Probation - Probation Programs	Vehicle Theft (Adult)	D	M	180,967	180,967	0	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.
225	Sheriff- Field Operations Bureau	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.
226	Probation - Juvenile Facilities	Youthful Offender Treatment Program	D	M	151,667	4,765,163	(4,613,496)	0.0	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.
227	<i>Conservation and Development</i>	Used Oil Recycling Grant	D	M	150,000	150,000	0	0.0	No	Used Oil Block Grant funds to help establish or enhance permanent, sustainable used oil recycling programs.
228	HSD - Major Risk Medical Insurance Program	Major Risk Medical Insurance	D	M	100,000	100,000	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.

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	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
229	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.
230	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.
231	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.
232	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.
233	Public Works	Facilities Maintenance	D	D	110,784,124	110,784,124	0	192.0	Yes	General maintenance and repairs of County buildings & facilities.
234	HSD - Hospital & Ambulatory Care Centers	Hospital Capital Project	D	D	52,243,449	52,243,449	0	0.0	No	Debt services principal payments, and acquisition of new and replacement capital equipment.
235	HSD - Public Health	Public Health Clinical Services	D	D	38,305,889	30,419,037	7,886,852	246.8	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.
236	HSD - Hospital & Ambulatory Care Centers		D	D	27,053,087	27,053,087	0	350.2	Yes	Provides centralized Department-wide administrative support to all Health Services divisions, e.g. IT, Payroll, Personnel.
237	Public Works	General County Building Occupancy	D	D	24,267,431	143,374	24,124,057	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.
238	Library	Lib-Community Services	D	D	19,207,825	3,028,916	0	135.3	No	Includes the provision of community library services through 26 County Library facilities. These services

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	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
										include materials collections, public services, and programs that are tailored for each community.
239	Sheriff - Administrative Services Bureau		D	D	18,582,745	1,371,480	17,211,265	18.0	No	Comprised of the Sheriff's executive, fiscal, and personnel units which provide centralized administrative oversight of the Office of the Sheriff.
240	HSD - Behavioral Health Division - Alcohol and Other Drugs	Drug Medi-Cal Waiver	D	D	15,900,418	15,900,418	0	0.0	No	The Drug Medi-Cal Waiver provides an opportunity for counties to expand service capacity and the range of available benefits for Medi-Cal beneficiaries who meet medical necessity criteria and reside in our county.
241	HSD - Behavioral Health Division - Mental Health	Drug Medi-Cal Waiver	D	D	15,900,418	15,900,418	0	0.0	No	The Drug Medi-Cal Waiver provides an opportunity for counties to expand service capacity and the range of available benefits for Medi-Cal beneficiaries who meet medical necessity criteria and reside in our county.
242	Public Works	Fleet Services ISF	D	D	15,781,414	15,781,414	0	21.0	Yes	Internal Services Fund for Fleet
243	HSD - Behavioral Health Division - Mental Health	Support Services	D	D	12,799,648	1,841,574	10,958,074	76.5	No	Provides personnel administration, contract negotiation, program planning and development, monitoring service delivery and quality assurance, and interagency coordination.
244	Capital Improvements	Facilities Lifecycle Improvement Summary	D	D	12,550,000	2,550,000	10,000,000	0.0	Yes	Addresses deferred facilities maintenance and capital renewal in accordance with the Real Estate Asset Management program.
245	Contingency Reserve	Contingency Reserve	D	D	10,000,000		10,000,000	0.0	Yes	Provide funding for unforeseen emergencies or unanticipated new expenditures occurring during the fiscal year, which have no other funding source.
246	Department of Information Technology	Telecommunications	D	D	9,712,151	9,617,151	95,000	20.8	Yes	Responsible for planning, operating, maintaining, and managing the County's communication systems including radio, telephone, voice mail and microwave.

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	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
247	<i>County Administrator</i>	AB109	D	D	8,036,903	7,086,903	950,000	3.4	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.
248	HSD - Public Health	PH Administration & Management	D	D	7,579,581	1,530,464	6,049,117	42.0	Yes	Provides program oversight.
249	HSD - Behavioral Health Division - Alcohol and Other Drugs	Narcotic Treatment Program	D	D	6,744,678	6,744,678	0	0.0	No	Provides outpatient methadone maintenance for opiate dependent adults, especially those persons at risk of HIV infection through IV drug use.
250	EHSD - Administration	Administrative Services	D	D	6,310,479	6,030,132	280,347	210.0	Yes	Provides administrative support to all areas of the Department
251	Sheriff - Support Services Bureau	Information Services	D	D	6,150,129	46,000	6,104,129	17.0	No	Provides communication and programming for networks, jail management, communication system and ARIES.
252	Public Works	Airport Enterprise Fund	D	D	5,710,134	5,710,134	0	17.0	No	Operation and capital development of airports.
253	Public Works	Print and Mail Services	D	D	5,624,392	5,624,392	0	21.0	Yes	Copy, printing, and mail services for County departments.
254	<i>Library</i>	Administration	D	D	5,434,429	88,242	0	21.2	No	Provides administrative, shipping, and volunteer services management while organizing and directing the operation of the County Library.
255	<i>Department of Information Technology</i>	Systems and Programming	D	D	5,241,234	5,241,234	0	22.6	Yes	Provides information application services to Depts via consultation; proposes solutions to meet business goals and incorporating technology solutions by designing, implementing and maintaining departmental systems.
256	<i>Capital Improvements</i>	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.

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	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
257	<i>Conservation and Development</i>	Business and Information Services	D	D	4,918,690	4,918,690	0	26.0	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.
258	<i>Conservation and Development</i>	Service Contracts/Satellite Locations	D	D	4,883,000	4,883,000	0	4.0	No	Inspection services to various contract cities and remote locations within the unincorporated county.
259	Sheriff - Custody Services Bureau	Detention Transportation	D	D	4,825,834	3,500	4,822,334	20.0	No	Provides inmate transportation between detention facilities and the Courts.
260	<i>Library</i>	Support Services	D	D	4,817,337	19,800	0	27.2	No	Support Services includes automation, Virtual Library, circulation, technical services, and collection management.
261	HSD - Public Health	Senior Nutrition Program	D	D	4,749,165	4,743,883	5,282	4.2	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	Probation - Special Funds	Community Corrections Performance Incentives Fund	D	D	4,501,857	4,584,144	0	0.0	No	Provides revenue realized by the California Department of Corrections and Rehabilitation to be used for evidence-based probation supervision activities.
263	<i>District Attorney</i>	Consumer Protection	D	D	4,374,525	200,000	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.

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	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
264	Probation - Special Funds	Supplemental Law Enforcement Services Fund	D	D	4,337,085	4,337,085	0	0.0	No	Provides state resources from the Juvenile Justice Crime Prevention Act of 2000 to support juvenile prevention initiatives.
265	<i>Department of Information Technology</i>	Operations	D	D	4,323,477	4,323,477	0	9.6	Yes	Responsible for County's Central Data Center that houses the IBM mainframe, AS/400's, RS/6000's, Sun and IBM UNIX servers and customer owned servers. Performs database administration duties in support of Oracle, Informix, and IDMS data management systems. Manages County's off-site disaster recovery resources.
266	HSD - Behavioral Health Division - Alcohol and Other Drugs	Residential Services Program	D	D	4,302,101	3,766,918	535,183	22.0	No	Provides recovery services for men, women, women and their children, and adolescents, and detoxification for adults.
267	HSD - Behavioral Health Division - Alcohol and Other Drugs	Special Programs	D	D	4,204,397	4,204,397	0	0.0	No	Time-limited federal and State special initiatives and demonstration projects.
268	Sheriff- Field Operations Bureau	Marine Patrol	D	D	4,142,512	1,210,239	2,932,273	12.0	No	Responsible for patrol of the navigable waterways within the County and enforcement of all applicable laws.
269	HSD - Behavioral Health, Housing and Homeless Services	Interim Housing and Support Services	D	D	3,948,095	2,459,190	1,488,905	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.
270	<i>Department of Information Technology</i>	Wide-Area-Network Services	D	D	3,834,442	3,884,442	-50,000	5.0	Yes	Insures on-going support and maintenance of the County's Wide-Area-Network (WAN) Infrastructure.
271	<i>Conservation and Development</i>	HUD Home Block Grants	D	D	3,752,288	3,752,288	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.
272	HSD - Contra Costa Health Plan - EF4	Charges from Other County Departments	D	D	3,421,919	3,421,919	0	0.0	No	Provides centralized charges to Health Services Department from other County departments, e.g. Public Works.

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	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
273	<i>Justice System Development/ Planning</i>	Law & Justice System Dev	D	D	3,248,999	458,999	2,790,000	3.0	Yes	Develops, implements and maintains automated info systems for justice departments.
274	Sheriff - Support Services Bureau	CAL-ID	D	D	3,045,719	3,045,719	0	17.5	No	Operates a computerized system for the identification of fingerprints.
275	HSD - Behavioral Health Division - Health, Housing and Homeless Services	Supportive Housing Program	D	D	3,022,913	2,805,497	217,416	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.
276	Sheriff - Support Services Bureau	Resources/Plans/Standards	D	D	2,951,487	318,500	2,632,987	7.0	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.
277	HSD - Public Health	Community Wellness & Prevention	D	D	2,849,280	2,315,906	533,374	19.6	No	Provides for prevention of chronic disease and injuries.
278	<i>Conservation and Development</i>	Transportation Improvement - Measure J	D	D	2,843,500	2,843,500	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.
279	Sheriff - Office of Emergency Services	Emergency Services	D	D	2,676,880	215,000	2,461,880	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.
280	EHSD - Zero Tolerance - Domestic Violence		D	D	2,668,800	990,553	1,678,247	0.0	No	Coordinated Services designed to reduce domestic and family violence and elder abuse.
281	Sheriff - Special Funds	County Law Enforcement Capital Projects	D	D	2,420,833	850,000	0	0.0	No	Supports replacement and enhancement of a Countywide law enforcement message switching computer;

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	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
										accumulates funds to partially finance Sheriff's communication equipment replacement; and accumulates funds to finance major equipment replacement for the Helicopter Program.
282	<i>District Attorney</i>	Environmental/ OSHA	D	D	2,178,183	200,000	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.
283	HSD - Behavioral Health Division - Health, Housing and Homeless Services	Administration	D	D	2,155,793	1,688,668	467,125	7.0	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.
284	<i>Conservation and Development</i>	Federal Programs, CDBG, Successor Agency	D	D	2,147,966	2,147,966	0	10.0	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.
285	Probation - Probation Programs	Field Services Support	D	D	2,139,100	0	2,139,100	24.0	No	Provides support services to Deputy Probation Office staff in adult and juvenile programs.
286	<i>Conservation and Development</i>	Livable Communities	D	D	1,782,830	1,782,830	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.
287	<i>Library</i>	Countywide Services	D	D	1,753,863	358,373	0	10.7	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.

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	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
288	Department of Information Technology	Network Services	D	D	1,713,321	1,713,321	0	7.0	Yes	Provides business and technical assistance, including overall IT infrastructure design, implementation, project management, system integration, storage services, e-mail & internet access.
289	HSD - Behavioral Health Division - Alcohol and Other Drugs	Support Services	D	D	1,633,852	1,383,852	250,000	8.0	No	Management of all substance abuse services, including program personnel, budgets, program planning and evaluation, contracted services, Countywide prevention activities and monitoring service delivery.
290	HSD - Behavioral Health Division - Alcohol and Other Drugs	Prevention Services	D	D	1,602,096	1,602,096	0	4.0	No	Provides alcohol and other drugs education, drug-free activities, community-based initiatives, problem identification and referral for youth and adults.
291	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.
292	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.
293	Conservation and Development	Keller Canyon Mitigation Fee	D	D	1,400,000	1,400,000	0	0.0	No	Funding for mitigation programs within East County community.
294	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.
295	Sheriff - Office of Emergency Services	Community Warning System	D	D	1,349,681	1,349,681	0	3.0	No	Manages the countywide all hazard Community Warning System. The CWS is funded entirely from private industry funds and/or fines.
296	HSD - Behavioral Health Division - Health, Housing and Homeless Services	Coordinated Entry System Summary	D	D	1,340,603	1,340,603	0	0.0	No	Coordinated Entry streamlines access to housing and other homeless services through prevention/diversion screening and triage; referral to CARE centers where clients can access shelter, food, case management, housing assessment and navigation, substance use disorders and benefit assistance; and coordinate outreach referral and engagement to facilitate shelter, health and social services.
297	Sheriff - Special Funds	Countywide Gang and Drug Trust	D	D	1,310,268	63,600	0	0.0	No	Provides expenditures and revenues for preventing, enforcing and prosecuting

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
										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' Assoc.
298	Veterans Service	Veterans Service	D	D	1,284,987	285,043	999,944	9.5	No	Provides assistance to veterans, their dependents and survivors in obtaining veteran's benefits.
299	Sheriff - Special Funds	Law Enforcement Training Center	D	D	1,281,323	1,281,323	0	17.0	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.
300	Sheriff - Office of Emergency Services	Emergency Services Support	D	D	1,258,464	32,500	1,225,964	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.
301	County Administrator	CCTV & Public Info	D	D	1,239,607	1,239,607	0	6.5	No	Administers cable franchises and community access (CCTV). Supported by cable TV franchise fees.
302	HSD - Behavioral Health Division - Alcohol and Other Drugs	Non-Residential Program	D	D	1,235,027	1,235,027	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.
303	Sheriff - Office of Emergency Services	Homeland Security Grants	D	D	1,089,505	1,089,505	0	0.0	No	Homeland Security grant management and centralization.
304	Conservation and Development	Water Planning/Habitat at Conservancy	D	D	1,050,850	1,050,850	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, 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 Districts.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
305	<i>Conservation and Development</i>	Weatherization	D	D	1,033,347	1,033,347	0	11.0	No	Free home weatherization services to low income residents.
306	<i>Conservation and Development</i>	HUD Neighborhood Stabilization	D	D	1,011,000	1,011,000	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.
307	<i>District Attorney</i>	Real Estate Fraud Prosecution	D	D	960,813	620,000	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.
308	<i>Conservation and Development</i>	Housing Rehabilitation & Sustainability Program	D	D	939,328	154,328	785,000	2.0	No	Financial assistance to low and moderate-income families performing housing rehabilitation. Develop organizational capacity in Sustainability Programs to include expanding economic development in the County.
309	<i>Department of Information Technology</i>	Information Security	D	D	907,400	907,400	0	1.0	Yes	Maintains the Countywide Information Security Program including Information Security Awareness, Risk Assessment and Business Resumption programs.
310	<i>Central Support</i>	Management Info System	D	D	807,000	200,000	607,000	0.0	Yes	Computer support to small departments, Productivity Investment Fund, Geographic Information System Program.
311	Public Works	GSD Outside Agency Services	D	D	766,250	766,250	0	0.0	Yes	Outside Agency services. This program area includes occupancy costs, print & mail services, and fleet services.
312	Sheriff - Support Services Bureau	Automated Regional Information Exchange Systems (ARIES)	D	D	736,403	736,403	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.
313	<i>Department of Information Technology</i>	Administration	D	D	712,693	712,693	0	11.0	Yes	Provides accounting and administrative services to Dept. Provides a Customer Service Center and an Electronic Government Liaison to coordinate Countywide Internet Efforts.
314	HSD - Detention Facility Program	Juvenile Justice Facilities	D	D	711,394	711,394	0	0.0	No	Crisis intervention, medication evaluation and consultation.
315	Probation - Juvenile Facilities	School Lunch Program	D	D	710,000	327,400	382,600	4.0	No	Federally assisted meal program. Provides nutritionally balanced, low-cost or free lunches to

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
										children each school day.
316	HSD - Behavioral Health Division - Health, Housing and Homeless Services	Contra Costa Youth Continuum of Services	D	D	706,755	683,347	23,408	1.0	No	Contra Costa's Youth Continuum of Services provides outreach, shelter, transitional, and permanent housing and services to youth ages 14-21.
317	Sheriff - Office of Emergency Services	Special Weapons and Tactics (SWAT) Team	D	D	639,259	20,000	619,259	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.
318	Sheriff- Field Operations Bureau	Sheriff's Helicopter Program	D	D	596,536	596,536	0	0.0	No	Provides air support throughout the County and through contract with the City of Vallejo.
319	<i>Conservation and Development</i>	HUD Emergency Shelter	D	D	586,000	586,000	0	0.0	No	Emergency Shelter Grant program provides homeless persons with basic shelter and essential supportive services.
320	<i>Crockett/Rodeo Revenues</i>	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.
321	<i>Board of Supervisors</i>	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.
322	<i>Central Support</i>	Economic Development/Arts Commission	D	D	510,650	45,650	465,000	0.0	No	Provides funding to the Arts Commission to promote the arts throughout the County.
323	Public Works	Fleet Services	D	D	482,794	482,794	0	0.0	Yes	Maintenance, repair, and vehicle acquisition for County departments & fire district.
324	<i>Department of Information Technology</i>	GIS Support	D	D	473,002	423,002	50,000	2.1	Yes	Manages the central GIS data repository and facilitates the sharing and integration of geographically referenced information among multiple agencies or users.
325	<i>District Attorney</i>	Narcotics Forfeiture	D	D	438,433	115,000	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.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
326	Conservation and Development	Energy Upgrade CA	D	D	388,550	388,550	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.
327	County Administrator	Affirmative Action	D	D	388,159	100,000	288,159	2.0	No	Coordinates various state, federal and locally approved affirmative action programs.
328	Conservation and Development	PH Bart Greenspace Mtce	D	D	350,000	350,000	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.
329	HSD - Behavioral Health Division - Health, Housing and Homeless Services	Homeless Management Information System	D	D	263,686	263,686	0	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.
330	District Attorney	DA Federal Forfeiture-DOJ	D	D	237,536	35,300	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.
331	Sheriff - Support Services Bureau	Technical Services Administration	D	D	236,824	0	236,824	0.0	No	Provides administrative oversight for the Technical Services Division and administration of federal grants.
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 countywide financial systems.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
333	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.
334	<i>Agriculture/Weights & Measures</i>	Cooperative Extension	D	D	171,618	0	171,618	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.
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	<i>Board of Supervisors</i>	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	HSD - Environmental Health	Fixed Assets	D	D	150,000	150,000	0	0.0	No	Provides for acquisition of capital equipment and for needed capital improvement projects.
338	<i>Animal Services</i>	Spay/Neuter Clinic	D	D	145,000	145,000	0	2.0	No	Provides low cost pet spay/neuter services to the public.
339	<i>Conservation and Development</i>	Vehicle Abatement Program	D	D	140,000	140,000	0	0.0	No	Inspection services to remove abandoned vehicles that possess a hazard or public nuisance.
340	Sheriff - Special Funds	Controlled Substance Analysis	D	D	136,342	12,400	0	0.0	No	Provides criminalistics laboratory analysis of controlled substances, in order to increase the effectiveness of criminal investigation and prosecution.
341	<i>Veterans Service</i>	Veterans Memorial Building Lifecycle Costs	D	D	117,056	0	117,056	0.0	No	Provides funds to support the County's Facilities Lifecycle Improvement Program that addresses deferred facilities maintenance and capital renewal projects, for County

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
										owned veteran memorial hall buildings in Martinez, Richmond, El Cerrito, Concord, Antioch, Brentwood, Pittsburg, and Lafayette.
342	Probation - Special Funds	Probation Ward Welfare	D	D	112,000	73,578	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.
343	EHSD - Workforce Services Bureau	Service Integration Team / Sparkpoint	D	D	98,857	38,857	60,000	0.0	No	Provides integrated delivery of human services provided by various county departments.
344	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.
345	<i>Board of Supervisors</i>	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.
346	<i>Conservation and Development</i>	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
347	Sheriff - Support Services Bureau	Vehicle Anti-Theft Program	D	D	3,814	474,500	(470,686)	0.0	No	Investigates and gathers evidence on stolen vehicles throughout Contra Costa County.
348	<i>Library</i>	Casey Library Gift	D	D	500	500	0	0.0	No	Established from proceeds from the estate of Nellie Casey. Funds are restricted for use in the Ygnacio Valley Library.

Service Key:

M = Mandated by law (must be legal mandate NOT a Board mandate)

D = Discretionary

Level Key:

M = Mandated by law

D = Discretionary

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.

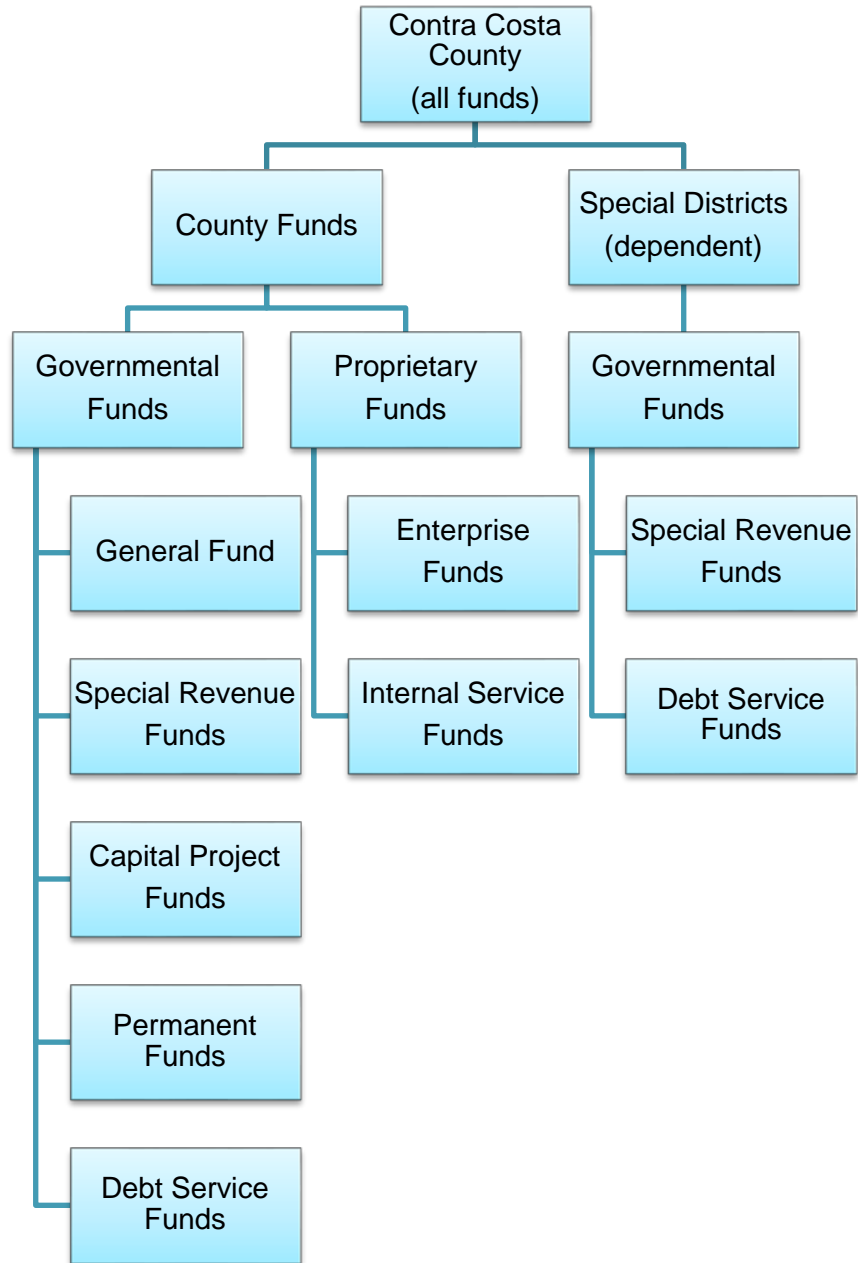
County Fund Definitions

Fiduciary-Type Funds are funds used to account for assets held by the County in a trust of agency capacity for others. These funds include Pension (and Other Employee Benefit) Trust Funds, Investment Trust Funds, Private-Purpose Trust Funds and Agency Funds (used to account for resources held by the County in a purely custodial capacity). These resources cannot be used by the County to support its own programs and, therefore, are not reflected in the budget.

Component Units are legally separate organizations for which the Board of Supervisors is financially accountable. These include: the Successor Agency to the Contra Costa County Redevelopment Agency; the Contra Costa County Public Financing Authority; the Contra Costa County Employees' Retirement Association; the In-Home Supportive Services Public Authority; Special Districts and Service Areas; First 5 Contra Costa Children and Families Commission, and the Housing Authority of Contra Costa County.

Major Funds are funds whose revenues, expenditures, assets or liabilities are at least 10 percent of the totals for all governmental or enterprise funds and at least 5 percent of the combined amount for all governmental and enterprise funds. The Major Funds for Contra Costa County include Contra Costa County Fire Protection District; the Contra Costa Health Plan Enterprise Fund; the Contra Costa Regional Medical Center and Clinics Enterprise Fund; and the County General Fund.

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).

Table of Funds – Financial Fund Order

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 Capital Improvements Central Support Services Clerk-Recorder/Elections Conflict Defense Conservation & Development Contingency Reserve County Administrator County Counsel Crocket/Rodeo Revenues Debt Service Dept. of Information Technology District Attorney Employee/Retiree Benefits Employment & Human Services General Purpose Revenues Health Services Human Resources Justice System Develop/Planning Probation Public Defender Public Works Sheriff-Coroner Superior Court Related Functions Treasurer-Tax Collector Veterans Service
105600 - County Law Enfrgmt-Cap Proj Fund	Sheriff-Coroner
105700 - Justice Facility Construction Fund	Capital Improvements
105800 - Juvenile Hall - Capital Project Fund	Capital Improvements
105900 - Ellinwood Cap Proj Fund	Capital Improvements
110000 - Recorder Modernization Fund	Clerk-Recorder Elections
110100 - Court/Clerk Automation Fund	Clerk-Recorder Elections
110100 - Court/Clerk Automation Fund	Superior Court Related Functions
110200 - Fish and Game Fund	Conservation & Development
110300 - Land Development Fund	Conservation & Development Public Works
110400 - Criminalistics Lab Fund	Sheriff-Coroner
110500 - Survey Monument Preservation Fund	Public Works
110600 - Crim Justice Facility Construct Fund	Capital Improvements
110700 - Courthouse Construct Fund	Capital Improvements

Fund – Department Relationship

Fund	Department
110800 - Road Fund	Public Works
110900 - Transportation Improvement Fund	Conservation & Development
111000 - Drainage Area 9 Fund	Public Works
111100 - Private Activity Bond Fund	Conservation & Development
111200 - PH-BART Transit Planning Fund	Conservation & Development
111300 - Affordable Housing Spec Rev Fund	Conservation & Development
111400 - Navy Trans Mitigation Fund	Public Works
111500 - Tosco/Solano Trns Mitig Fund	Public Works
111600 - Child Development Fund	Employment & Human Services
111700 - Trans Imprvmnt-Rodeo/Crockett Fund	Public Works
111800 - HUD NSP Fund	Conservation & Development
111900 - Used Oil Recycling Grant Fund	Conservation & Development
112000 - Conservation & Development Fund	Conservation & Development
112100 - CDD/PWD Joint Review Fee Fund	Public Works
112200 - Drainage Deficiency Fund	Public Works
112300 - Public Works Fund	Public Works
112400 - DA Consumer Protection Fund	District Attorney
112500 - Domestic Violence Victim Asst Fund	Employment & Human Services
112600 - Dispute Resolution Program Fund	Justice System Develop/Planning
112700 - Zero Tolerance- Domestic Violence	Employment & Human Services
112800 - DA Revenue SEIF Fund	District Attorney
112900 - DA Revenue Narcotics Fund	District Attorney
113000 - DA Environment/OSHA Fund	District Attorney
113100 - DA Forfeiture-Fed-DOJ Fund	District Attorney
113200 - Walden Green Maintenance Fund	Conservation & Development
113300 - R/Estate Fraud Prosecution Fund	District Attorney
113400 - CCC Dept Child Support Svcs Fund	Child Support Services
113500 - Emergency Med Svcs Fund	Health Services
113600 - PROP 36-Sub Abuse Cp Fund	Health Services
113700 - AB75 Tobacco Tax Fund	Health Services
113800 - Prop 10-CSAS Special Rev Fund	Health Services
113900 - Traffic Safety Fund	Sheriff-Coroner
114000 - Public Protection-Spec Rev Fund	Justice System Develop/Planning
114100 - Sheriff Nar Forfeit-ST/Local Fund	Sheriff-Coroner
114200 - Sheriff Forfeit-Fed-DoJ Fund	Sheriff-Coroner
114300 - Sup Law Enforcement Svcs Fund	District Attorney Justice System Develop/Planning Probation Sheriff-Coroner
114400 - Local Law Enforcement BJP Fund	Justice System Develop/Planning

Fund – Department Relationship

Fund	Department
114500 - Sheriff Forfeit-Fed Treasury Fund	Sheriff-Coroner
114600 - PROP 63 MH Svcs Fund	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 Fund	Auditor-Controller General County Services
115100 - Property Tax Admin Fund	Assessor
115200 - VLF Securitization Fund	Auditor-Controller
115300 - Cnty Local Rev Fund	District Attorney Employment & Human Services Health Services Justice System Develop/Planning Probation Public Defender Public Safety Realignment Sheriff-Coroner
115400 - Obscene Matter-Minors Fund	Justice System Develop/Planning
115500 - IHSS Public Authority Fund	Employment & Human Services
115600 - DNA Identification Fund	Justice System Develop/Planning
115700 - Comm Corr Performance Inctv Fund	Probation
115800 - NO Rich Wst&Rcvy Mitigation Fee Fund	Board Of Supervisors
115900 - L/M HSG Asset Fd-LMI Fund	Conservation & Development
116000 - Bailey Rd Mntc Surcharge Fund	Public Works
116100 - Home Invstmt Prtnrshp Act Fund	Conservation & Development
120600 - County Library Fund	Library
120700 - Casey Library Gift Fund	Library
123100 - Hercul/Rodeo Crock Area of Benefit	Public Works
123200 - West County Area Of Benefit	Public Works
123300 - Kensington 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/Benefit	Public Works
124300 - So Wal Crk Area Of Benefit	Public Works
124400 - Bogue Ranch Area Of Benefit	Public Works
125000 - Lamorinda Area Of Benefit	Public Works
126000 - Alamo Area Of Benefit	Public Works
127000 - South Co Area Of Benefit	Public Works
128000 - Pitts/Antioch Area/Benefit	Public Works

Fund – Department Relationship

Fund	Department
128100 - Marsh Crk Area Of Benefit	Public Works
128200 - East County Area Of Benefit	Public Works
128300 - Brentwood Area Of Benefit	Public Works
128400 - Delta Expressway Dev Fees	Public Works
129000 - Bethel Isl Area Of Benefit	Public Works
131800 - Crim Justice Automation	Justice System Develop/Planning
132800 - County Children's Fund	Employment & Human Services
133200 - Animal Benefit Fund	Animal Services
133400 - CO-Wide Gang and Drug Fund	Sheriff-Coroner
133700 - Livable Communities Fund	Conservation & Development
134000 - AVA Service Authority Fund	Conservation & Development
134700 - CDBG Small Bus&Microent Loan Fund	Conservation & Development
134800 - CDB 1st Time Homebuyer fund	Conservation & Development
134900 - ARRA HUD Bldg Insp NPP Fund	Conservation & Development
135000 - Retirement UAAL Bond Fund	General County Services
135200 - Ret Litgtn Stlmnt Dbt Svc Fund	General County Services
135400 - Family Law Ctr-Debt Svc Fund	General County Services
136000 - Central Identify Bureau Fund	Sheriff-Coroner
138800 - SPRW Fund	Public Works
138900 - East/Central Travel Corridor Fund	Public Works
139000 - RD Dvlpmnt Discovery Bay Fund	Public Works
139100 - Rd Development Bishop Ranch	Public Works
139200 - Road Imprvmnt Fee Fund	Public Works
139300 - Rd Development Oakley	Public Works
139400 - Rd Devlpmnt Rich/EI Sobrt	Public Works
139500 - Road Development Bay Point	Public Works
139900 - Rd Devlpmnt Pacheco Area	Public Works
140100 - Airport Enterprise Fund	Public Works
142000 - Sheriff Law Enf Training Fund	Sheriff-Coroner
142500 - Childcare Enterprise Fund	Employment & Human Services
145000 - Hospital Enterprise Fund	Health Services
146000 - HMO Enterprise Fund	Health Services
146100 - HMO Enterprise -Comm Plan Fund	Health Services
146200 - Major Risk Med Insurance Fund	Health Services
150100 - Fleet Internal Service Fund	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.

S&P - Standard & Poor's

Salaries & Benefits - an Object Level of appropriations for all expenditures for employee-related costs.

SDI - State Disability Insurance

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.

Sustainability – a simple principle: Everything that we need for our survival and well-being depends, either directly or indirectly, on our natural environment. To pursue sustainability is to create and maintain the conditions under which humans and nature can exist in productive harmony to support present and future generations.

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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.

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