

Fiscal Year 2018 – 2019 Recommended Budget



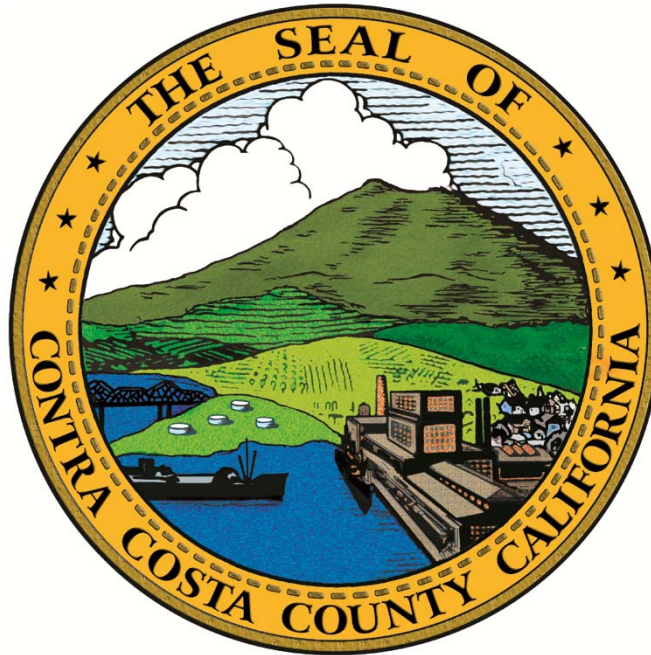
County of
Contra Costa
California



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COUNTY OF CONTRA COSTA

RECOMMENDED BUDGET 2018-2019



Presented to the Board of Supervisors

KAREN MITCHOFF
Chair
Supervisor, District IV

JOHN M. GIOIA
Supervisor, District I

CANDACE ANDERSEN
Supervisor, District II

DIANE BURGIS
Supervisor, District III

FEDERAL D. GLOVER
Supervisor, District V

By David Twa
County Administrator



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**County of Contra Costa
California**

Fiscal Years Beginning

July 1, 2011
July 1, 2012
July 1, 2013
July 1, 2014
July 1, 2015
July 1, 2016
July 1, 2017

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County Administrator

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651 Pine Street, 10th Floor
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(925) 335-1080

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, 2018

Board of Supervisors
Contra Costa County
Martinez, CA 94553

Dear Board Members:

We continue to adjust our County Budgets to meet the challenges due to the uncertainty in direction from the Federal Administration in Washington. There continues to be attempts to reduce funding to the many Health and Employment & Human Services programs that we administer on behalf of the Federal and State governments. While it remains to be seen how all the proposals circulating from Congress, the President, and the Federal Departments will ultimately impact Contra Costa County, it is clear that we can expect reduced funding for the foreseeable future.

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 of \$3.5 billion (\$1.6 billion General Fund) for FY 2018-19 and beyond.

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

- Hired a new District Attorney, Health Services Director, Public Works Director, Chief Assistant County Administrator, and Chief Information Officer. These positions will continue the County's efforts to provide quality leadership to County Departments and to ensure succession planning.
- Maintained our AAA bond rating from Standard & Poor's, Contra Costa County is "fundamentally sound, and had a stable outlook for the future" and received an upgrade on the County's Pension Obligation Bonds to "AAA".
- Implemented a new countywide budgeting system, SHERPA, that was used successfully for the development of the \$3.5 billion FY 2017-18 budget. The state-of-the-art application includes a robust budget preparation application that includes

operating and capital budgeting, in-year budget management, smart database design, and the most comprehensive personnel forecasting engine on the market. Approximately 120 users from county departments were trained on the system.

- Issued lease revenue bonds for hospital and clinic system projects (\$10 million); new County Administration facility, including a structure for additional parking (\$60 million); new Emergency Operations Center (\$40 million); refinanced existing debt (\$90 million) at historically low interest rates (2.33%, saving more than \$9 million in today's dollars); received a \$70 million grant from the state to replace beds in the Martinez Detention Facility with a new high-security, 416-bed facility on the campus of the West County Detention Facility. The Detention facility will include seven high-security housing units, a reentry services complex, a child/parent contact visitation center and a medical/psychiatric services clinic, with all of the resources available to both men and women.
- Implemented a new voting system in February 2018 to replace the aging system that has been in place since 2004. The system will be paid for with dedicated Elections Capital Replacement funds that have been reserved for this purpose over the last few years to make the fiscal impact of system replacement more manageable.
- Recognized by California State Association of Counties (CSAC), the Children and Family Services' Parent Partner Program received a 2017 Merit Award. The Parent Partner Program was one of three programs in Contra Costa County honored with a CSAC Challenge Award. CSAC recognized the Program for its innovation in matching parents in the foster care system with Parent Partners who successfully overcame their own struggles and reunified with their children.
- Worked in partnership with the California Community College Foundation and the CalFresh Employment and Training Program to implement the Fresh Success program working with two well-established community partners, Rubicon and Opportunity Junction. This voluntary program allows CalFresh recipients to acquire the skills and work experience they need to obtain and retain quality employment thereby increasing their earnings and reducing reliance on CalFresh benefits. As of the end of September 2017, we have enrolled 77 CalFresh participants in this training program.
- Staffed a new project in 2016 and 2017 in the Department of Conservation and Development to evaluate options for the County's participation in Community Choice Energy. The Board and eight cities ultimately decided to join an existing program known as Marin Clean Energy (MCE) to which five other CCC cities already belong). Residents will enjoy the benefits of choice in electrical service beginning in 2018. Advantages include competitive pricing of electricity, the ability to choose renewable energy sources and combat climate change, and greater local control of electrical power investments.
- Received the Government Finance Officers' Association Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation awards.

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. Our goal provides the context for decisions regarding the recommendations in this Recommended Budget.

The FY 2018-19 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 the budget issues facing the County. 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 25 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

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.

Currently, two key labor contracts are in active negotiations: Physicians and Dentists Organization and the California Nurses Association. These bargaining units represent employees in Health and Human Services mainly at the Contra Costa Regional Medical Center and Clinics. Additionally, on July 1, contracts with the CCC Defenders Association, the CCC Deputy District Attorneys' Association, and the In-Home Supportive Services workers will expire. 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. The majority of the County's labor contracts extend through June 30, 2019.

Capital Projects

The County Board of Supervisors has authorized moving forward with replacement of the County's Emergency Operations Center and the County Administration Building. These two projects are expected to be completed by the first part of 2020. The financing for these facilities requires debt service, which was budgeted beginning in fiscal year 2017-18, of \$8.0 million per year for the fifteen-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 519.

Economic Projection

The economy in Contra Costa County and the Bay Area continues to improve. However, major uncertainty exists as to the direction and funding from both the State and Federal Governments as we move into the next few years. County Departments will need to balance our needs with our limited resources to insure that we can deliver quality programs to the people we serve.

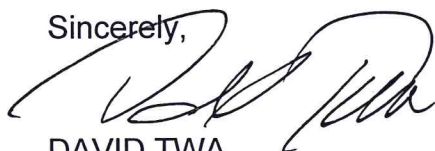
Each department was asked to submit a budget that balanced its requirements to provide services with the County's goals of adopting a FY 2018-19 budget that balances annual expenses and revenues, addresses revenue constraints and pension cost increases, and includes an appropriation for partially pre-funding 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



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 Offices

Name	Office	Expiration of Current Term
John M. Gioia	Supervisor, District I	January 7, 2019
Candace Andersen	Supervisor, District II	January 4, 2021
Diane Burgis	Supervisor, District III	January 4, 2021
Karen Mitchoff	Supervisor, District IV	January 7, 2019
Federal D. Glover	Supervisor, District V	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
Diana Becton	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 1,139,513 as of January 1, 2017. 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)

	2013 ⁽²⁾	2014 ⁽²⁾	2015 ⁽²⁾	2016 ⁽²⁾	2017
Antioch	108,224	110,028	111,973	113,495	114,241
Brentwood	53,785	55,353	57,072	59,058	61,055
Clayton	10,995	11,096	11,159	11,262	11,284
Concord	125,704	126,851	128,063	128,280	128,370
Danville	41,814	42,145	42,491	43,287	43,355
El Cerrito	23,803	23,980	24,132	24,490	24,600
Hercules	24,264	24,430	24,578	24,909	25,675
Lafayette	24,001	24,321	24,732	25,041	25,199
Martinez	36,254	36,497	36,931	37,224	37,658
Moraga	16,222	16,337	16,434	16,581	16,676
Oakley	37,926	38,864	39,609	40,327	41,199
Orinda	17,911	18,083	18,578	18,838	18,935
Pinole	18,447	18,560	18,660	18,827	18,975
Pittsburg	65,030	66,053	67,119	68,133	69,818
Pleasant Hill	33,472	33,708	33,918	34,232	34,657
Richmond	107,563	108,447	109,568	110,886	111,785
San Pablo	29,903	30,196	30,498	30,972	31,053
San Ramon	75,575	76,472	77,470	78,729	80,550
Walnut Creek	67,225	67,954	68,652	70,340	70,974
Subtotal	918,118	929,375	941,637	954,911	966,059
Unincorporated	165,222	167,797	169,506	171,913	173,454
Total	1,083,340	1,097,172	1,111,143	1,126,824	1,139,513

⁽¹⁾ Columns may not total due to independent rounding

⁽²⁾ Revised

Source: California Department of Finance

Educational attainment of a Bachelor's Degree or higher, according to the U.S. Census Bureau, 2016 American Community Survey 1-Year Estimates, was 39.6% of the County population up from 37.6% in 2009.

Population Demographics

Gender		Race and Hispanic Origin*	
Male	48.90%	<u>One Race</u>	92.70%
Female	51.10%	White	58.00%
		Black or African American	8.60%
		American Indian and Alaska Native	0.30%
		Asian	16.20%
		Native Hawaiian and Other Pacific Islander	0.40%
		Some other race	9.20%
		<u>Two or More Races</u>	7.30%
Age			
0 - 5 years	5.80%		
5 - 19 years	19.60%		
20 - 64 years	59.70%		
65+ years	15.00%		

*Hispanics may be of any race and are included in applicable race categories (25.4%)

Source: US Census Bureau, 2016 American Community Survey 1-Year Estimates, 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.

**Principal Employers: Current and Eight Years Ago
(Excluding Government Employers)**

Employer	2017 ⁽¹⁾			2009 ⁽²⁾		
	Estimated Employees	Rank	% of Total County Employment	Estimated Employees	Rank	% of Total County Employment
Chevron Corporation	10,000+	1	1.89 %	4,700+	1	0.99 %
Bay Alarm Co.	1,000 - 4,999	T-2	0.56			
St. Mary's College	1,000 - 4,999	T-2	0.56			
Bio-Rad Laboratories, Inc.	1,000 - 4,999	T-2	0.56	1,700	4	0.36
Job Connections	1,000 - 4,999	T-2	0.56			
John Muir Medical Center	1,000 - 4,999	T-2	0.56	1,900	3	0.40
Kaiser Permanente	1,000 - 4,999	T-2	0.56			
La Raza Market	1,000 - 4,999	T-2	0.56			
Martinez Medical Offices	1,000 - 4,999	T-2	0.56			
USS-POSCO Industries	1,000 - 4,999	T-2	0.56	975	8	0.20
Kaiser Foundation Hospital				2,300	2	0.49
John Muir/Mt. Diablo Medical Center				1,500	5	0.32
24-Hour Fitness				1,300	6	0.27
Doctors Medical Center				1,000	7	0.21
Contra Costa Newspapers, Inc.				900	9	0.19
Bank of the West				800	10	0.17
All Others	495,400		93.07	456,725		96.40
Total	532,400		100.00 %	473,800		100.00 %

Note: Percentage of total county employment and number of estimated employees for all other employers are based on the midpoints in the ranges given.

⁽¹⁾ Source: State of California Employment Development Department, June 2016

⁽²⁾ Source: Rich's Everyday Sales, Prospecting Directory (2009) - Contra Costa County

**Employment by Industry
Annual Averages - Ranked for 2016**

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Wage & Salary Employment					
Farm	800	800	800	700	800
Goods Producing	37,200	37,100	37,100	37,800	40,200
Trade, Transportation & Utilities	57,400	58,700	60,400	62,500	64,900
Information	8,400	8,600	8,300	8,300	8,100
Financial Activities	25,300	25,300	25,000	26,300	27,000
Professional & Business Services	48,100	52,100	53,200	50,900	52,100
Educational & Health Services	56,400	59,500	61,500	64,100	67,300
Leisure & Hospitality	33,500	35,400	36,300	38,300	40,500
Other Services	12,400	12,100	12,500	12,700	13,000
Government	47,900	48,200	49,200	49,300	50,400

Source: *State of California, Employment Development Department, Labor Market Information Division, March 2016 Benchmark, 9/15/2017*

Between 2014 and 2016 the County's jobless rate decreased from 6.2% to 4.4%, 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	535.5	538	540.6	547.4	556.5
Employment	487.9	497.7	507.3	520.1	531.8
Unemployment	47.9	40.3	33.3	27.4	24.6
Unemployment Rate					
County	8.90%	7.50%	6.20%	5.00%	4.40%
State of California	10.40%	8.90%	7.50%	6.20%	5.40%

* Revised

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 2012 through 2016.

**Personal Income
Calendar Years 2012 through 2016**

Personal Income (thousands of dollars)					
	2012	2013	2014	2015	2016†
County	66,344	66,608	69,819	76,518	80,412
California	1,838,567	1,861,957	1,986,026	2,133,664	2,212,691
United States	12,949,905	13,729,063	14,151,427	15,552,950	15,928,700
Per Capita Income (dollars)					
County	61,530	60,883	62,957	68,123	70,840
California	48,369	48,570	51,344	54,718	56,374
United States	42,298	43,735	44,462	42,371	43,157

† Most recent year for which annual data is available

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

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

**Principal Property Taxpayers - Ranked by Assessed Value¹
Current Year and Nine Years Ago (in Thousands)**

Taxpayer	FY Ended June 30, 2017			FY Ended June 30, 2008		
	Taxable Assessed Value Secured and Unitary	Rank	Percentage of Taxable Assessed Value	Taxable Assessed Value Secured and Unitary	Rank	Percentage of Taxable Assessed Value
	Chevron USA	\$3,486,482	1	1.94%	6,843,072	1
Equilon Enterprises LLC	1,629,822	2	0.91	4,002,788	2	2.63
Tesoro Refining Marketing	1,240,969	3	0.69	2,092,737	3	1.37
Tosco Corporation	981,274	4	0.55	1,648,867	4	1.08
NRG Delta LLC	705,675	5	0.39			
First Walnut Creek Mutual	638,743	6	0.36			
BRE Properties, Inc.	558,919	7	0.31			
Sierra Pacific Properties, Inc.	487,758	8	0.27			
Tishman Speyer Archstone-Smith	381,259	9	0.21			
Macerich Northwest Associates	334,416	10	0.19			
Pacific Gas & Electric				1,113,308	5	0.73
Sunset Land Company				727,775	6	0.48
Seeno Construction Co.				558,770	7	0.37
AT&T/Pacific Bell				538,855	8	0.35
Mirant Delta/Delta Energy Ctr				523,866	9	0.34
USS Posco Industries				488,414	10	0.32
Total	\$10,445,317		5.82%	\$18,538,452		12.16%

¹Beginning in FY 2003-2004, a refined methodology was used to determine the principal taxpayers. The assessed value of the property of all of a listed taxpayer's component entities are included. Also, ranking is based on assessed valuation which may be different from taxes paid due to special purpose levies paid by some taxpayers.

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

LONG-TERM FINANCIAL PLANNING & POLICIES

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

Mission

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

Vision

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

Values

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

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

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:

- Reduce the County's Other Post-Employment Benefits (OPEB) Long-term Liability. In 2007 the Board of Supervisors set the following specific goals to address the OPEB 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 2008-09. 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 70.3% since 2006: from \$2.57 billion to \$764.3 million. Further, the Annual Required Contribution (ARC) has declined by 58.8% since 2006: from \$216.3 million to \$89.2 million. With a Market Value in the trust as of December 31, 2017 in excess of \$254 million, the County has pre-funded

- in excess of 25% of its OPEB obligation. The County implemented GASB 75 for the June 30, 2017 Comprehensive Annual Financial Report (CAFR). A new Actuarial Valuation is scheduled to be performed as of January 1, 2018.
- 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 69-70 and 519-524.
 - 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/2142/Financial-Policies>.

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.

Overview

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.

Overview

- 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. Since that time, an additional \$5 million was allocated 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 2018-19, departments requested over \$3.3 million and the County Administrator is recommending \$2.0 million for projects that include:

- Customer service enhancements in the Employment and Human Services Department (EHSD), waiting area guest Wi-Fi in the County's Hospital and Clinics, and electronic case management tools suitable for field use for both EHSD and the Probation Department; and
- Technology improvements/upgrades in ten 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 June 6, 2017. The complete Investment Policy, consisting of 38 pages, and which may be accessed at <http://ca-contracostacounty.civicplus.com/560/Treasurer-Information> , 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 or his/her designee; a representative and one alternate selected by a majority of the presiding officers of the governing bodies of the school districts and community college districts in the County; a representative and one alternate

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 and one alternate 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 rating was affirmed by Standard & Poor's (S & P) on December 13, 2017. 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 2016-17 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 20, 2018, to update multi-family bonds policies and procedures.

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/registrar, 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.
- 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

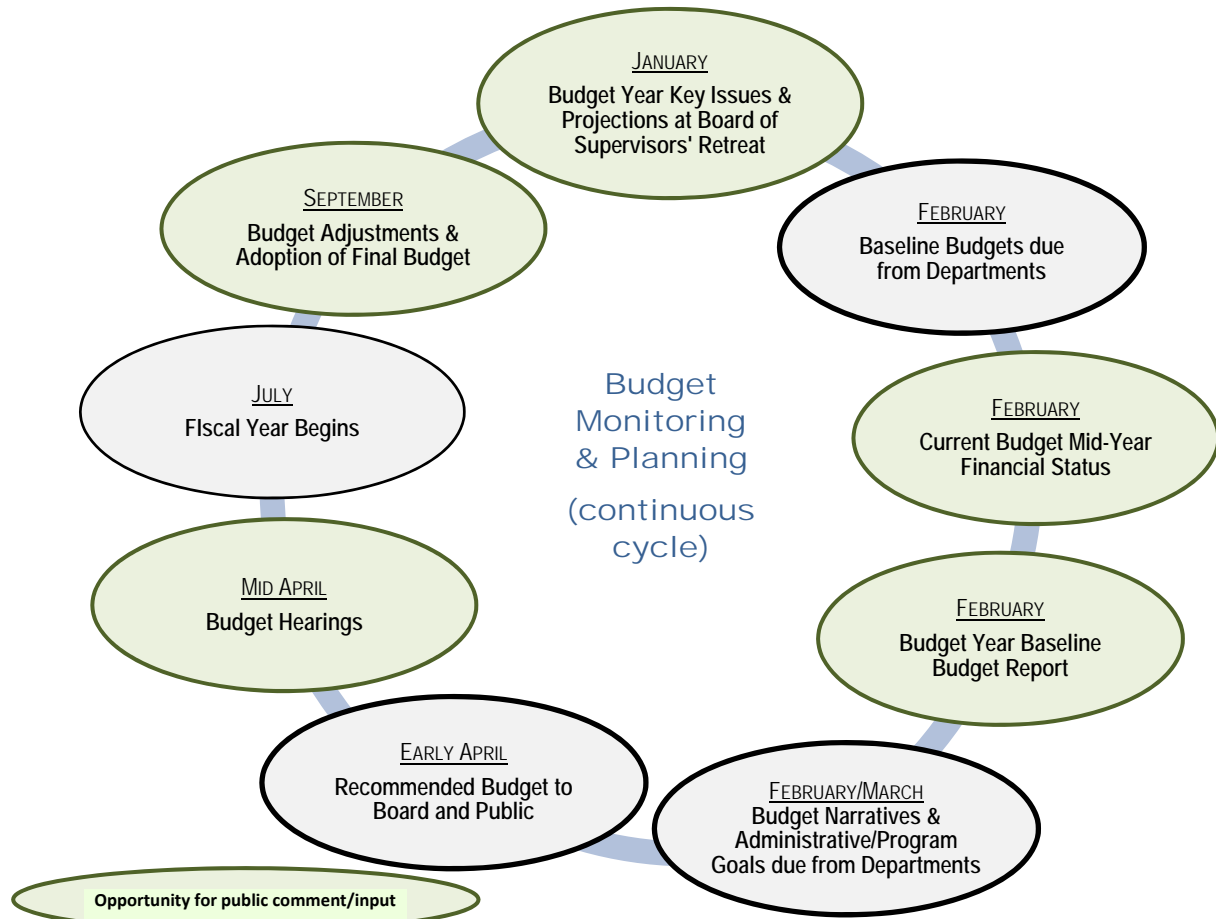
bond issuances and federal and state regulations, the County has adopted policies and procedures set forth in the policy appendix.

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 2016-17 and was in excess of 91%. Presently, the County pays approximately \$25.4 million annually to the Workers' Compensation Internal Services Fund, down from a high of \$37.0 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 2018-2019 Budget Development Calendar

2018 Dates	Key Budget Meetings/Activities/Deliverables
December 4, 2017 and February 12	Department Head meeting discussing 2018-19 budget preparation
January 2	Budget preparation instructions to Departments
January 3	Personnel Cost Forecasting staff training
January 2 – 12	Departmental fiscal staff review Personnel Cost Forecasts
January 12	Personnel position count, salary & benefits cost projections due from Departments
January 16	Board of Supervisors set Budget Schedule (Board Chambers*)
January 16 – February 9	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 17 – 19	Budget system training sessions for Departmental fiscal staff
January 30	Board of Supervisor's retreat (District IV*): The Economic Outlook: Focus on the Contra Costa Economy; Budget & Key Issues for 2017-18 and Beyond (including Mid-Year Current Budget Status; and Capital Projects)
February 9	Baseline Budgets due from Departments
February 22	Venture Capital Project Requests (optional) due from Departments
February 22	Program/Recommended Budget Narrative and Administrative and Program Goals due from Departments
March 2	County Performance Reports due from Departments
April 6	Formal Public Notice of Hearing Recommended Budget to Board of Supervisors and posted on County website
April 17	State Controller's Office Recommended Budget Adopted by Board of Supervisors (Board Chambers*)
April 17	Budget Hearings on County Recommended Budget (Board Chambers*)
May 3	Budget Adoption Board Order to Board of Supervisors
May 8	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.

Overview

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

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 2018-19 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 84.8% of General Purpose revenues and 23.5% of total General Fund revenues come from property taxes. As a result, the previous slowdown in the housing market continues to have an impact on our County greater than most other Bay Area Counties.

Year-over-year for the three-year period between FY 2009-10 and 2011-12 total actual assessed value declined by 9.5%. For FY 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 FY 2008-09. The local portion of total assessed valuation can grow up to the maximum annual rate of 2% allowed under Proposition 13 for existing property plus additional growth from new construction and the sale and exchange of property. The annual growth rate in assessed valuation averaged 5.2% over the last 20 years and a year-over-year growth of 5.3% over the past 5 years. Assessed valuation fell by a cumulative 9.46% from its peak in FY 2008-09 to its trough in FY 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 2017-18 total assessed value growth was 5.78%. The current forecast is projected upon continued property tax recovery. The County is projecting growth of 5% for FY 2018-19 and beyond.

- **Employee Benefits and Retiree Health Care/Other Post-Employment Benefits (OPEB):** Another key issue is the continued financial pressure related to the cost of benefits, including health care, for employees and retirees. Over the last few years, the County reached

agreement with the majority of our employee groups to reduce the County's cost for current employees and to eliminate retiree health care subsidies for 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 2018-19 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 (ARC). 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 ARC fell from \$216.3 million in 2006 to \$89.2 million. The County's OPEB liability and annual required contribution 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.

- **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, while building reserves to preserve programs during times of economic downturn.
- **State Budget:** The Governor's \$190 billion budget proposal for FY 2018-19 continues with similar themes of paying down existing debts, funding "rainy day" reserves and limiting spending commitments in anticipation of a future economic slowdown. The State anticipates current year, General Fund revenues to surpass estimates by \$6.1 billion, which has been programmed into the FY 2018-19 Proposed Budget to fully fund the State's Rainy Day Fund, including an additional \$3.5 billion over the constitutionally required amount. The State has also forecasted that an impending economic downturn could result in annual revenue declines of up to \$20 billion. For this reason, the Governor continues to caution the legislature against increasing ongoing expenditures.

The Governor has included \$300 million in one-time infrastructure and support funding primarily for the State's public safety infrastructure, including prisons and courthouses. The

Proposed Budget also anticipates the continuation of SB 1 transportation funding, in the amount of \$4.6 billion. The Governor has said that a repeal of SB 1 would be devastating to the California economy.

An unknown variable in the State Proposed Budget is future impacts from the “Tax Cuts and Jobs Act” signed into law by President Trump in December 2017. Ultimately, the impact to the state will likely remain unknown until tax returns are filed in 2019 for the 2018 tax year. Any negative impacts to state revenue are certain to have impacts to counties, but would not be known until FY 2019-20 or FY 2020-21.

Finally, the Proposed Budget includes several county specific funding solutions, including 1) \$134 million for county elections systems; 2) \$117.3 million for “Incompetent to Stand Trial (IST) placement options; and 3) \$27.8 million for county In-Home Supportive Services (IHSS) administrative costs.

- **Capital Improvement Plan:** The County continues to manage its inventory of facilities to provide high quality and accessible services to our residents. This budget continues the \$16.5 million 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. The County is 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. The County is also working with an expert on automating our Facility Condition Assessment process and integrating those reports with our database of facilities. This will improve our budgeting of needed and deferred maintenance in order to help develop a more accurate five-year capital improvement plan. For detailed information on the County’s capital program and progress, see the Capital Improvements Departmental Budget Summary, Page 69, and the Capital Improvement Plan, Page 519.
- **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, 2017 the County’s outstanding bonded debt was \$271.9 million leaving a statutory margin of \$9.03 billion and a Constitutional margin of \$2.05 billion. (See Current Debt Position, Page 525 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 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 Administrators' 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 several years, and again in the FY 2018-19 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 seven years.

On February 5, 2018, the Public Protection Committee approved a \$27.9 million budget package to continue funding critical program infrastructure put in place following 2011 Realignment. The budget includes recommendations approved by the CCP-Executive Committee on December 1, 2017, which includes a minimum increase of 4% to public agencies and community programs. In addition, the FY 2018-19 Recommended Budget adds four (4) positions to the Public Defender's Office, including one (1) position specifically to assist with the Pre-Trial program, and includes new funding to the Contra Costa County Police Chief's Association to continue deploying Mental Health Evaluation Teams (MHET) throughout the County. Funding allocations approved by the Public Protection Committee have been integrated into departmental budgets reflected in the FY 2018-19 Recommended Budget.

- **Pension Benefits:** A major issue for Fiscal Year 2018-19 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%. The average employer rate has decreased due to an investment return on actuarial value (after smoothing) greater than the 7.00% assumed rate, actual contributions greater than expected, a mortality gain on retirees and beneficiaries, amortizing the prior year's UAAL over a greater than expected projected total payroll and a retirement gain on activities. All of these helped to offset higher than expected individual salary increases and higher than expected COLA increases for retirees and beneficiaries. As of December 31, 2016, the UAAL decreased to \$1.187 billion from \$1.311 billion and the funded ratio decreased to 84.5%. At the end of 2016, the County's portion of the UAAL was \$776.3 million (\$919.5 million including the Contra Costa County Fire Protection District). Those figures do not include \$261.3 million in outstanding pension obligation bonds as of June 30, 2017 (\$185.83 million in County bonds and \$75.5 million in CCC Fire Protection District bonds). 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 PEPPA pension plans and has negotiated a 2% cost of living adjustment to the PEPPA plans with all of its bargaining units.
- **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%) which 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:

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%
2017	14.20%	7.00%	7.20%

In a letter dated March 8, 2018, CCCERA’s actuary issued a report which projected employer contribution rate changes based on an estimated 13.9% net market value investment return for 2017 and other changes in economic assumptions. The projection is derived from the December 31, 2016 actuarial valuation results, which are the most current available. A new five-year projection will be available in the Fall using December 31, 2017 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 a decrease of 3.44% (as of December 31, 2021). These projected rate changes are implemented 18 months after the actuarial date. Therefore, the projected decrease of 0.83% in the chart below for 2017 will be implemented on July 1, 2019.

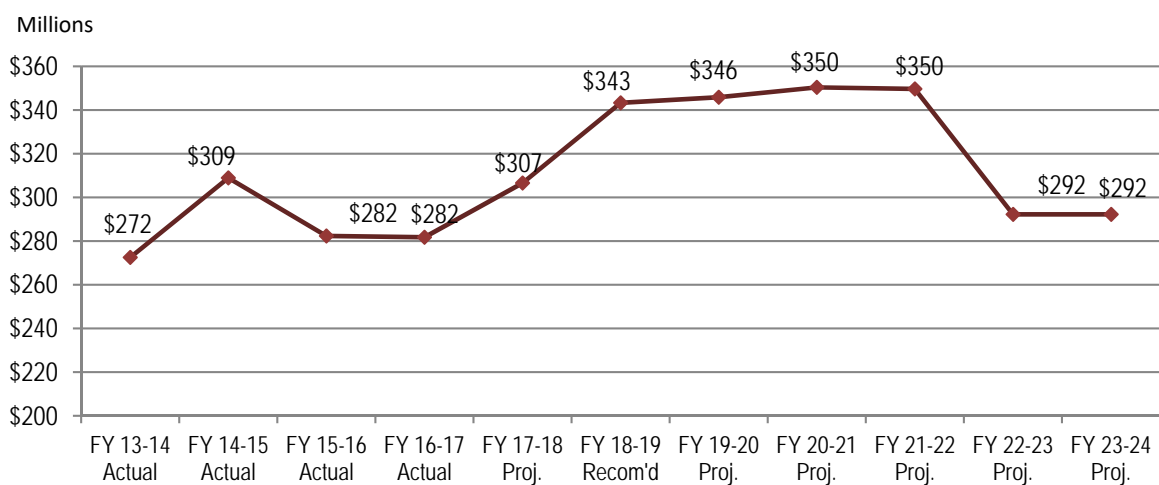
Note that because the actuary estimated the allocation of the rate changes across the cost groups, the actual rate changes by group will differ from those shown in the exhibit, even if the plan-wide rate changes are close to those shown below. For instance, the cost of a General Tier III employee is projected to decrease by 0.62% for 2017 (rate decrease date of July 1, 2019), a County Safety employee by 1.54%, and a Contra Costa County Fire District Safety employee by 2.07%. The total impact to the County, all things considered, is expected to be very close to these figures.

Overview

Rate Change Component	Valuation Date (12/31)				
	2017	2018	2019	2020	2021
Deferred (Gains)/Losses	-0.84%	-0.45%	-0.04%	-0.55%	-0.81%
Loss of Investment Income on (Gain)/Loss of Investment Income on Difference Between AVA and MVA	0.12%	-0.15%	-0.12%	-0.11%	-0.07%
18 Month Rate Delay	-0.11%	-0.11%	-0.09%	-0.05%	-0.06%
Incremental Rate Change	-0.83%	-0.71%	-0.25%	-0.71%	-0.94%
Cumulative Rate Change	-0.83%	-1.54%	-1.79%	-2.50%	-3.44%

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 seven months of actual data), the Recommended Budget for FY 2018-19, and a projection based on the Recommended Budget of FY 2018-19 and beyond (no increases in FTE or wages for FY 2019-20 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 2017 market impacts. A significant note is that the chart includes two years after the final year of debt service for the County and Fire pension obligations bonds, which pay-off in FY 2021-22 and FY 2022-23 respectively. The effect of the Fire District bonds pay-off is shown in FY 2021-22 because the final payment will be transferred to the debt service fund in FY 2021-22.

Actual and Projected Retirement Expenses

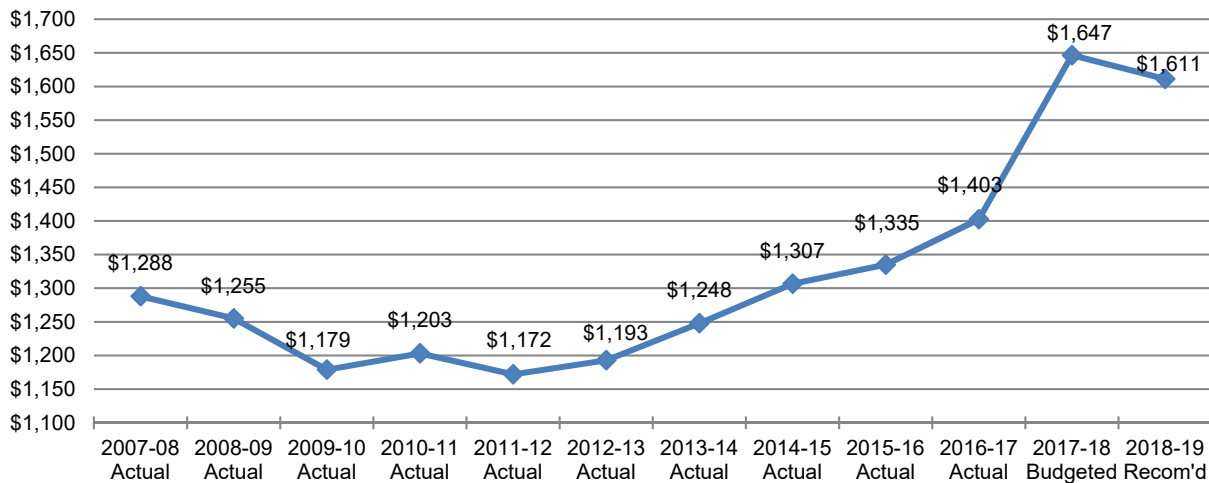


HISTORICAL PERSPECTIVE

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 and reserve funding. The FY 2017-18 appropriations include \$22.5 million in fund balance budgeted for the West County jail construction match. The Recommended Budget is projecting flat expenditures growth for FY 2018-19.

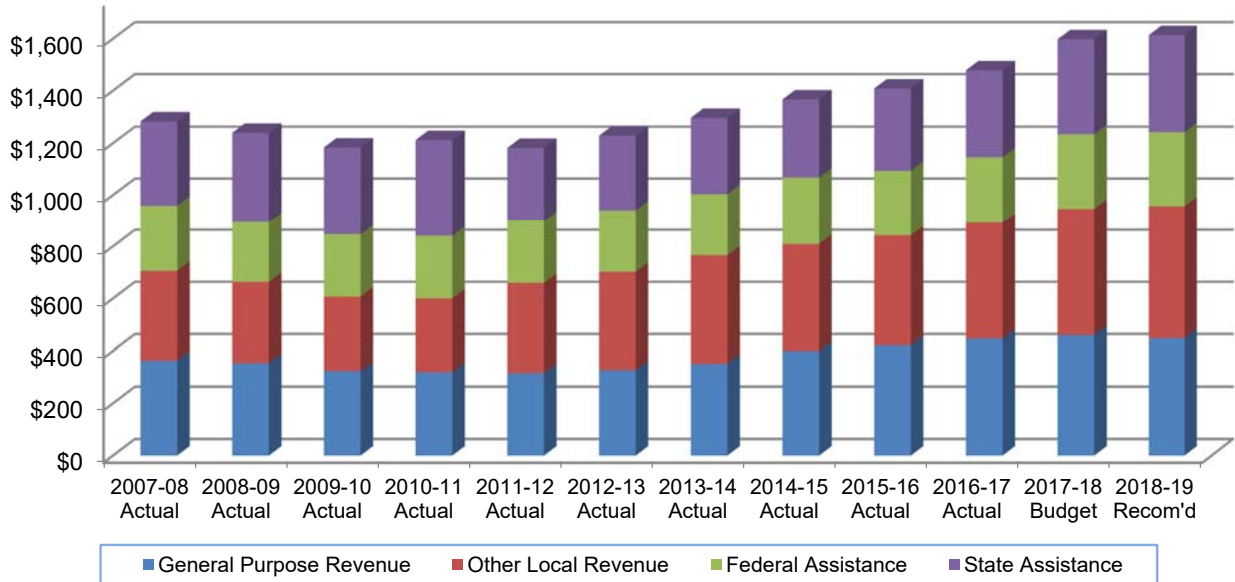
10 Year Actual Expenditure History (in millions)



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. Revenue is expected to be flat in the Recommended Budget. It should be noted that the \$460.0 million budgeted general purpose revenue in FY 2017-18 includes \$22,500,000 in fund balance for construction match to the West County Jail project described in the Budget Message. These Other Local Revenue monies were appropriated from reserves as part of the FY 2016-17 close-out process and are not an on-going source of revenue. If the fund balance were not included in that figure, the FY 2017-18 budgeted amount would be \$437,535,000 and the total general fund revenue figure would be \$1.575.2 million.

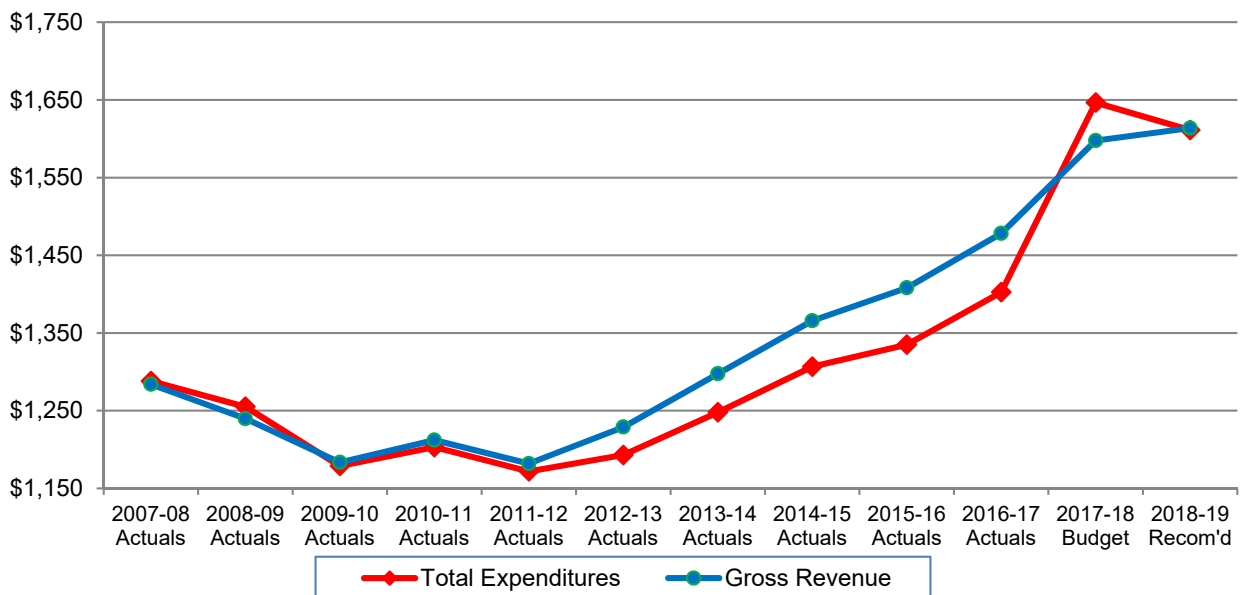
These revenues are projected based on historical trends, which have been impacted by property tax and general economic recovery.

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 2017-18 Budget figures reflect capital carryover funding and fund balance use. State impacts on FY 2018-19 are currently unknown. Appropriations for Contingency have been budgeted to address mid-year unanticipated issues.

Change in General Fund Actual Status (in millions)

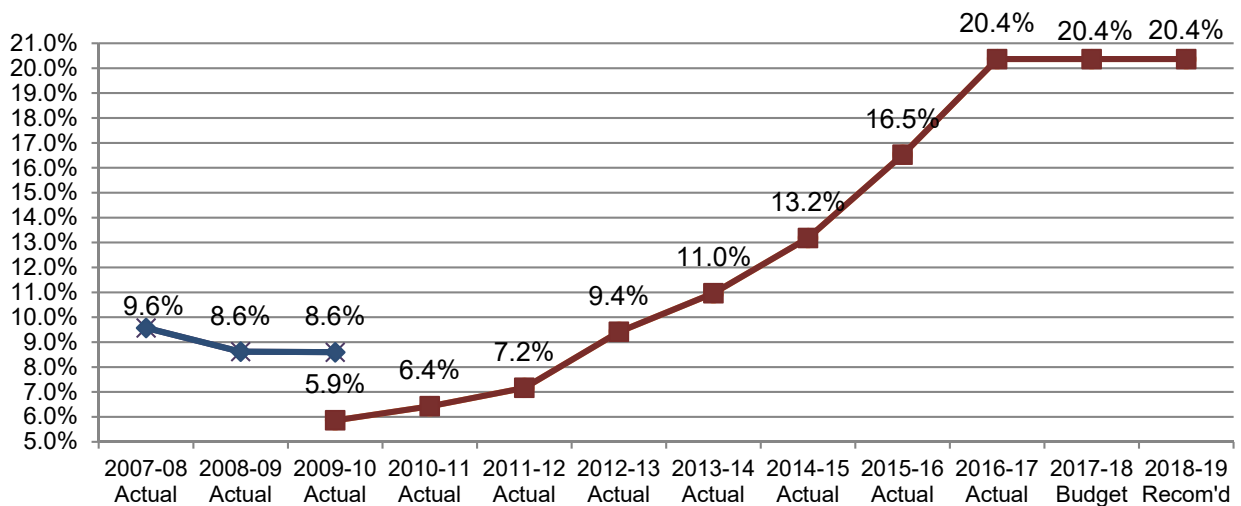


Prior to the housing market collapse, the County had reversed the declining reserves trend experienced in the last decade and achieved a balanced General Fund budget in fiscal year 2006-07. However, as is their purpose, reserves were spent in FY 2007-08 and FY 2008-09 to alleviate two fiscally difficult 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 with the West Contra Costa Healthcare District (Doctor's Hospital). The reallocation of \$2.5 million is included in the FY 2018-19 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 20.4% of total General Fund Revenues on June 30, 2017).

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.

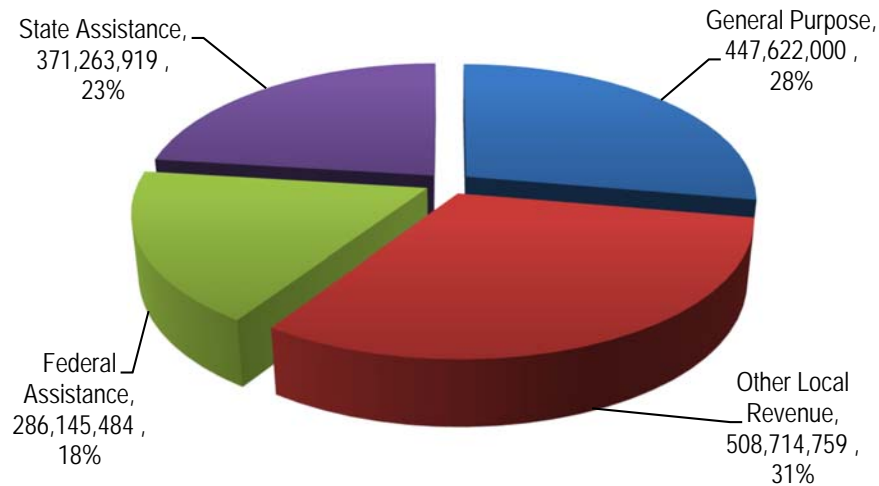
Unreserved/Unassigned Fund Balance (as of June 30)



General Fund Revenue and Appropriations

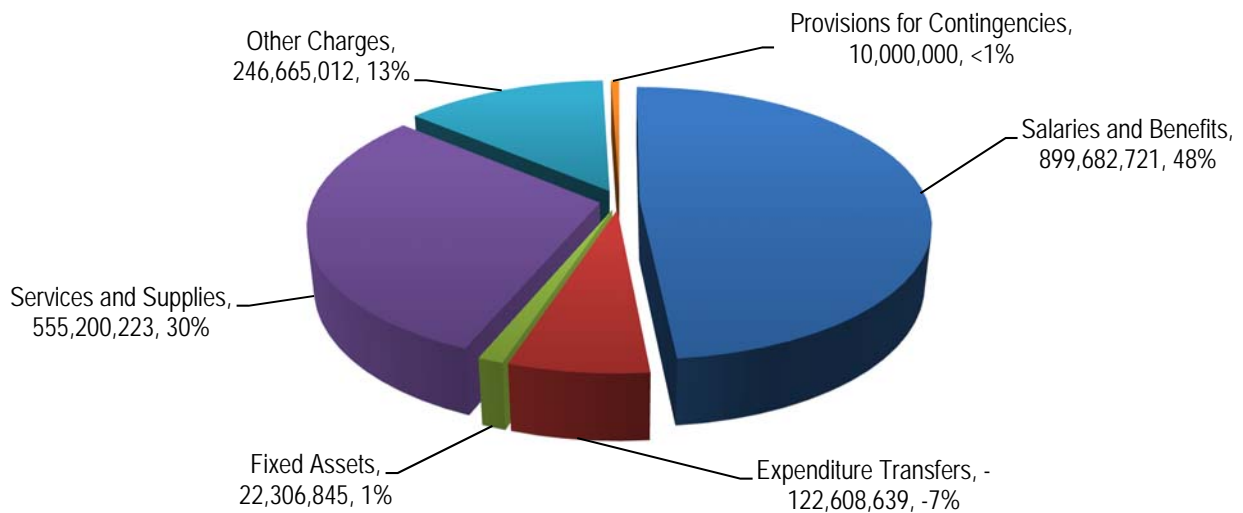
The County Summary Information available beginning on page 465 depicts history and recommendations for all revenue sources and uses for all County funds. The recommended General Fund budget of \$1.61 billion is supported by local, federal, and State resources. A large portion of the revenue, \$657.4 million, or 40.7%, is dependent upon State and federal allocations (very close to the 43.5% of last year). General Purpose revenue available from sources such as property tax and interest income is \$447.6 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: \$1.613 Billion



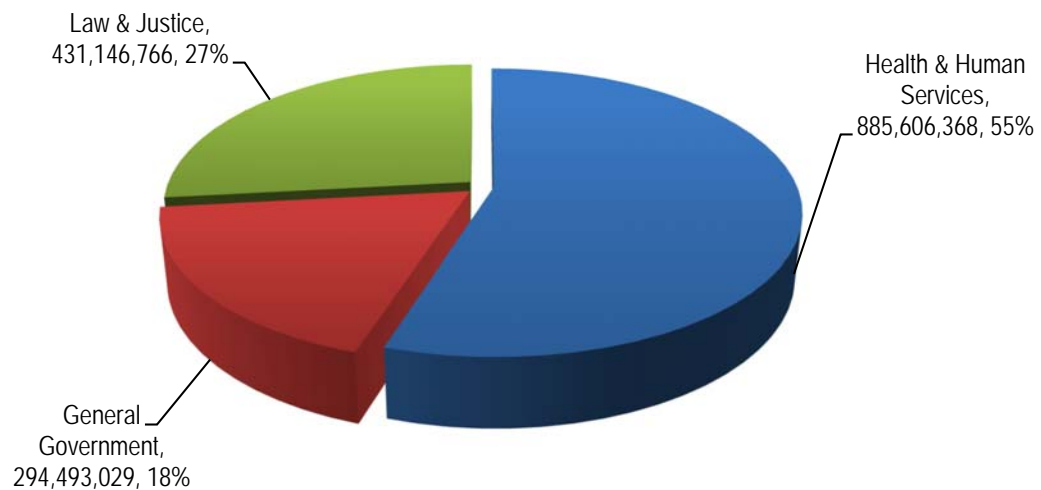
These revenue sources are used to fund programs throughout the County. All categories below are self-explanatory, except 'Other Charges', which includes contributions to other funds such as the Enterprise Funds and interest expense on bonds and other debt. The pie chart is used to show the size of the 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: \$1.611 Billion



Our General Fund resources fund three functional areas: General Government, Health and Human Services, and Law and Justice. The following chart shows the distribution of resources in these three areas in the FY 2018-19 Recommended Budget. Distribution of resources has tracked very closely to these ratios for many years.

Distribution of Expenditures: \$1.611 Billion



Other County Funds

The County Summary Information beginning on page 465 depicts history and recommendations for all revenue sources and uses for all County funds. Of the \$3.57 billion represented, \$1.61 billion is within the General Fund and \$1.96 billion is from other funds. There are five County Enterprise funds, which make-up \$1.41 billion of the \$1.96 billion in non-general funds.

Overview

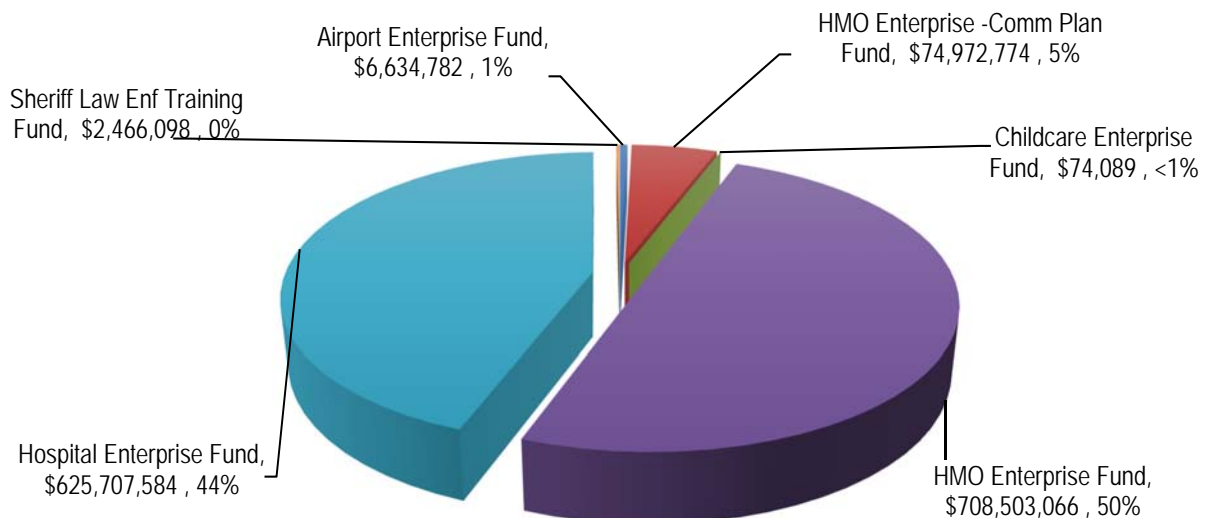
Enterprise Funds

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 264
- 2) HMO Enterprise, Page 270
- 3) HMO Enterprise-Community Plan, Page 274
- 4) Major Risk Medical Insurance (no appropriations in FY 2018-19), Page 277
- 5) Airport Enterprise, Page 180
- 6) Sheriff Law Enforcement Training Center, Page 439
- 7) Childcare Enterprise, Page 244

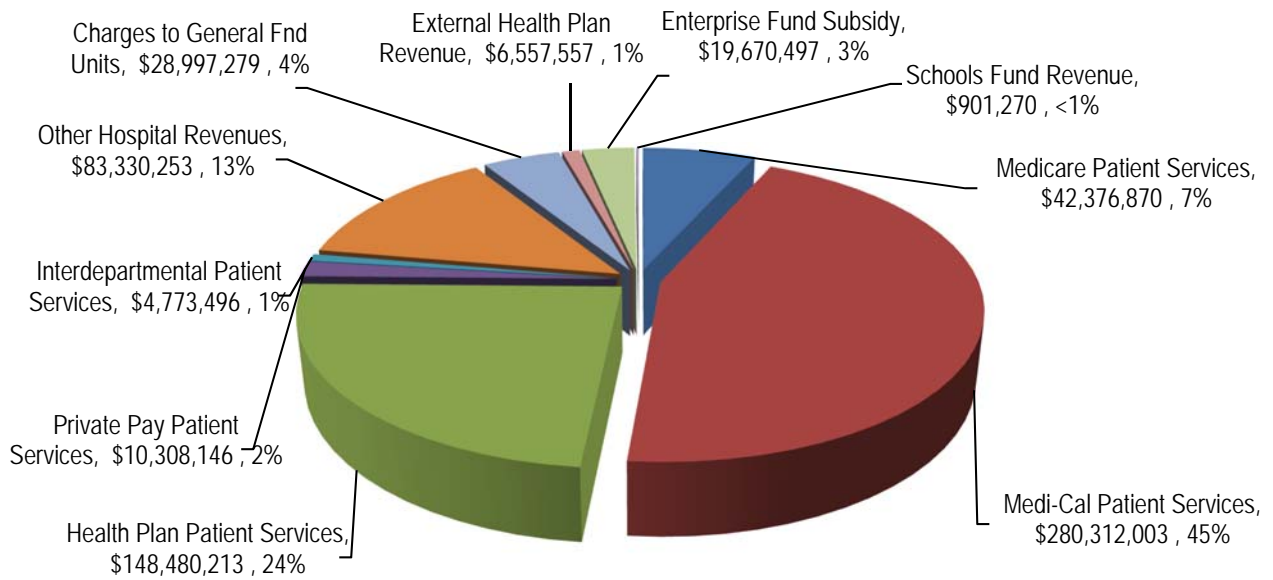
The total Recommended Budget for Enterprise Funds is \$1.418 billion.

Enterprise Fund Appropriations: \$1.418 Billion



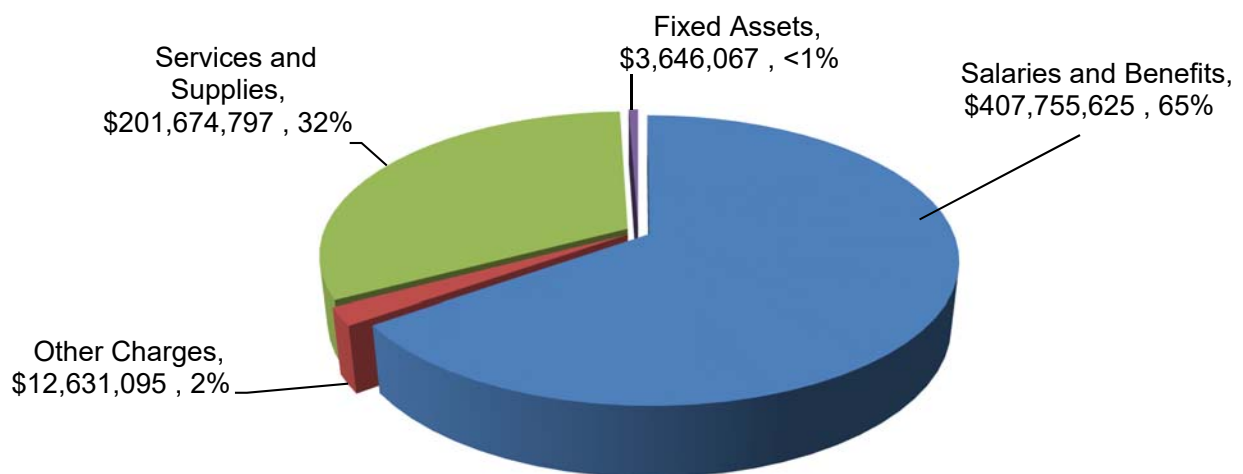
The largest of the Enterprise funds are the HMO Enterprise and Hospital Enterprise Funds. The HMO fund is used to account for all the premiums and expenditures related to Medi-Cal enrollees. The fund includes the Contra Costa Health Plan and Medi-Cal products. The Contra Costa Health Plan is a County-operated,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

Total Revenues: \$625.7 Million

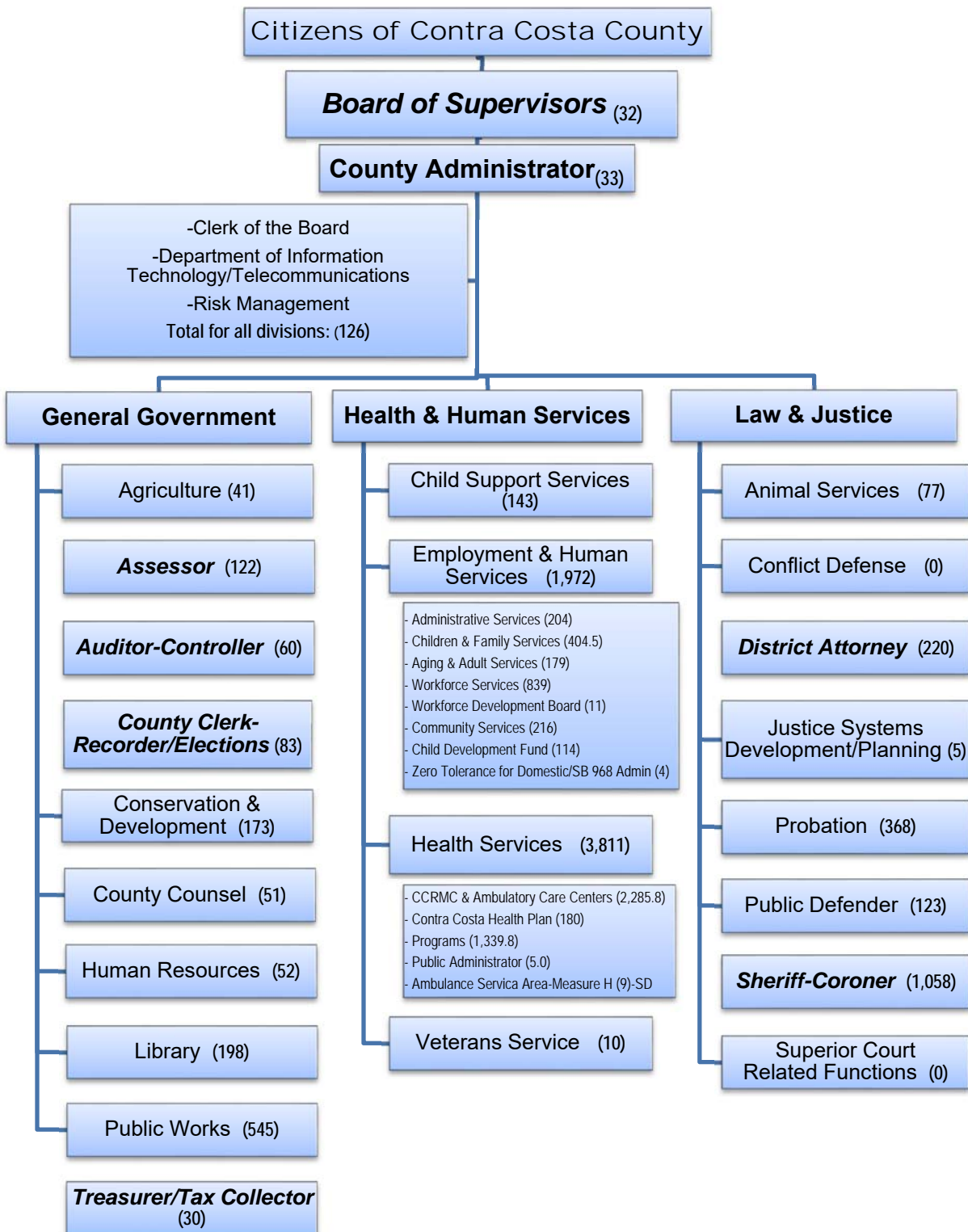


The majority of the expense in this Fund, 65%, is for salaries and benefits costs to operate the hospitals and clinics.

Total Expenditures: \$625.7 Million



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**

Airport Committee
Supervisors:
Diane Burgis
Karen Mitchoff

Family & Human Services Committee
Supervisors:
Candace Andersen
John Gioia

Finance Committee
Supervisors:
Karen Mitchoff
John Gioia

Hiring Outreach Oversight Committee
Supervisors:
Candace Andersen
Federal D. Glover

Internal Operations Committee
Supervisors:
Diane Burgis
Candace Andersen

Legislation Committee
Supervisors:
Karen Mitchoff
Diane Burgis

Public Protection Committee
Supervisors:
John Gioia
Federal D. Glover

Transportation, Water & Infrastructure Committee
Supervisors:
Karen Mitchoff
Candace Andersen

Affiliated Organizations

Assessment Appeals Board

CCC Employees' Retirement Association

Fire Protection District

Housing Authority⁽¹⁾

Local Agency on Formation Commission

Public Financing Authority⁽¹⁾

Successor Agency to the Redevelopment Agency⁽¹⁾

First 5 Contra Costa Children & Families Commission

In-Home Supportive Services Public Authority⁽¹⁾

⁽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	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 (Blackhawk) Citizens Advisory Committee	CSA P-5 (Roundhill) Citizens Advisory Committee	CSA P-6 Committee for Discovery Bay Zones	CCC Council on Homelessness	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	CC Transportation Authority - Bicycle & Pedestrian Adv. Committee	Countywide Bicycle Advisory Committee	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	East Richmond Heights Municipal Advisory Council	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 Municipal Advisory Council**
	Sustainability Commission	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 65.

ORGANIZATION OF THE RECOMMENDED BUDGET BOOK

This Fiscal Year 2018-19 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 2018-19 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 and Human Services and Law and 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 and Human Services* Functional Group includes those Departments that provide health and family, individual and child supportive services. The *Law and 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: 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. Expenditure Transfers and Total Expenditures are shown as net figures. 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. Gross expenditures are displayed. The Funding Sources lists both revenues and transfers.
- 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 2018-19 Administrative and Program Goals.
- 8** This area summarizes recommended service additions and/or reductions by program.

1

Agriculture General Government

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expenditures					
Salaries and Benefits	4,283,736	4,347,702	4,416,137	4,350,051	(66,086)
Services and Supplies	656,686	1,455,127	1,364,625	1,314,610	(50,015)
Other Charges	0	13,616	0	0	0
Fixed Assets	35,305	99,292	0	0	0
Expenditure Transfers	451,390	464,355	575,227	575,227	0
Expense Total	5,427,117	6,380,092	6,355,988	6,239,887	(116,100)
Revenue					
Other Local Revenue	1,377,205	1,094,762	1,084,459	1,084,459	0
State Assistance	2,825,352	2,679,330	2,624,429	2,624,429	0
Total Revenue	4,202,556	3,774,091	3,708,887	3,708,887	0
Net County Cost (NCC)	1,224,561	2,606,000	2,647,101	2,531,000	(116,101)
Allocated Positions (FTE)	40.6	44.2	41.6	40.6	(1.0)
FINANCIAL INDICATORS					
Salaries as % of Total Exp	79%	68%	69%	70%	
% Change in Total Exp		18%	(0%)	(2%)	
% Change in Total Rev		(10%)	(2%)	0%	
% Change in NCC		113%	2%	(4%)	
Compensation Information					
Permanent Salaries	2,719,396	2,641,698	2,800,616	2,753,126	(47,490)
Temporary Salaries	0	31,000	0	0	0
Permanent Overtime	8,498	0	0	0	0
Deferred Comp	28,283	30,319	32,880	32,880	0
Comp & SDI Recoveries	202,392	209,685	243,976	243,976	0
FICA/Medicare	7,483	9,350	9,350	9,350	0
Ret Exp-Pre 97 Retirees	664,476	723,619	717,315	704,494	(12,821)
Retirement Expense	225,577	278,056	278,183	276,383	(1,800)
Employee Group Insurance	210,929	208,104	204,931	204,931	0
Retiree Health Insurance	104,588	104,588	104,588	104,588	0
OPEB Pre-Pay	7,363	6,029	1,420	1,420	0
Unemployment Insurance	104,752	105,254	22,878	18,903	(3,975)
Workers Comp Insurance	2,719,396	2,641,698	2,800,616	2,753,126	(47,490)

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 is data for the following cost centers:

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

Major Department Responsibilities

The Agriculture/Weights 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 agriculture/horticulture, youth development, nutrition, and natural resources; 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.

The County contracts with Alameda County to provide professional oversight and ensure continued funding from the state. Day-to-day operations management is provided by the Assistant Agricultural Commissioner/Sealer of Weights and Measures.

Adjustment: Due to an office move scheduled for Spring 2018, building occupancy costs increased in FY 2017-18. In order to offset the increase, the Department instituted cost savings measures such as holding vacant positions and decreasing office expenditures across the divisions. In FY 2018-19, the building costs continue to increase, as well as new increases to insurance and fleet costs. The Department will continue these cost savings measures in FY 2018-19.

Impact: The Department has maintained current service levels with the cost savings measures. The recommended net County cost will provide the level of funds necessary to meet the Department's increased costs.

Overview

Administration Summary		
Service:	5	Mandatory
Level of Service:		Discretionary
Expenditures:		\$1,976,935
Financing:		0
Net County Cost:		1,973,935
Funding Sources:		
General Fund	100%	1,973,935
FTE: 3.0		

Sample Division Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$3,013,935
Financing:		2,791,631
Net County Cost:		222,304
Funding Sources:		
State	86.5%	\$2,606,759
Fees	5.2%	156,051
Interfund Revenue	0.7%	24,822
Forf/Penalties	0.1%	4,000
General Fund	7.4%	222,304
FTE: 28.6		

Sample Division

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

Adjustment: The Department is reducing agricultural expenses and various services and supplies costs totaling \$50,015 in order to balance their budget.

Impact: The Department will be able to maintain current service levels with the amount of agricultural supplies they have on hand and decreased maintenance costs in a newly renovated building.

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 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 our local businesses.

7

Administrative and Program Goals

- Improve the effectiveness and efficiency of our department by adopting new technologies that are available to assist and improve the quality of our work.

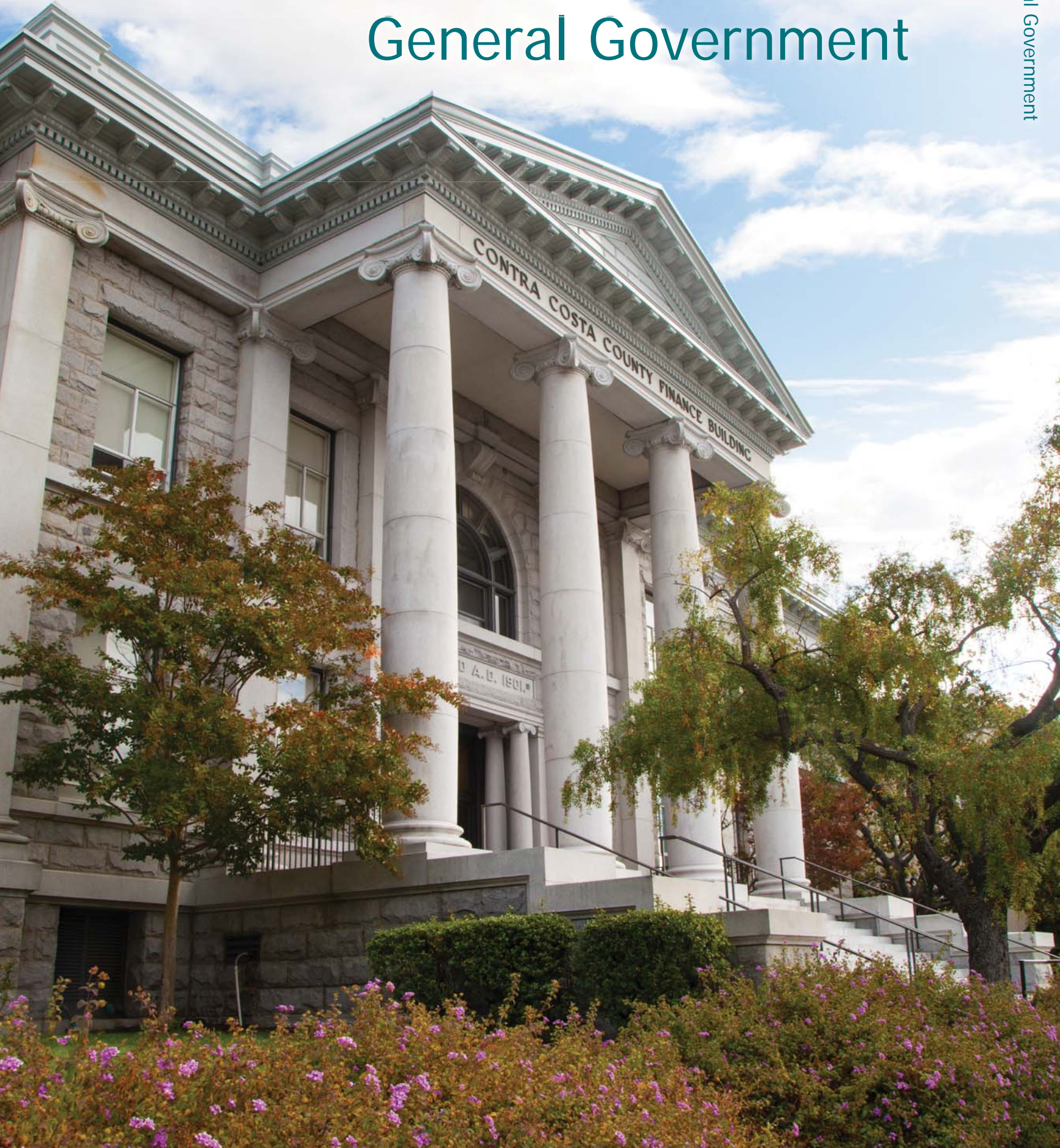
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FY 2018-19 Program Modification List

Order	Reference to Mand/Disc List	Programs/ Budget Units	Services	FTE	Net County Cost Impact	Impact
1	1	Administration	Services and Supplies	0	(\$50,015)	Reductions in agricultural expenses and various services and supplies.
2	3	Weights and Measures	Salaries and Benefits	(1.0)	(\$66,086)	Eliminate one Aide position vacated in 2018 due to promotion.
			Total	(1.0)	(\$116,101)	

County of Contra Costa General Government

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/Weights and Measures, Assessor, Auditor-Controller, Board of Supervisors, Capital Improvements, Central Support Services, Clerk-Recorder-Elections, Conservation and Development, Contingency Reserve, County

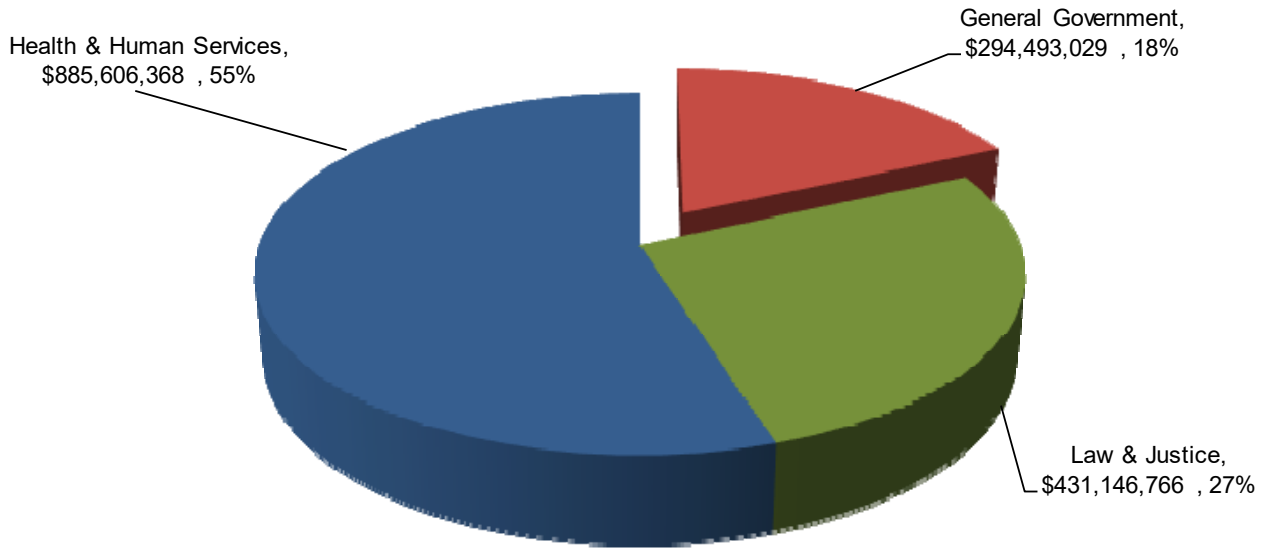
Administrator, County Counsel, Crockett/Rodeo Revenues, Debt Service, Department of Information Technology, Employee/ Retiree Benefits, General Purpose Revenue, Human Resources, Public Works, and Treasurer-Tax Collector. (Some of departments may have non-General Fund activity as well.) The Recommended Net County Cost figure includes \$447.6 million in General Purpose Revenue.

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	309,716,000	341,298,255	354,376,679	349,853,395	(4,523,284)
Services And Supplies	50,289,715	61,247,600	50,751,247	50,751,247	0
Other Charges	22,411,609	25,622,634	25,346,486	25,346,486	0
Fixed Assets	5,908,091	3,206,675	2,553,784	2,553,784	0
Expenditure Transfers	723,728	450,062	1,425,524	2,641,854	1,216,330
Expense Total	389,049,143	431,825,226	434,453,720	431,146,766	(3,306,954)
Revenue					
Other Local Revenue	112,692,763	114,847,501	112,775,170	113,759,273	984,103
Federal Assistance	9,012,030	10,596,858	9,836,026	9,836,026	0
State Assistance	96,887,451	96,565,358	102,698,467	102,698,467	0
Revenue Total	218,592,243	222,009,717	225,309,663	226,293,766	984,103
Net County Cost (NCC):	170,456,900	209,815,509	209,144,057	204,853,000	(4,291,057)
Allocated Positions (FTE)	1,800.4	1,819.8	1,807.8	1,826.8	19.0
Financial Indicators					
Salaries as % of Total Exp	80%	79%	82%	81%	
% Change in Total Exp		11%	1%	(1%)	
% Change in Total Rev		2%	1%	0%	
% Change in NCC		23%	0%	(2%)	
Compensation Information					
Permanent Salaries	144,696,791	165,279,783	173,894,113	171,956,366	(1,937,747)
Temporary Salaries	7,095,490	4,870,308	4,785,827	4,785,827	0
Permanent Overtime	17,927,735	12,555,437	12,536,608	12,536,608	0
Deferred Comp	584,486	911,004	940,277	924,677	(15,600)
Comp & SDI Recoveries	(817,624)	(515,549)	(515,549)	(515,549)	0
FICA/Medicare	6,323,894	6,668,329	6,576,745	6,661,087	84,342
Ret Exp-Pre 97 Retirees	978,890	1,033,000	1,032,197	1,032,197	0
Retirement Expense	86,872,988	101,268,953	106,001,406	103,675,941	(2,325,465)
Excess Retirement	143,658	170,705	170,705	170,705	0
Employee Group Insurance	20,149,335	23,332,277	23,858,565	23,584,779	(273,786)
Retiree Health Insurance	12,968,430	13,247,045	13,392,375	13,392,375	0
OPEB Pre-Pay	4,920,566	4,920,566	4,920,566	4,920,566	0
Unemployment Insurance	450,089	350,576	86,996	113,513	26,517
Workers Comp Insurance	7,299,366	7,083,916	6,573,942	6,492,397	(81,545)
Labor Received/Provided	121,905	121,905	121,905	121,905	0

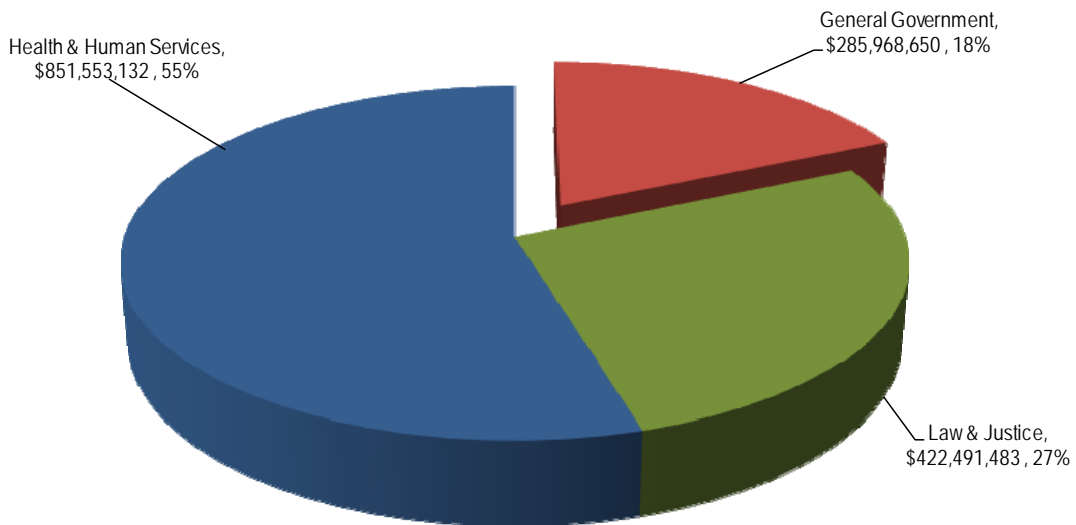
Functional Group Summary

General Government

FY 2018-19
Recommended General Fund Expenditures



FY 2017-18
Recommended General Fund Expenditures



Agriculture/Weights and Measures General Government

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	4,283,736	4,347,702	4,416,137	4,350,051	(66,086)
Services And Supplies	656,686	1,455,127	1,364,625	1,314,610	(50,015)
Other Charges	0	13,616	0	0	0
Fixed Assets	35,305	99,292	0	0	0
Expenditure Transfers	451,390	464,355	575,227	575,227	0
Expense Total	5,427,117	6,380,092	6,355,988	6,239,887	(116,100)
Revenue					
Other Local Revenue	1,377,205	1,094,762	1,084,459	1,084,459	0
State Assistance	2,825,352	2,679,330	2,624,429	2,624,429	0
Revenue Total	4,202,556	3,774,091	3,708,887	3,708,887	0
Net County Cost (NCC):	1,224,561	2,606,000	2,647,101	2,531,000	(116,101)
Allocated Positions (FTE)	40.6	44.2	41.6	40.6	(1.0)
Financial Indicators					
Salaries as % of Total Exp	79%	68%	69%	70%	
% Change in Total Exp		18%	0%	(2%)	
% Change in Total Rev		(10%)	(2%)	0%	
% Change in NCC		113%	2%	(4%)	
Compensation Information					
Permanent Salaries	2,719,396	2,641,698	2,800,616	2,753,126	(47,490)
Temporary Salaries	0	31,000	0	0	0
Permanent Overtime	8,498	0	0	0	0
Deferred Comp	28,283	30,319	32,880	32,880	0
FICA/Medicare	202,392	209,685	243,976	243,976	0
Ret Exp-Pre 97 Retirees	7,483	9,350	9,350	9,350	0
Retirement Expense	664,476	723,619	717,315	704,494	(12,821)
Employee Group Insurance	225,577	278,056	278,183	276,383	(1,800)
Retiree Health Insurance	210,929	208,104	204,931	204,931	0
OPEB Pre-Pay	104,588	104,588	104,588	104,588	0
Unemployment Insurance	7,363	6,029	1,420	1,420	0
Workers Comp Insurance	104,752	105,254	22,878	18,903	(3,975)

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 is data for the following cost centers:

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

Agriculture/Weights and Measures

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 agriculture/horticulture, youth development, nutrition, and natural resources; 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.

The County contracts with Alameda County to provide professional oversight and ensure continued funding from the state. Day-to-day operations management is provided by the Assistant Agricultural Commissioner/Sealer of Weights and Measures.

Adjustment: Due to an office move scheduled for Spring 2018, building occupancy costs increased in FY 2017-18. In order to offset the increase, the Department instituted cost savings measures such as holding vacant positions and decreasing office expenditures across the divisions. In FY 2018-19, the building costs continue to increase, as well as new increases to insurance and fleet costs. The Department will continue these cost savings measures in FY 2018-19.

Impact: The Department has maintained current service levels with the cost savings measures. The recommended net County cost will provide the level of funds necessary to meet the Department's increased costs.

Administration Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$1,973,935
Financing:		0
Net County Cost:		1,973,935
Funding Sources:		
General Fund	100.0%	1,973,935
FTE:	3.0	

Agriculture 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.

Adjustment: The Department is reducing agricultural expenses and various services and supplies costs totaling \$50,015 in order to balance their budget.

Impact: The Department will be able to maintain current service levels with the amount of agricultural supplies they have on hand and decreased maintenance costs in a newly renovated building.

Agriculture/Weights and Measures General Government

Agriculture Division Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$3,013,935	
Financing:	2,791,631	
Net County Cost:	222,304	
Funding Sources:		
State	86.5%	\$2,606,759
Fees	5.2%	156,051
Interfund Revenue	0.8%	24,822
Forfeitures/Penalties	0.1%	4,000
General Fund	7.4%	222,304
FTE: 28.6		

Weights and Measures Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$1,056,510	
Financing:	917,256	
Net County Cost:	139,254	
Funding Sources:		
State	1.7%	\$17,670
Fees	82.3%	869,586
Forfeitures/Penalties	2.8%	30,000
General Fund	13.2%	139,254
FTE: 8.0		

Weights and Measures

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

Adjustment: Elimination of one vacant Aide position (\$66,086) in order to balance the Department budget.

Impact: The Department will be able to reassign workloads to maintain current service level.

Cooperative Extension

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

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

Agriculture/Weights and Measures

General Government

Cooperative Extension Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$195,508
Financing:		0
Net County Cost:		195,508
Funding Sources:		
General Fund	100.0%	\$195,508
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, and the Department is projected to incur significant expenditure increases in FY 2018-19. In order to prevent layoffs, the Department will delete one vacant Aide position and continue cost saving measures initiated in FY 2017-18, including holding vacant 9 positions and curtailing operating expenses. The Department will continue these practices until revenue streams stabilize.

The closure of the Pleasant Hill Library necessitated the relocation of the University of California Cooperative Extension. To consolidate operations, the entire department is relocating in Spring 2018. The annual occupancy cost of the new location is approximately \$525,000 higher than the department's historical expenditure for building costs. Additionally, in FY 2018-19, the Department will experience cost increases in personnel (due to cost-of-living, health care and merit step increases), insurance and fleet services. As indicated above, the department is mitigating the increases through personnel and operating expenditure savings.

The FY 2018-19 Recommended Budget for the Department of Agriculture is balanced while maintaining current service levels. California Food and Agricultural Code (FAC) Section 224 (g) states that counties must maintain a specific level of County General Fund support of its Agriculture Department. Any additional staff reductions may result in reduced unclaimed gas tax revenue.

Performance Measurements

- 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 our 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 is in line with the state's protocols and is ready for the new technology by bringing in the state to conduct training with staff, checking the work of staff to ensure they are keeping their work up to the standards set by the state, and getting all of our data into the new statewide electronic database. The Department places and services 10 different types of exotic insect traps with a total of 5,733 individual traps. Staff detected 2 Oriental Fruit Flies in traps during 2017. 59 additional traps were placed to monitor for the pest. CDFA conducted treatments and we have had no finds after treatments begun.
- The Glassy-Winged Sharpshooter / Pierce's Disease Control Program continues to be a very successful program in Contra Costa County. Two pests were found at nurseries

Agriculture/Weights and Measures *General Government*

- in 2017. Though there was some reduction in this state contract, increased efficiencies in our program have resulted in retaining the efficacy of the program.
- The Department continues to work closely with the Integrated Pest Management Coordinator to improve the Department and County's pest management programs.
 - There were reductions to the pest management program in 2017. We surveyed and/or treated 48 historically invasive noxious weed infested sites for the 2 target species of the program.
 - For the third year in a row, the department received a CDFA contract to conduct a trapping program for Asian Citrus Psyllid (ACP). This relatively new insect pest of citrus already infests much of Southern California. It was detected in two locations within Contra Costa County. CDFA conducted treatments and increased trapping with no new finds since then.
 - The Pesticide Use Enforcement Program involves inspections of operations by growers, pest control operators, agencies and others that use and store pesticides. In 2017, the program involved 458 inspections and 41 investigations of alleged misuse or exposure. Education is another component of the program. The department reached 552 individuals through 29 training sessions, some of which were given in Spanish. The department also began the use of ipads in the field to increase efficiencies.
 - The Weights and Measures Division conducted 78 investigations last year and filed 16 administrative actions to correct problems found. These actions protect consumers and businesses in the County.
 - The department worked with California Department of Food and Agriculture and other county agriculture departments to help improve the compliance at farmer's markets to support local farmers and direct marketing to the public. Last year, 99 market inspections were conducted with 16 violations issued.
 - The Department currently has 2 Weights and Measures staff members in the areas of Heavy Capacity and Industrial Scales Inspection and has others who are being trained to assist in these programs. All Weights and Measures staff attend training for different aspects of Weights and Measures programs, including hearing and investigations.
 - Staff performed 372 point-of-sale (Price Verification) inspections in 2017. 94 violation notices and 5 administrative actions were issued involving \$10,200 in proposed fines.
 - The Canine Program continues to be a success. One canine team continues to work regionally in 12 Greater Bay Area counties at FedEx and UPS. A new handler and dog are being trained to begin inspections in 2018. The program continues work in two U.S. Post Office facilities and will be expanding. The canine team intercepted packages that could have had severe economic impacts to California's agriculture and environment.
 - UCCE provides services of an Agricultural Crops Farm Advisor and a Delta Farm Advisor that provide technical assistance to Contra Costa's farming/agricultural sector. The advisors conduct on-site visits, education, research and publications. After 28 years of service, the UCCE Farm Advisor retired in 2017. UC has approved refilling this position and expects to have the position filled before the end of 2018.
 - The UC Master Gardener Program (UCMGP) trains and manages 255 Master Gardener volunteers who contributed 22,128 hours (valued by the Independent Sector at \$629,750), educating over 11,000 local County residents, answering questions on horticultural topics promoting healthy and sustainable homes and communities. The program continues to increase its volunteer base and outreach into West and East County. This year sees the opening of a new UCMGP demonstration garden in Antioch at the Contra Costa Fairgrounds. Additionally, the program will steward management of a garden showcasing

Agriculture/Weights and Measures

General Government

climate-appropriate plants in Richmond and plan bilingual presentations on container gardening. This Spring, the Growing Gardeners program will be piloted. It is a four-part educational series aimed at the beginner home vegetable gardener.

- The UC Agriculture and Natural Resources Cooperative Extension 2016-2017 4-H Youth Development Program (4-H) in Contra Costa grew by 10%. 4-H trained and managed 222 adult volunteers who contributed an estimated 16,650 hours (valued at approximately \$401,931). 4-H enrolled and engaged 646 youth in the yearlong program, with 4-H youth being 1.8 times more likely to go to college and 3 times more likely to contribute to their communities. 4-H engaged/educated future farmers and consumers on the importance of agriculture and where food comes from, especially at the annual Contra Costa County Fair. 4-H's various educational presentations and exhibits reached over 5,000 individuals.
- UCCE Agriculture Program spearheaded an aggressive program which successfully eradicated Cherry Buckskin Disease from the County and received a 2017 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 cherry industry. This year, the program conducted 3 workshops for County residents.
- UCCE Expanded Food and Nutrition Education Program provided 1,704 low-income students, an average of 6 hours of nutrition education. 72% showed improvement in their diet quality. In addition, 288 low-income parents with children were taught how to eat healthy food on a limited budget. Evaluations showed that 89% of parents improved their nutrition habits and

82% improved their food budgeting practices.

- The UCCE Urban Integrated Pest Management (IPM) Program trained 2,313 clients in Contra Costa County about specific IPM principals, strategies and tactics, invasive pest species awareness and urban surface water concerns related to pest management, resulting in the reduction of negative impacts to the environment and community associated with pests and pest management.

Administrative and Program Goals

- Improve the effectiveness and efficiency of our department by adopting new technologies that are available to assist and improve the quality of our work.
- Enforce regulations preventing the movement of the Asian Citrus Psyllid and Sudden Oak Death to new locations in the County and state.
- Find efficiencies and new sources of funding for our noxious weed management program.
- Work with California Department of Food and Agriculture and other county agriculture departments to help improve the compliance at farmer's markets to support local farmers and direct marketing to the public.
- Inform and help train growers and pest control professionals on the changes in laws and regulations that will affect how they conduct their businesses within the county.
- Ensure staff is trained on changing weights and measures devices and inspection procedures.
- 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.
- Improve efficacy and ensure sustainability of professional pest management services

Agriculture/Weights and Measures General Government

provided in Contra Costa County, while minimizing negative impacts to local communities and the environment.

- Increase the number of youth prepared to enter into adulthood and the number prepared to enter science careers by gaining leadership, healthy living and financial literacy skills.
- Improve the dietary habits, nutritional understanding and food security of low-income residents.
- Provide Urban Agriculture educational and technical advice to urban food growers, and other County residents through urban agriculture educational presentations, workshops, tours, radio commentaries and client inquiries.

FY 2018-19 Program Modification List

Order	Reference to Mand/Disc List	Programs/ Budget Units	Services	FTE	Net County Cost Impact	Impact
1	1	Administration	Services and Supplies	0	(\$50,015)	Reductions in agricultural expenses and various services and supplies.
2	3	Weights and Measures	Salaries and Benefits	(1.0)	(\$66,086)	Eliminate one Aide position vacated in 2018 due to promotion.
			Total	(1.0)	(\$116,101)	

Agriculture/Weights and Measures
General Government

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	12,847,304	15,348,642	16,369,726	15,344,524	(1,025,202)
Services And Supplies	3,123,551	2,354,828	2,351,322	2,351,322	0
Other Charges	1,280	4,900	4,900	4,900	0
Fixed Assets	7,394	10,000	10,000	10,000	0
Expenditure Transfers	(190,229)	(248,270)	(248,651)	(248,651)	0
Expense Total	15,789,300	17,470,100	18,487,297	17,462,095	(1,025,202)
Revenue					
Other Local Revenue	1,128,011	1,470,100	1,462,095	1,462,095	0
Revenue Total	1,128,011	1,470,100	1,462,095	1,462,095	0
Net County Cost (NCC):	14,661,289	16,000,000	17,025,202	16,000,000	(1,025,202)
Allocated Positions (FTE)	122	122	122	122	0
Financial Indicators					
Salaries as % of Total Exp	81%	88%	89%	88%	
% Change in Total Exp		11%	6%	(6%)	
% Change in Total Rev		30%	(1%)	0%	
% Change in NCC		9%	6%	(6%)	
Compensation Information					
Permanent Salaries	7,062,045	8,447,159	9,485,240	8,460,038	(1,025,202)
Temporary Salaries	360,182	142,259	142,259	142,259	0
Permanent Overtime	1,300	15,000	15,000	15,000	0
Deferred Comp	84,062	120,540	118,200	118,200	0
Comp & SDI Recoveries	(1,954)	(9,120)	(9,120)	(9,120)	0
FICA/Medicare	537,084	707,318	711,436	711,436	0
Ret Exp-Pre 97 Retirees	25,494	41,027	41,027	41,027	0
Retirement Expense	2,261,422	2,934,692	2,985,806	2,985,806	0
Employee Group Insurance	1,045,415	1,435,024	1,351,508	1,351,508	0
Retiree Health Insurance	912,846	929,819	872,110	872,110	0
OPEB Pre-Pay	436,063	436,063	436,063	436,063	0
Unemployment Insurance	19,395	20,341	4,746	4,746	0
Workers Comp Insurance	103,950	128,519	215,451	215,451	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:	\$6,818,637	
Financing:	658,637	
Net County Cost:	6,160,000	
Funding Sources:		
Transfers	1.4%	\$95,731
Fees	4.2%	281,856
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:	\$1,735,653	
Financing:	167,653	
Net County Cost:	1,568,000	
Funding Sources:		
Transfers	1.4%	\$24,368
Fees	4.2%	71,745
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:	\$8,146,943	
Financing:	786,943	
Net County Cost:	7,360,000	
Funding Sources:		
Transfers	1.4%	\$114,379
Fees	4.2%	336,764
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:	\$1,009,513	
Financing:	97,513	
Net County Cost:	912,000	
Funding Sources:		
Transfers	1.4%	\$14,173
Fees	4.1%	41,730
Prop. Tax Admin.	4.1%	41,610
General Fund	90.4%	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:	\$2,974,865	
Financing:	0	
Net Fund Cost:	2,974,865	
Funding Sources:		
Fund Balance	100.0%	\$2,974,865
Fund: 115100		

CAO's Recommendation

The baseline net County cost reflects a \$1,025,202 increase from the fiscal year 2017-18 budget. This increase is due in large part to estimated salary and benefit increases, information technology and courier cost increases, and a reduction in charges for services and miscellaneous revenue.

The recommended net County cost reflects a decrease of \$1,025,202, which represents anticipated savings from vacant positions in fiscal year 2018-19.

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 23 vacant positions out of 122 authorized positions, which represents a 19% 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.

Performance Measurement

- Partnered with The Sidwell Company to implement custom tools to create Assessor parcel map pages within the County's Geographical Information System (GIS) environment. This project included moving all data into a modern Parcel Fabric format, streamlining business process workflows, and has resulted in eliminating the duplication of effort in drawing Assessor parcel maps in both Computer Aided Drafting (CAD) and GIS software applications.
- Modified the County's Land Information System (LIS) database and related computer programs to allow for improvement value totals greater than \$99 Billion. This was a collaborative effort with participation from staff in the Assessor's Office, the Auditor-Controller's Office, the Treasurer-Tax Collector's Office and the Department of Information Technology (DOIT).

Assessor

General Government

- Completed the State Department of Motor Vehicles (DMV) Information Security Agreement, and received approval for online DMV access to verify ownership and transfer date information to assess the value of boats in Contra Costa County for tax assessment purposes. This process involved working closely with DMV Information Security staff and DOIT, and included a review of our computer program, computer network and workspace/office space security policies and procedures.
- Restructured the appraisal workflow process and the user interface in the Parent/Child Exclusion (Prop 58) database, and created new reports to assist managers in monitoring assigned work and improving productivity within the Standard's Division of the Assessor's Office.
- Streamlined the Parent/Child Exclusion (Prop 58) clerical process to improve the timeliness of the exclusion determination to the taxpayer.
- Cross-trained clerical staff for improved succession planning.
- Automated the creation of the Direct Enrollment review files which has saved staff time and reduced the potential for errors.
- Automated the assessment process of the Marine Division, which reduced the amount of manual input of data by staff.

Administrative and Program Goals

- Automate the processing of supplemental property assessments resulting from the sale or transfer of property.
- Complete the implementation of the iNovah cashing system. This new system will: replace a manual hand-written process; include check scanning and receipt printing; assist in further automating the deposit process; and provide improved tracking and reporting of cash received in the Assessor's Office.
- Continue to develop information security skills with on-site staff, develop a comprehensive security plan, and refine a response plan for information security incidents or events.
- Reformat street addresses in the County's Land Information System (LIS) database to match the United States Postal Service (USPS) format. Once this format has been changed, commercial software can then be used to electronically validate and maintain addresses in the LIS.
- Complete the final phase of the Assessor's Office remodel (Suites 100 and 130) of the Summit Centre Building. This remodel will include improving telecommunications cabling for higher speed and more efficient use of computer and network systems, and will provide workstations that improve ergonomics and job functionality.

FY 2018-19 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	(\$1,025,202)	Vacancy Factor - will require the department to manage the filling of unplanned staff vacancies in a manner that achieves the savings.
			Total	0.0	(\$1,025,202)	

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	6,855,278	8,165,613	8,425,553	8,425,553	0
Services And Supplies	2,063,373	2,224,748	2,310,230	2,310,230	0
Fixed Assets	63,149	0	0	0	0
Expenditure Transfers	(526,740)	(420,143)	(432,750)	(432,750)	0
Expense Total	8,455,061	9,970,218	10,303,033	10,303,033	0
Revenue					
Other Local Revenue	5,472,221	5,867,218	6,145,033	6,145,033	0
Revenue Total	5,472,221	5,867,218	6,145,033	6,145,033	0
Net County Cost (NCC):	2,982,840	4,103,000	4,158,000	4,158,000	(0)
Allocated Positions (FTE)	57	60	60	60	0
Financial Indicators					
Salaries as % of Total Exp	81%	82%	82%	82%	
% Change in Total Exp		18%	3%	0%	
% Change in Total Rev		7%	5%	0%	
% Change in NCC		38%	1%	0%	
Compensation Information					
Permanent Salaries	3,991,086	4,790,954	5,053,076	5,053,076	0
Temporary Salaries	13,411	125,000	62,500	62,500	0
Permanent Overtime	96,977	0	0	0	0
Deferred Comp	65,938	76,860	72,600	72,600	0
Comp & SDI Recoveries	0	(5,000)	(5,000)	(5,000)	0
FICA/Medicare	295,130	358,696	375,315	375,315	0
Ret Exp-Pre 97 Retirees	14,033	19,616	19,616	19,616	0
Retirement Expense	1,245,842	1,521,338	1,566,691	1,566,691	0
Excess Retirement	7,069	0	0	0	0
Employee Group Insurance	583,974	727,746	752,047	752,047	0
Retiree Health Insurance	267,783	257,178	254,579	254,579	0
OPEB Pre-Pay	232,184	232,184	232,184	232,184	0
Unemployment Insurance	10,559	11,083	2,483	2,483	0
Workers Comp Insurance	31,292	49,958	39,461	39,461	0

Department Description

This table represents information in aggregate format summarizing expenditures, revenues, and net county costs for program areas within the Office of the Auditor-Controller.

Included is data for the following program area 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:		\$1,514,627
Financing:		1,538,635
Net County Cost:		(24,008)
Funding Sources:		
Fees	101.5%	\$1,538,635
General Fund	(1.5%)	(24,008)
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:		\$2,626,940
Financing:		1,458,962
Net County Cost:		1,167,978
Funding Sources:		
Fees	41.8%	\$1,096,971
Transfers	13.8%	361,991
General Fund	44.4 %	1,167,978
FTE: 16.0		

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:	\$2,648,379	
Financing:	2,902,121	
Net County Cost:	(253,742)	
Funding Sources:		
Fees	107.7%	\$2,853,400
Transfers	1.8%	48,721
General Fund	(9.5)%	(253,742)
FTE:	18.0	

reports. To assist in the issuance and administration of County and school bonds.

Special Accounting Summary		
Level of Discretion:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$587,883	
Financing:	379,934	
Net County Cost:	207,949	
Funding Sources:		
Fees	63.7%	\$374,682
Transfers	0.9%	5,252
General Fund	35.4%	207,949
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.

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.

Internal Audit Summary		
Level of Discretion:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$868,297	
Financing:	38,131	
Net County Cost:	830,166	
Funding Sources:		
Fees	2.5%	\$21,345
Transfers	1.9%	16,786
General Fund	95.6%	830,166
FTE:	6.0	

Administration & Systems Summary		
Level of Discretion:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$2,489,657	
Financing:	260,000	
Net County Cost:	2,229,657	
Funding Sources:		
Fees	10.4%	\$260,000
General Fund	89.6%	2,229,657
FTE:	8.0	

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 various fiscal

Automated Systems Development (Non-General Fund)

The following budget units are included:

Auditor-Controller General Government

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:		25,000
Net Fund Cost:		175,000
Funding Sources:		
Interest Earnings	12.5%	\$25,000
Fund Balance	87.5%	175,000
FTE:		0

CAO's Recommendation

Baseline Budget

The baseline net County cost represents a \$55,000 net increase over the FY 2017-18 Adjusted Budget.

Salary and benefit costs increased by \$259,939 and includes a 3% negotiated cost of living increase. Services and Supplies increased by \$85,482 primarily due to increased support for Information Technology.

Expenditure transfers and revenues will increase overall by \$290,421. The increase will be generated from audit fees from the A-87 cost plan.

Recommended Budget

The recommended net County cost of \$4,158,000 will provide funding necessary to maintain services in fiscal year 2018-19.

Performance Measurement

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.

Government Code Section 34719(j) requires the Office of the Auditor-Controller to staff the one countywide oversight board or appoint another entity from within the County. The Department of Conservation and Development was selected as the staff to the countywide oversight board.

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.

The Office of the Auditor-Controller completed the June 30, 2017, Comprehensive Annual Financial Report (CAFR) in compliance with all required GASB standards. New standards implemented during the fiscal year ending June 30, 2017, included GASB Statement No. 74-*Financial Reporting for Postemployment Benefit Plans Other than Pension Plans* and GASB Statement No. 77-*Tax Postemployment Benefits Other than Pensions*.

Complete the mandated audit of the Clerk Recorder for modernization, as required by state law.

In accordance with Government Code Section 27361(d) (4), the Office of the Auditor-Controller completed the required Agreed upon Procedures of the Clerk-Recorder-Elections Department's social security number truncation program. The Office of the Auditor-Controller performed procedures as follows: (1) to determine if the funds generated by the Social Security Number Truncation Program were still being used only for the purpose of the Program; (2) to determine if the Clerk-Recorder-Elections Department is continuing to truncate recorded documents pursuant to California Government Code Section 27301; and (3) to estimate the ongoing costs to the Clerk-Recorder-Election Department to comply with the requirements of

California Government Code Section 27301 subdivisions (a) and (b). No exceptions were found in relation to the listed objectives.

Provide training to County departments on preparing accounts payable documents.

Not completed. Presently documenting Accounts Payable procedures and training internal staff. Departments were informed of changes in sales tax and how to verify the correct sales tax rate.

Administrative and Program Goals

- Work with the Department of Information Technology staff to upgrade the KRONOS Timekeeping System.
- Start the process of implementing a new countywide Finance System.
- Continue the process of documenting business procedures and of improving efficiencies throughout the Office.
- Provide training to County departments on preparing accounts payable documents.

Board of Supervisors General Government

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	4,099,537	4,609,557	4,758,427	4,792,733	34,306
Services And Supplies	1,911,781	4,584,337	2,631,888	2,631,888	0
Other Charges	222,490	531,817	411,817	411,817	0
Expenditure Transfers	1,481	(12,725)	(38,900)	(38,900)	0
Expense Total	6,235,289	9,712,986	7,763,232	7,797,538	34,306
Revenue					
Other Local Revenue	544,511	502,538	527,538	527,538	0
Revenue Total	544,511	502,538	527,538	527,538	0
Net County Cost (NCC):	5,690,778	9,210,448	7,235,694	7,270,000	34,306
Allocated Positions (FTE)	31.5	31.5	31.9	32.25	0.35
Financial Indicators					
Salaries as % of Total Exp	66%	47%	61%	61%	
% Change in Total Exp		56%	(20%)	0%	
% Change in Total Rev		(8%)	5%	0%	
% Change in NCC		62%	(21%)	0%	
Compensation Information					
Permanent Salaries	2,483,486	2,713,042	2,841,392	2,867,236	25,844
Temporary Salaries	16,809	86,000	86,000	86,000	0
Deferred Comp	106,104	101,370	118,770	119,400	630
FICA/Medicare	194,420	210,302	220,143	221,731	1,588
Ret Exp-Pre 97 Retirees	8,548	12,867	12,867	12,867	0
Retirement Expense	760,865	879,074	891,307	897,096	5,789
Employee Group Insurance	328,720	402,695	448,625	448,931	306
Retiree Health Insurance	78,787	76,341	60,162	60,162	0
OPEB Pre-Pay	58,213	58,213	58,213	58,213	0
Unemployment Insurance	5,256	6,048	1,439	1,449	10
Workers Comp Insurance	58,329	63,605	19,509	19,648	139

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

Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$7,517,579	
Financing:	346,579	
Net County Cost:	7,171,000	
Funding Sources:		
Intergovernmental	3.0%	\$235,000
Property Tax Admin	1.4%	108,579
Miscellaneous	0.1%	3,000
General Fund	95.5%	7,171,000
FTE:	31.75	

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 thirteen Municipal Advisory Councils (MAC) will be appropriated \$3,000 for FY 2018-19. 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

Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$39,000	
Financing:	0	
Net County Cost:	39,000	
Funding Sources:		
General Fund	100.0%	\$39,000
FTE:	0.0	

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 2018-19.

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		

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 Summary		
Service:	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		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$550,000	
Financing:	550,000	
Net County Cost:	0	
Funding Sources:		
No. Richmond Waste & Recovery Mitigation	100.0%	\$316,058

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 a net County increase by \$34,306, which reflects the increase of one General Secretary Position hours. The increase in hours will allow the District Office to meet their growing staffing needs. 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 2018-19 at the end of the current fiscal year when amounts are known.

Board of Supervisors

General Government

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 \$67,500 in the District IV Office. These funds are from deposits of Transient Occupancy Tax received from the Renaissance Club Sport and Embassy Suites properties that were directed to the CC Futures budget unit. By the end of the fiscal year 2019-20, it is anticipated that these monies will be depleted. Therefore, general purpose revenues will be needed starting in fiscal year 2019-20 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 \$39,000 will continue to support the operations of the thirteen Municipal Advisory Councils, which the Board of Supervisors' district offices oversee.

FY 2018/19 Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	1	Legislative and Policy Direction	Salary & Benefits	0.35	34,306	Increase hours for 1 General Secretary Position
			Total	0.35	34,306	

Capital Improvements General Government

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Services And Supplies	1,404,268	2,001,008	1,500,000	1,500,000	0
Fixed Assets	19,013,477	47,336,578	17,550,000	17,550,000	0
Expenditure Transfers	20,000	(2,550,000)	(2,550,000)	(2,550,000)	0
Expense Total	20,437,744	46,787,586	16,500,000	16,500,000	0
Revenue					
Other Local Revenue	1,184,834	100,000	0	0	0
Revenue Total	1,184,834	100,000	0	0	0
Net County Cost (NCC):	19,252,911	46,687,586	16,500,000	16,500,000	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		129%	(65%)	0%	
% Change in Total Rev		(92%)	(100%)	0%	
% Change in NCC		142%	(65%)	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 2018-19 baseline net County cost decreased by \$30,187,586 from the 2017-18 budget due to the elimination of restricted prior year fund balance that had been carried over at year-end for various capital projects as well as the elimination of funds encumbered for projects in the current year. Fund balance will be determined for various projects at fiscal year-end, not as part of the annual budget process.

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 budget for Plant Acquisition reflects funding in the amount of \$5,000,000, intended as an ongoing 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 2018-19.

For more detailed information on current County capital projects, please see page 519.

Central Support Services General Government

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	4,252,145	5,370,933	5,693,723	5,570,857	(122,866)
Services And Supplies	2,412,537	4,240,088	2,601,669	2,601,669	0
Other Charges	5,389,129	5,261,230	5,204,230	5,204,230	0
Fixed Assets	155,985	75,442	20,000	20,000	0
Expenditure Transfers	(279,072)	295,769	(271,297)	(271,297)	0
Expense Total	11,930,724	15,243,462	13,248,325	13,125,459	(122,866)
Revenue					
Other Local Revenue	5,056,532	6,021,753	6,200,267	6,200,267	0
State Assistance	43,649	43,200	34,192	34,192	0
Revenue Total	5,100,180	6,064,953	6,234,459	6,234,459	0
Net County Cost (NCC):	6,830,544	9,178,509	7,013,866	6,891,000	(122,866)
Allocated Positions (FTE)	43.0	43.0	45.0	44.0	(1.0)
Financial Indicators					
Salaries as % of Total Exp	36%	35%	43%	42%	
% Change in Total Exp		28%	(13%)	(1%)	
% Change in Total Rev		19%	3%	0%	
% Change in NCC		34%	(24%)	(2%)	
Compensation Information					
Permanent Salaries	2,466,842	3,172,748	3,386,040	3,307,963	(78,077)
Temporary Salaries	81,403	62,714	62,714	62,714	0
Deferred Comp	32,729	46,440	61,860	60,060	(1,800)
FICA/Medicare	187,327	242,739	257,384	251,411	(5,973)
Ret Exp-Pre 97 Retirees	8,712	10,557	10,557	10,557	0
Retirement Expense	773,313	1,019,620	1,049,469	1,027,714	(21,755)
Employee Group Insurance	344,969	445,827	490,881	476,182	(14,699)
Retiree Health Insurance	232,514	235,964	251,071	251,071	0
OPEB Pre-Pay	99,361	99,361	99,361	99,361	0
Unemployment Insurance	6,879	7,867	1,693	1,654	(39)
Workers Comp Insurance	18,097	27,096	22,694	22,171	(523)

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)
- 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 increased by a net of \$141,806. A one-time allocation of FY 2017-18 Venture Capital money of \$46,060 was eliminated from the baseline. Salary and benefit costs increased by \$159,602 and services and supplies, including information technology and public works charges, increased by \$28,264. The department eliminated one vacant Senior Management Analyst (\$122,866) to meet the recommended net County cost target for fiscal year 2018-19.

Impact: The recommended net County cost of \$1,058,000 will provide a minimum level of general fund resources needed to maintain mandated services in fiscal year 2018-19.

Clerk of the Board Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$1,151,575
Financing:		93,575
Net County Cost:		1,058,000
Funding Sources:		
Intergovernmental	2.3%	\$27,000
Property Tax Adm	1.9%	22,000
Assmnt Appeals	3.9%	44,575
General Fund	91.9%	1,058,000
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: Appropriations increased by \$43,000 to reflect the anticipated County's share of LAFCO activity for fiscal year 2018-19. 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 2018-19. 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:	\$261,000	
Financing:	0	
Net County Cost:	261,000	
Funding Sources:		
General Fund	100.0%	\$261,000

Management Information System

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

Adjustment: The baseline net County cost decreased by \$1,709,448 from fiscal year 2017-18 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 of \$607,000 will provide needed resources to fund various technology projects Countywide.

Management Information System Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$1,057,000	
Financing:	450,000	
Net County Cost:	607,000	
Funding Sources:		
Charges	42.6%	\$450,000
General Fund	57.4%	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 \$163,189 and included a 3% cost of living increase. Interdepartmental charges increased by further \$7,775. These costs were offset by an increase in revenue transfers of \$170,964. The baseline net County cost reflected no change.

Impact: The recommended net County cost of \$4,500,000 reflects the General Fund subsidy of the County Self-Insurance Funds for fiscal year 2018-19. 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:	\$10,446,692	
Financing:	5,946,692	
Net County Cost:	4,500,000	
Funding Sources:		
Liability & Benefit		
Fees	56.9%	\$5,946,692
General Fund	43.1%	4,500,000
FTE: 37.0		

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 \$640,000 from the current year, reflecting the elimination of one-time appropriations that had been appropriated for the Northeast Antioch JPA.

Central Support Services

General Government

Impact: The recommended net County cost of \$465,000 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.

CAO's Recommendation

The recommended budget for Central Support Services reflects a net County cost of \$6,891,000. This amount will fund the aforementioned departments, enabling them to provide services into fiscal year 2018-19.

Economic Promotion Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$509,192	
Financing:	44,192	
Net County Cost:	465,000	
Funding Sources:		
Grants	8.7%	\$44,192
General Fund	91.3%	465,000

FY 2018-19

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)	(\$122,866)	Eliminate 1 Sr Management Analyst position
			Total	(1.0)	(\$122,866)	

Clerk-Recorder-Elections Budget Summary

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	6,984,764	7,806,409	8,305,115	8,305,115	0
Services And Supplies	5,725,417	7,200,549	6,497,748	6,497,748	0
Other Charges	0	1,200	1,200	1,200	0
Fixed Assets	8,486	1,813,110	675,000	675,000	0
Expenditure Transfers	(4,046)	(2,511)	2,099	2,099	0
Expense Total	12,714,621	16,818,757	15,481,162	15,481,162	0
Revenue					
Other Local Revenue	11,186,843	7,689,816	10,481,162	10,481,162	0
Revenue Total	11,186,843	7,689,816	10,481,162	10,481,162	0
Net County Cost (NCC):	1,527,778	9,128,941	5,000,000	5,000,000	0
Allocated Positions (FTE)	71.5	71.5	71.5	71.5	0.0
Financial Indicators					
Salaries as % of Total Exp	55%	46%	54%	54%	
% Change in Total Exp		32%	(8%)	0%	
% Change in Total Rev		(31%)	36%	0%	
% Change in NCC		498%	(45%)	0%	
Compensation Information					
Permanent Salaries	3,729,403	4,335,323	4,712,495	4,712,495	0
Temporary Salaries	654,731	300,287	423,741	423,741	0
Permanent Overtime	51,158	46,000	46,000	46,000	0
Deferred Comp	44,271	75,330	82,080	82,080	0
Comp & SDI Recoveries	(6,106)	(23,500)	(23,500)	(23,500)	0
FICA/Medicare	322,070	351,256	352,015	352,015	0
Ret Exp-Pre 97 Retirees	12,935	13,486	13,486	13,486	0
Retirement Expense	1,147,945	1,435,356	1,440,987	1,440,987	0
Employee Group Insurance	601,636	831,518	826,365	826,365	0
Retiree Health Insurance	240,358	254,808	238,622	238,622	0
OPEB Pre-Pay	130,068	130,068	130,068	130,068	0
Unemployment Insurance	11,394	10,101	2,359	2,359	0
Workers Comp Insurance	44,902	46,375	60,397	60,397	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 statutorily 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 documents and preserve them in perpetuity; and
- 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	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	4,147,404	4,144,845	4,284,875	4,284,875	0
Services And Supplies	5,275,914	6,672,155	5,672,701	5,672,701	0
Fixed Assets	8,486	1,656,797	675,000	675,000	0
Expenditure Transfers	7,001	5,986	10,596	10,596	0
Expense Total	9,438,805	12,479,783	10,643,172	10,643,172	0
Revenue					
Other Local Revenue	5,356,175	2,022,615	4,413,961	4,413,961	0
Revenue Total	5,356,175	2,022,615	4,413,961	4,413,961	0
Net County Cost (NCC):	4,082,630	10,457,168	6,229,211	6,229,211	0
Allocated Positions (FTE)	33.5	32.5	32.5	32.5	0.0
Financial Indicators					
Salaries as % of Total Exp	43.94%	33.21%	40.26%	40.26%	
% Change in Total Exp		32.22%	-14.72%	0.00%	
% Change in Total Rev		-62.24%	118.23%	0.00%	
% Change in NCC		156.14%	-40.43%	0.00%	
Compensation Information					
Permanent Salaries	2,124,220	2,300,687	2,392,778	2,392,778	0
Temporary Salaries	532,332	200,287	300,000	300,000	0
Permanent Overtime	48,533	42,000	42,000	42,000	0
Deferred Comp	30,197	38,130	44,580	44,580	0
Comp & SDI Recoveries	(6,021)	(15,000)	(15,000)	(15,000)	0
FICA/Medicare	195,670	184,131	175,658	175,658	0
Ret Exp-Pre 97 Retirees	7,468	5,782	5,782	5,782	0
Retirement Expense	662,331	762,516	740,462	740,462	0
Employee Group Insurance	315,048	382,446	374,389	374,389	0
Retiree Health Insurance	123,957	134,766	112,827	112,827	0
OPEB Pre-Pay	79,496	79,496	79,496	79,496	0
Unemployment Insurance	6,746	5,295	1,199	1,199	0
Workers Comp Insurance	27,427	24,310	30,704	30,704	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;

Clerk-Recorder-Elections

General Government

- 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;
- 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; and
- Maintain precinct and district file databases.

Elections Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$10,645,080
Financing:		4,415,869
Net County Cost:		6,229,211
Funding Sources:		
General Fund	58.5%	\$6,229,211
Candidate Fees	0.9%	100,000
Election Svc	34.3%	3,650,000
Misc. Svc	0.3%	30,000
Document Sales	0.2%	20,000
Interfund Rev	5.8%	615,869
FTE:	32.5	

Clerk-Recorder-Elections General Government

Clerk-Recorder

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	2,837,360	3,661,564	4,020,240	4,020,240	0
Services And Supplies	449,503	528,394	825,047	825,047	0
Other Charges	0	1,200	1,200	1,200	0
Fixed Assets	0	156,313	0	0	0
Expenditure Transfers	(11,047)	(8,497)	(8,497)	(8,497)	0
Expense Total	3,275,816	4,338,974	4,837,990	4,837,990	0
Revenue					
Other Local Revenue	5,830,669	5,667,201	6,067,201	6,067,201	0
Revenue Total	5,830,669	5,667,201	6,067,201	6,067,201	0
Net County Cost (NCC):	(2,554,852)	(1,328,227)	(1,229,211)	(1,229,211)	(0)
Allocated Positions (FTE)	38.0	39.0	39.0	39.0	0.0
Financial Indicators					
Salaries as % of Total Exp	87%	84%	83%	83%	
% Change in Total Exp		32%	12%	0%	
% Change in Total Rev		(3%)	7%	0%	
% Change in NCC		(48%)	(7%)	0%	
Compensation Information					
Permanent Salaries	1,605,183	2,034,637	2,319,716	2,319,716	0
Temporary Salaries	122,399	100,000	123,741	123,741	0
Permanent Overtime	2,625	4,000	4,000	4,000	0
Deferred Comp	14,074	37,200	37,500	37,500	0
Comp & SDI Recoveries	(86)	(8,500)	(8,500)	(8,500)	0
FICA/Medicare	126,400	167,125	176,358	176,358	0
Ret Exp-Pre 97 Retirees	5,467	7,704	7,704	7,704	0
Retirement Expense	485,614	672,840	700,525	700,525	0
Employee Group Insurance	286,588	449,073	451,976	451,976	0
Retiree Health Insurance	116,401	120,042	125,795	125,795	0
OPEB Pre-Pay	50,572	50,572	50,572	50,572	0
Unemployment Insurance	4,649	4,806	1,160	1,160	0
Workers Comp Insurance	17,475	22,065	29,692	29,692	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; and
- Produce, preserve, and maintain indices of all records held by the County Clerk-Recorder.

Clerk-Recorder Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$4,837,989
Financing:		6,067,201
Net County Cost:		(1,229,212)
Funding Sources:		
Fees	125.4%	\$6,062,354
Expenditure Trans	0.1%	4,847
General Fund	(25.5%)	(1,229,212)
FTE:		39.0

Clerk-Recorder-Elections General Government

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

Recorder Modernization Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	872,443	1,209,563	1,173,078	1,173,078	0
Services And Supplies	567,144	8,998,153	9,229,106	9,229,106	0
Other Charges	333,178	470,066	477,328	477,328	0
Fixed Assets	19,700	250,000	250,000	250,000	0
Expense Total	1,792,465	10,927,782	11,129,511	11,129,511	0
Revenue					
Other Local Revenue	2,102,060	1,755,000	1,755,000	1,755,000	0
Revenue Total	2,102,060	1,755,000	1,755,000	1,755,000	0
Net Fund Cost (NFC):	(309,595)	9,172,782	9,374,511	9,374,511	0
Allocated Positions (FTE)	11.0	11.0	11.0	11.0	0.0
Financial Indicators					
Salaries as % of Total Exp	49%	11%	11%	11%	
% Change in Total Exp		510%	2%	0%	
% Change in Total Rev		(17%)	0%	0%	
% Change in NCC		(3,063%)	2%	0%	
Compensation Information					
Permanent Salaries	517,253	649,450	646,134	646,134	0
Temporary Salaries	0	77,000	77,000	77,000	0
Permanent Overtime	0	1,000	1,000	1,000	0
Deferred Comp	7,014	14,880	11,820	11,820	0
FICA/Medicare	39,408	49,683	49,429	49,429	0
Ret Exp-Pre 97 Retirees	1,792	2,000	2,000	2,000	0
Retirement Expense	158,816	206,178	201,489	201,489	0
Employee Group Insurance	81,622	139,721	113,949	113,949	0
Retiree Health Insurance	45,477	47,225	47,225	47,225	0
OPEB Pre-Pay	14,438	14,438	14,438	14,438	0
Unemployment Insurance	1,398	1,429	323	323	0
Workers Comp Insurance	5,224	6,559	8,271	8,271	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; and
- Establish and maintain an electronic recording program.

Clerk-Recorder-Elections

General Government

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.

To provide these services, the Department relies on a staff of 71.5 full time equivalent positions supplemented by seasonal election and poll workers. The services are funded through a combination of County general funds, charges for services, and special-purpose revenues.

Baseline expenditures are decreased from the FY 2017/18 budgeted level by a net of \$1,337,595 primarily due to the department reducing elections processing costs. Modernized and streamlined election processes have reduced both expenditures and agency reimbursements for election services.

Salaries and benefit costs are increased by \$498,706, primarily due to cost of living increases. Baseline revenues are increased from prior year estimates by \$2,791,345 in anticipation of cost recovery for the November 2018 Gubernatorial General Election.

The department continues to collect and accumulate the Elections Capital Replacement surcharge. These funds are designated for major capital expenditures such as the new voting system, purchased in February 2018. This long-term financial strategy is expected to minimize the impact of large capital expenditures 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.

The department will be conducting the November 2018 Gubernatorial General 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:	\$11,129,511	
Financing:	1,755,000	
Net Fund Cost:	9,374,511	
Funding Sources:		
Fees	15.9%	\$1,755,000
Fund Balance	84.1%	9,374,511
FTE:	11.0	
Fund	110000	

CAO's Recommendation

The Clerk-Recorder-Elections Department provides a variety of services to the constituents of Contra Costa County, including issuing marriage licenses and performing civil marriage ceremonies, processing fictitious business name filings, qualifying and registering notaries, process servers and miscellaneous statutory oaths and other filings, recording real property and vital documents, registering voters, and conducting elections.

Performance Measurements

- The leadership team reviewed 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 p.m. every Thursday during the months July and August 2017. The division served 175 customers and completed 226 transactions during this time. This was a 24% increase in the number transactions over the summer of 2016.
 - The Elections Division successfully prepared for and conducted the June 2018 Gubernatorial Primary Election as well as several small special elections.
 - The Clerk-Recorder Division initiated a quarterly “Destination Wedding” program by conducting its first destination wedding ceremonies at the Historic John Muir House in Martinez on Valentine’s Day. Fourteen couples were married at the John Muir House.
 - The Elections Division created “voter registration drive in-a-box” supply kits last September to assist high school and local groups with their voter registration efforts. On September 18, 2017 Contra Costa high schools used the kits to register and pre-register 744 students on National Voter Registration Day.
 - Since 2014, 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. The Department now holds a single-day (or two-day) extraction event, when staff and volunteers come in to complete the extraction process.
 - The Elections Division secured permanent 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.
- Staff reviewed all 278 polling place locations to ensure they are as accessible as they can be for all voters.
 - The Elections Division recruited poll workers who assist with multiple elections. This resulted in a more competent group of poll workers, reduced training needs, and reduced the time staff and temporary workers spend recruiting for each election. The Department retained more than 90% of its 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 2014. 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 Clerk-Recorder Division pursues opportunities to offer its services to the public, outside the office. In 2017, the Division participated in Operation Documentation and recorded 60 Veterans’ DD-214 honorable discharge documents. Veterans Services and other County Departments participated in the event.

Clerk-Recorder-Elections

General Government

- The Department solicited, reviewed alternatives, selected purchased a new voting system in February 2018 to replace the aging system that has been in place since 2004. The system will be paid for with dedicated Elections Capital Replacement funds that have been reserved for this purpose over the last few years to make the fiscal impact of system replacement more manageable.
- The Civic Engagement team and the Elections Division are collaborating with the Ambrose Recreation and Park District and community partners to bring the Ambrose Community Center in Bay Point into accessibility compliance.
- The Civic Engagement team worked with both the Elections and Clerk-Recorder Divisions to create and host a “one-stop shop” event for residents to receive a variety of county services. The August 10, 2017 “Block Party” event included 22 county departments and was attended by over 200 residents.
- 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 (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 1,250 Facebook followers on its “Engage Contra Costa” Facebook page, with 457 followers on its “Contra Costa Elections” Facebook page and 155 followers on its “Contra Costa County Clerk-Recorder” Facebook page. The Department also has over 600 original views on its YouTube page in 2017. The “Elections Division” Twitter page has 678 followers, while the “Engage Contra Costa” page has 261 followers. All of the Clerk Recorder-Elections social media platforms have gained followers in the past year. 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 November 2018 Gubernatorial General Election.

Clerk-Recorder-Elections *General Government*

- Continue to develop and implement the Voter Education and Engagement Outreach Program, which was approved by the Board of Supervisors in 2013. The objective is to reach out to the constituents of Contra Costa to engage and encourage citizens to actively participate in their government, including voting and running for office, etc. The program includes a 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 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.
- Continue with the search for a warehouse and records archive facility. The current location is not adequate for the new voting system and is not able to be temperature or climate controlled, which is damaging the County's historic records.
- Complete the inventory and analysis of the department's historic records, many of which the County Clerk-Recorder is responsible to preserve in perpetuity. Develop a long-range plan over the next several years to prioritize and preserve these records.

Clerk-Recorder-Elections
General Government

Conservation and Development General Government

John Kopchik, Director

Land Development Fund Summary

Conservation & Development Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	18,802,554	22,925,224	23,794,075	23,794,075	0
Services And Supplies	6,842,774	12,295,654	9,949,321	9,949,321	0
Other Charges	2,035,224	3,171,902	3,100,236	3,100,236	0
Fixed Assets	121,685	600,000	1,550,000	1,550,000	0
Expenditure Transfers	(3,800,727)	(5,785,465)	(5,033,419)	(5,033,419)	0
Expense Total	24,001,510	33,207,315	33,360,213	33,360,213	0
Revenue					
Other Local Revenue	27,771,823	33,207,315	32,360,213	32,360,213	0
Revenue Total	27,771,823	33,207,315	32,360,213	32,360,213	0
Net Fund Cost (NFC):	(3,770,313)	(0)	1,000,000	1,000,000	0
Allocated Positions (FTE)	168.0	171.0	171.0	171.0	0.0
Financial Indicators					
Salaries as % of Total Exp	78%	69%	71%	71%	
% Change in Total Exp		38%	0%	0%	
% Change in Total Rev		20%	(3%)	0%	
% Change in NCC		(100%)	100%	0%	
Compensation Information					
Permanent Salaries	11,223,193	13,755,613	14,398,726	14,398,726	0
Temporary Salaries	112,127	0	0	0	0
Permanent Overtime	4,447	0	0	0	0
Deferred Comp	115,040	170,460	187,200	187,200	0
Comp & SDI Recoveries	(2,213)	0	0	0	0
FICA/Medicare	835,202	1,052,451	1,088,053	1,088,053	0
Ret Exp-Pre 97 Retirees	40,171	45,066	45,066	45,066	0
Retirement Expense	3,560,559	4,393,398	4,498,851	4,498,851	0
Excess Retirement	4,419	0	0	0	0
Employee Group Insurance	1,455,535	1,971,617	2,115,387	2,115,387	0
Retiree Health Insurance	769,640	793,371	786,619	786,619	0
OPEB Pre-Pay	376,120	376,120	376,120	376,120	0
Unemployment Insurance	30,519	30,267	7,199	7,199	0
Workers Comp Insurance	277,794	336,861	290,854	290,854	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 procedure 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:	\$1,479,739		
Financing:	1,479,739		
Net Fund Cost:	\$0		
Funding Sources:			
Expenditure Transfers	85.5%	\$1,264,739	
Misc. Revenue	14.5%	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:	\$6,544,836		
Financing:	6,544,836		
Net Fund Cost:	0		
Funding Sources:			
Planning Services	100.0%	\$6,544,836	
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:	\$219,341		
Financing:	219,341		
Net Fund Cost:	\$0		
Funding Sources:			
Licenses/Permits	100.0%	\$219,341	
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.

HPC/Water Planning Summary			
Service:			Discretionary
Level of Service:			Discretionary
Expenditures:			\$955,680
Financing:			955,860
Net Fund Cost:			0
Funding Sources:			
Charges for Services	77.6%	\$741,858	
Misc. Revenue	22.4%	213,822	
FTE: 5.0			

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:			\$1,412,436
Financing:			1,412,436
Net Fund Cost:			0
Funding Sources:			
Licenses/Permits	70.8%	\$1,000,000	
Charges for Services	22.7%	320,000	
Misc. Revenue	6.5%	92,436	
FTE: 6.0			

Transportation Planning

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

Transportation Planning Summary			
Service:			Mandatory
Level of Service:			Discretionary
Expenditures:			\$1,394,688
Financing:			1,394,688
Net Fund Cost:			0
Funding Sources:			
Charges for Services	64.5%	\$900,000	
Misc. Revenue	35.5%	494,688	
FTE: 4.0			

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:	\$2,244,253		
Financing:	2,244,253		
Net Fund Cost:	0		
Funding Sources:			
Misc. Revenue	90.0%	\$2,019,253	
Charges for Services	10.0%	225,000	
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, contract administration, 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:	\$5,132,486		
Financing:	5,132,486		
Net Fund Cost:	0		
Funding Sources:			
Expenditure Transfers	94.0%	\$4,822,286	
Charges for Services	0.7%	35,000	
Misc. Revenue	5.3%	275,200	
FTE: 29.0			

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:	\$8,350,166		
Financing:	8,350,166		
Net Fund Cost:	0		
Funding Sources:			
Expenditure Transfers	30.0%	\$2,504,805	
Licenses/Permits	66.4%	5,543,931	
Misc. Revenue	3.6%	301,430	
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:	\$1,460,039	
Financing:	1,460,039	
Net Fund Cost:	0	
Funding Sources:		
Expenditure Transfers	6.6%	\$96,039
Licenses/Permits	65.7%	960,000
Charges for Services	27.7%	404,000
FTE: 9.0		

Application and Permit Center

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

Application and Permit Center Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$4,667,202	
Financing:	4,667,202	
Net Fund Cost:	0	
Funding Sources:		
Expenditure Transfers	46.4%	\$2,164,202
Licenses/Permits	53.6%	2,503,000
FTE: 34.0		

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:	\$1,116,446	
Financing:	1,116,446	
Net Fund Cost:	0	
Funding Sources:		
Misc. Revenue	100.0%	\$1,116,446
FTE: 12.0		

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:	\$15,000	
Financing:	15,000	
Net Fund Cost:	0	
Funding Sources:		
Licenses/Permits	100.0%	\$15,000

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

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:		\$5,523,500
Financing:		5,523,500
Net Fund Cost:		0
Funding Sources:		
Expenditure Transfers	99.2%	\$5,480,000
Misc. Revenue	0.8%	43,000
FTE: 4.0		

Vehicle Abatement Program

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

Vehicle Abatement Program Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$140,000
Financing:		140,000
Net Fund Cost:		0
Funding Sources:		
State DMV Fees	100.0%	\$140,000

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General Government

Plant Acquisition

Description: Provide rehabilitation and repair of the first floor of 40 Muir Rd., Martinez, a capital asset in the Land Development Fund that will be utilized as office space for the Conservation and Development Department.

Plant Acquisition Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$1,000,000	
Financing:	0	
Net Fund Cost:	\$1,000,000	
Funding Sources:		
Fund Balance	100.0%	\$1,000,000

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:	\$173,593	
Financing:	173,593	
Net Fund Cost:	0	
Funding Sources:		
Charges for Services	100.0%	\$173,593

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:	\$2,382,879	
Financing:	2,382,879	
Net Fund Cost:	0	
Funding Sources:		
Intergov. Rev	100.0%	\$2,382,879

Conservation and Development General Government

General Fund Summary – Federal and Other Specific Grant Programs

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	281,245	395,141	306,433	306,433	0
Services And Supplies	9,414,302	13,334,994	13,385,870	13,385,870	0
Other Charges	179,424	184,000	186,100	186,100	0
Expenditure Transfers	1,599,356	1,644,084	1,573,900	1,573,900	0
Expense Total	11,474,327	15,558,219	15,452,303	15,452,303	0
Revenue					
Other Local Revenue	1,857,925	1,571,228	1,703,075	1,703,075	0
Federal Assistance	9,078,096	12,448,220	12,964,228	12,964,228	0
Revenue Total	10,936,022	14,019,448	14,667,303	14,667,303	0
Net County Cost (NCC):	538,305	1,538,771	785,000	785,000	0
Allocated Positions (FTE)	2.0	2.0	2.0	2.0	0.0
Financial Indicators					
Salaries as % of Total Exp	2%	3%	2%	2%	
% Change in Total Exp		36%	(1%)	0%	
% Change in Total Rev		28%	5%	0%	
% Change in NCC		186%	(49%)	0%	
Compensation Information					
Permanent Salaries	190,422	269,714	207,148	207,148	0
Deferred Comp	2,500	2,820	2,820	2,820	0
FICA/Medicare	14,316	20,686	15,847	15,847	0
Ret Exp-Pre 97 Retirees	645	0	0	0	0
Retirement Expense	56,987	83,002	63,563	63,563	0
Employee Group Insurance	11,194	12,574	12,768	12,768	0
Unemployment Insurance	516	726	104	104	0
Workers Comp Insurance	4,665	5,619	4,184	4,184	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

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Federal Grant Programs:

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

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

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

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

1. Keller Canyon Mitigation Fee

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

Keller Canyon Mitigation Fee Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$1,439,000
Financing:		1,439,000
Net County Cost:		0
Funding Sources:		
Charges for Svcs	100.0%	\$1,439,000

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:		\$1,032,175
Financing:		247,175
Net County Cost:		785,000
Funding Sources:		
Charges for Svcs	23.9%	\$247,175
General Fund	76.1%	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:		\$1,137,410
Financing:		1,137,410
Net County Cost:		0
Funding Sources:		
Federal	100.0%	\$1,137,410

4. HUD Block Grant

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

HUD Block Grant Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$6,122,051	
Financing:	6,122,051	
Net County Cost:	0	
Funding Sources:		
Federal	100.0%	\$6,122,051

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:	\$636,050	
Financing:	636,050	
Net County Cost:	0	
Funding Sources:		
Federal	100.0%	\$636,050

6. HUD HOME Block Grant

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

HUD Home Block Grant Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$5,085,617	
Financing:	5,085,617	
Net County Cost:	0	
Funding Sources:		
Federal	99.7%	\$5,068,717
Misc. Rev	0.3%	16,900

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

1. Abandoned Vehicle Abatement Service Authority (AVA)

Description: Provide for the collection and disbursement of State funds to the cities and County for reimbursement of costs related to the abatement of abandoned vehicles in Contra Costa County. Funds are provided by the State

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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:		\$158,400
Financing:		158,400
Net Fund Cost:		0
Funding Sources:		
Fines	100.0%	\$158,400
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:		\$2,132,830
Financing:		506,000
Net Fund Cost:		1,626,830
Funding Sources:		
Developer Fees	23.7%	\$506,000
Livable Com Fund	76.3%	1,626,830
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:	\$11,255,150	
Financing:	11,255,150	
Net Fund Cost:	0	
Funding Sources:		
Other Revenue	100.0%	\$11,255,150
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, 225,000	
Financing:	1, 225,000	
Net Fund Cost:	0	
Funding Sources:		
Other Revenue	100.0%	\$1,225,000
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:		\$325,000
Financing:		325,000
Net Fund Cost:		0
Funding Sources:		
Use of Money	100.0%	\$325,000
Fund 111300		

10. HUD Neighborhood Preservation

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

HUD Neighborhood Preservation Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		\$805,700
Financing:		805,700
Net Fund Cost:		0
Funding Sources:		
Federal	100.0%	\$805,700
Fund 134900		

11. Transportation Improvement-Measure J

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

Transportation Improvement-Measure J Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$3,698,500
Financing:		3,698,500
Net Fund Cost:		0
Funding Sources:		
Measure J	100.0%	\$3,698,500
Fund 110900		

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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. Fund transferred to the Public Works Department for FY 2018-19.

PH BART Greenspace Maint Summary			
Service:	Discretionary		
Level of Service:	Discretionary		
Expenditures:	\$0		
Financing:	0		
Net Fund Cost:	0		
Funding Sources:			
Misc. Revenue	0.0%	\$0	
Fund 113200			

CAO's Recommendation

The Department of Conservation and Development manages programs to connect resources and services to local residents 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.

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 \$33,360,213 reflects an increase of \$152,899 over the current year budget. Salaries and benefits total \$23,794,075, an increase of \$868,852 over the current year. The increase can be primarily attributed retirement costs, anticipated negotiated salary increases, and the addition of three positions: an Economic Development Manager, a Structural Engineer,

and a Supervising Structural Engineer in FY 2017-18, for a new full-time equivalent total of 171 positions in the Land Development programs. The Baseline/Recommended amount for Service and Supplies is reduced from the current year by \$2,346,333, reflecting anticipated reductions in outside professional specialized services, minor furniture and equipment, and computer software costs. Other Charges are decreased by \$752,046 primarily in general building maintenance costs. The Baseline amount for Fixed Assets is increased by \$950,000 for the remodel of the 40 Muir Rd. facility as well as the upgrade to the department's computer servers and other computer equipment. Expenditure Transfers and Revenues for land development are reduced from prior year levels. Revenues for FY 2018-19 reflect a reduction in energy upgrade grants and Measure WW grants. These grant funds were included in FY 2016-17 budget; however, delayed implementation of the projects that are supported by these two grants pushed the fiscal activity to FY 2017-18, during which several of the Measure WW projects have been approved and are now underway. Also included is approximately \$29.8 million in a variety of land use projects and permitting activities.

The \$1,000,000 balance in the Plant Acquisition budget supports the corresponding net Land Development Fund cost of \$1,000,000.

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 \$15,452,303, a decrease of \$105,916 from the current year budget. The decrease is primarily due to a decrease in salaries and benefits. Revenue projections increased by \$647,855 due to an expected increase in federal HUD grants. The General Fund subsidy to the Department of \$785,000 comprises \$285,000 for the County Sustainability Program and \$500,000 for economic development activities. The General

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Fund programs include a total of 2 full-time equivalent positions.

Other Special Revenue Programs

DCD administers several special revenue funds, one of which is the Abandoned Vehicle Abatement Service Authority. DCD is responsible for the collection and disbursement of State funds to the cities and County for reimbursement of costs related to the abatement of abandoned vehicles. Another special revenue fund is the Housing Successor Agency trust fund. This fund provides funding for all housing-related obligations and functions of the former Redevelopment Agency, now the Successor Agency.

Performance Measurements

The following is a progress report of the goals identified in FY 2017-18:

- **Seek ways to use technology to enhance customer service and improve the building permitting process.**

DCD is upgrading its information technology systems and is implementing a new version of Accela Automation, the permit tracking software used by the Building Inspection, Current Planning, Code Enforcement, Neighborhood Preservation (“NPP”) and Weatherization Divisions.

- **Review building permit fees to ensure they are consistent with the cost of services provided.**

DCD has a project underway to review building permit fees and other fees in the Land Development Fee schedule.

- **Provide the Board of Supervisors analysis and support to assist the Board in evaluating its options relating to Community Choice Energy.**

In 2016 and 2017, DCD staffed a project to evaluate options for the County’s participation in Community Choice Energy (CCE). This included hiring a consultant to

conduct a technical study of CCE in partnership with 14 cities within the County. At the conclusion of this project, the Board of Supervisors and 8 of the 14 cities that participated in the technical study decided to join the CCE program known as MCE.

- **Continue efforts to implement the County’s Climate Action Plan and other energy and sustainability programs.**

DCD filled the newly-created position of County Sustainability Coordinator in June 2016. This has enabled the Department to accelerate efforts to implement the County’s Climate Action Plan and other energy and sustainability programs. In particular, DCD secured a State grant to evaluate the potential to develop renewable energy generating facilities within the County, and is partnering with MCE to coordinate energy efficiency programs for County residents and businesses. In addition, DCD continues to provide staff support to the Board of Supervisor’s Ad Hoc Committee on Sustainability, and provides staff support to the Board-appointed County Sustainability Commission.

- **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.**

This work was completed and the Accessory Dwelling Unit Ordinance was adopted by the Board of Supervisors in October 2017.

- **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.**

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Staff presented the findings of the study to the Board of Supervisors in May 2017. In November 2017, the County Planning Commission recommended approval of the small farm animals. Staff will be taking this ordinance to the Board of Supervisors for final adoption in early 2018.

- **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.**

DCD Staff continue to work with other County departments regarding a potential cannabis ordinance for unincorporated Contra Costa County. The Board approved a Preliminary Framework for potential future regulations that could allow certain commercial uses while also approving a prohibition that would remain in effect unless and until new regulations are adopted to replace it.

- **Review and implement new changes to the Surface Mining and Reclamation Act of 1975 (SMARA).**

DCD staff have initiated this process and expect to go the Board for final adoption in late 2018 or early 2019.

- **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.

Received Board approval and \$500,000 to implement Phase 2 of the Initiative.

Retained professional firms to develop a Strategic Action Plan and a conceptual framework to define interlocking roles of existing parties and opportunities for enhanced collaboration.

- **Assist with the initiation of a Countywide Accessible Transit Study in cooperation with the Transportation, Water, and Infrastructure Committee and the Contra Costa Transportation Authority.**

Partnered with the Contra Costa Transportation Authority in developing and submitting a grant to Caltrans to conduct the Accessible Transportation Strategic Plan. The application was unsuccessful but the effort will continue in to 2018 with a second grant submission.

- **Finalize the Complete Streets Policy implementation plan.**

Initiated development of "Contra Costa County Safety Action Plan", the County's vision zero/complete streets plan.

- **Update the Airport Land Use Compatibility Plan.**

Staff have initiated the work required to update the Byron Airport Land Use Compatibility Plan. Staffed the Airport Land Use Commission and implemented an application fee program to free up airport funds.

- **Seek funding and/or initiate active transportation corridor studies for the Iron Horse and Marsh Creek corridors.**

The Department was awarded a \$300,000 Measure J Transportation for Livable

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Communities (“TLC”) grant for an Iron Horse Corridor Study that will be initiated in February 2018.

- **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.**

This goal is ongoing, and will continue in FY 2018-19.

- **Finalize and adopt I-680/Treat Blvd Bicycle & Pedestrian Improvement Study.**

This goal is ongoing, and will continue in FY 2018-19.

- **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 County Successor Agency refinanced \$75 million of bonds issued by the former redevelopment agency. The bond issue was insured by Build America Mutual with an underlying S&P rating of A+. The results were:

- *Refunding Savings of \$27.7M over the next 19 years (exceeding our \$25M projection presented to the Board of Supervisors)*
- *Net present value Savings of 21% (exceeding 14% projection presented to the Board of Supervisors)*
- **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.**

Continued to pursue development opportunities on former Redevelopment properties in Rodeo, Bay Point, Contra Costa Centre and North Richmond. Conveyed Heritage Point development site to Community Housing Development Corporation and entered into Exclusive Negotiating Agreements for Rodeo Senior Housing Expansion and Orbisonia Heights (Bay Point).

Completed sublease with AvalonBay for the development of Block C at the Contra Costa Centre Transit Village.

- **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.**

This goal is ongoing, and will continue in FY 2018-19.

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

Successfully coordinated the Department’s efforts to provide CPUC-funded rebates for energy conservation projects, leading Bay Area Counties in the amount of rebates in the single-family category.

- **Complete General Plan Amendment and rezoning of Byron Airport to support increased economic activity there.**

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Completed four General Plan Amendments, including updating the Land Use Element Map to reflect land acquisitions by public agencies over the last decade, and updating the General Plan and Zoning Ordinance to allow commercial-scale solar energy projects in certain zoning districts.

- **Review proposed options and budget for updating the County General Plan.**

Began the process of comprehensively 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.**

Solid waste and recycling staff provided proactive oversight to help ensure timely implementation of operational changes needed to comply with the new direct haul restrictions that took effect in spring 2017.

Completed amendment needed to extend the one remaining county solid waste and recycling collection Franchise Agreement, which covers Crockett, Port Costa & Tormey, to coincide with the County administered franchise term ending in 2025 for the adjoining area.

- **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.**

Successfully secured funding for the preparation of the SF to Stockton Navigation Project to study the effects of deepening the ship channel from Richmond to Avon to increase transportation efficiencies within the Federal 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.**

Managed the County's appeal of the water rights for the Delta Tunnels project and advocated for a comprehensive Delta Solution with the Delta Counties Coalition in Washington DC.

- **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.**

Established Contra Costa County as a Groundwater Sustainability Agency and successfully executed a memorandum of understanding with east county cities and agencies to fund and prepare a Groundwater Sustainability Plan that will sustainably manage the portion of the Tracy sub-basin within the County.

- **Continue to pursue County safe school goals by engaging the State on the reform of school siting and school speed zone policies.**

This goal is ongoing, and will continue in FY 2018-19.

- **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.**

DCD Weatherization staff served 374 clients to date for FY 2016-17 to improve the comfort, safety and habitability of their homes.

Conservation and Development

General Government

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

During FY 2016-17, DCD staff provided 26 homebuyers with Mortgage Credit Certificates.

- **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.**

\$149 million in tax-exempt bonds to support the development of 427 units of affordable housing were issued by County staff.

- **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.**

Keller Canyon mitigation funds supported 86 projects through contracts with public and nonprofit agencies. Additionally, the Community Development Block Grant supported the following:

- *Over 35,000 lower income persons/families were served through public service programs.*
- *29 lower income people were placed in jobs through Economic Development programs.*
- *188 businesses were assisted through Economic Development programs.*
- *8 Infrastructure/Public Facilities projects were completed.*
- *21 rental housing units for families were constructed or rehabilitated, of which 17 of the units are for low income households.*
- *11 owner-occupied homes were rehabilitated.*
- *14 homeowners received minor home improvement grants.*

- *91 homeowners received foreclosure prevention counseling.*
- *319 low income renters received financial assistance to prevent them from becoming homeless or to quickly regain housing following an episode of being homeless.*

- **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.**

The Public Works Department continues to work on upgrading the Joint Billing System to allow DCD to tie into their system, creating a web-interface for the public, in an effort to improve customer service for both departments.

- **Continue to support staff by offering in-house training and staff development courses.**

Various training opportunities and staff development courses were offered to staff throughout the course of the year. Many DCD staff members took advantage of the opportunities.

- **Increase in-house scanning and indexing work and reduce reliance on contract services as a step towards better records management.**

Since 2016, the Department has hired three permanent full time Information Systems Assistant IIs to perform scanning and indexing into our document imaging system. By hiring three employees, the Department has reduced our reliance on outside contractors.

OTHER ACCOMPLISHMENTS:

- *Created over 700 maps and analysis projects to support DCD policy development,*

Conservation and Development

General Government

planning review, and program implementation.

- *Provided \$1.35 million toward the development and rehabilitation of parks through Park Dedication/Impact Fees and Measure WW Bond funds to improve park facilities for residents in unincorporated areas of the County.*
- *Coordinated a Countywide stakeholder group in preparation for the 2020 Census Operations.*
- *Worked with Emergency Operations Center staff to fill a gap in their access and functions needs response capabilities.*
- *Executed the second amendment of the Joint Defense agreement between the County, NRDC and The Bay Institute to continue to influence the outcome of the San Luis Drainage Settlement between Reclamation and Westlands Irrigation District. The settlement has the potential to negatively affect Delta water quality.*

Administrative and Program Goals

DCD has identified the following administrative and program goals for FY 2018-19:

- *Complete the implementation of an upgrade to the Department's permit tracking software, Accela Automation.*
- *Work with the Public Works Department to increase integration of computer software systems to enhance information and access to the public and expand online services.*
- *Continue to seek opportunities to enhance the County's energy and sustainability programs and to implement the goals of the County's Climate Action Plan.*
- *Review and revise the County's Planned Unit District (P-1) ordinance to eliminate*

the minimum acreage requirement for proposed P-1 development.

- *Review and implement new changes to the Surface Mining and Reclamation Act of 1975*
- *Revise the County's Tree Preservation and Protection Ordinance to streamline the ordinance.*
- *Continue work on the small farm animal ordinance and bring it to the Board for adoption in 2018.*
- *The Current Planning Division will evaluate and prepare a short-term rental ordinance. Currently, staff is seeking community input and we expect the ordinance to go to the Board for final adoption in late 2018.*
- *Continue to work with other County departments and the Community to prepare a permanent land use regulation addressing cultivation, distribution, delivery and manufacturing of cannabis and cannabis products within unincorporated Contra Costa County.*
- *Continue efforts to expedite review of land development and planning applications.*
- *In cooperation with the Contra Costa Transportation Authority, assist with securing grants and conducting a Countywide Accessible Transit Study.*
- *Develop new funding streams to fund the operations of the improvement of accessible transportation services.*
- *Assist the Sheriff's Office of Emergency Services in developing a transit / transportation response protocol for the Disability/Access and Functional Needs population.*
- *Collaborate with the Public Works Department to finalize the County's*

Conservation and Development

General Government

Vision Zero and Complete Streets implementation strategy.

- *Update the Airport Land Use Compatibility Plan.*
- *Initiate active transportation corridor studies for the Iron Horse and Marsh Creek corridors.*
- *Finalize and adopt I-680/Treat Blvd. Bicycle and Pedestrian Improvement Study and seek implementation funds (grants).*
- *Assist in development of Contra Costa Transportation Authority Electric Vehicle (EV) readiness plan; continue to seek funding for County EV Infrastructure at County facilities.*
- *Submit grant application and otherwise seek funding for short-line railroad feasibility study in the Northern Waterfront area. Assist with conducting the feasibility study.*
- *Complete and submit Complete Measure J Growth Management Program Compliance Checklist to secure Measure J return-to-source funds.*
- *Work with the County Auditor-Controller to combine the Oversight Boards in 17 jurisdictions in the County into a single countywide Successor Agency Oversight Board, effective July 1, 2018, as required by the Redevelopment Dissolution Act, Section 34179(11)(j) of the Government Code.*
- *Continue to position housing assets, formerly owned by the Redevelopment Agency, for development of residential and/or /mixed-use development.*
- *Designate developers for sites and work toward a Disposition and Development Agreement with the designated developer for the Bay Point Orbisonia Heights project.*
- *Continue to update the 2020-2040 General Plan.*
- *Continue to participate 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.*
- *Manage the Contra Costa County Groundwater Sustainability Agency and continue to participate in the development of the Groundwater Sustainability Plan for the portion of the Tracy sub-basin within the County, as described in the Board adopted Memorandum of Understanding. The County is the land use authority for all unincorporated lands in this basin.*
- *Continue to pursue County safe school goals by engaging the State on the reform of school siting and school speed zone policies and consider the need for a local ordinance.*
- *Continue to lead implementation of the East Contra Costa County Habitat Conservation Plan/Natural Community Conservation Plan (HCP/NCCP) and in the process, conserve and acquire 1,000 acres of land; design one or more large wetland restoration projects; construct one large restoration project and one small restoration project; streamline permitting for public infrastructure and other projects; and collaborate with California State Water Resources Control Board to develop a streamlined permitting process similar to the approach offered by the HCP/NCCP.*
- *Coordinate with other County Department and City staff to prepare for the 2020 US Census, including geographic updates and community outreach strategy.*

Conservation and Development General Government

- *Continue to support development and expansion of unincorporated area parks through Park Impact, Park Dedication and Measure WW funding.*
- *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.*

Conservation and Development
General Government

Contingency Reserve General Government

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Provisions For Contingencies	0	7,929,245	10,000,000	10,000,000	0
Expense Total	0	7,929,245	10,000,000	10,000,000	0
Net County Cost (NCC):	0	7,929,245	10,000,000	10,000,000	0
Financial Indicators					
% Change in Total Exp		0%	26%	0%	
% Change in NCC		0%	26%	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 2018-19. 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	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	5,206,405	6,264,753	6,484,893	6,484,893	0
Services And Supplies	7,763,599	17,220,515	10,637,977	10,637,977	0
Other Charges	358	0	0	0	0
Fixed Assets	190,297	46,000	46,000	46,000	0
Expenditure Transfers	(293,982)	(293,950)	2,719	2,719	0
Expense Total	12,866,677	23,237,318	17,171,589	17,171,589	0
Revenue					
Other Local Revenue	7,171,148	8,655,724	9,911,589	9,911,589	0
State Assistance	200,000	631,615	200,000	200,000	0
Revenue Total	7,371,148	9,287,339	10,111,589	10,111,589	0
Net County Cost (NCC):	5,495,529	13,949,979	7,060,000	7,060,000	(0)
Allocated Positions (FTE)	33.5	34.0	33.0	33.0	0.0
Financial Indicators					
Salaries as % of Total Exp	40%	27%	38%	38%	
% Change in Total Exp		81%	(26%)	0%	
% Change in Total Rev		26%	9%	0%	
% Change in NCC		154%	(49%)	0%	
Compensation Information					
Permanent Salaries	3,229,939	3,931,819	4,082,646	4,082,646	0
Temporary Salaries	40,764	21,000	21,000	21,000	0
Deferred Comp	41,805	67,087	45,057	45,057	0
FICA/Medicare	223,060	283,578	273,591	273,591	0
Ret Exp-Pre 97 Retirees	11,218	7,500	7,500	7,500	0
Retirement Expense	998,068	1,210,547	1,327,543	1,327,543	0
Employee Group Insurance	362,020	433,487	439,223	439,223	0
Retiree Health Insurance	162,784	170,232	154,308	154,308	0
OPEB Pre-Pay	103,872	103,872	103,872	103,872	0
Unemployment Insurance	8,855	6,579	2,008	2,008	0
Workers Comp Insurance	24,020	29,051	28,145	28,145	0

County Administrator

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

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

County Administrator General Government

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

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:		\$6,633,566
Financing:		1,643,772
Net County Cost:		4,989,794
Funding Sources:		
Charges -	1.0%	\$66,274
Divisions & Depts		
Cable TV Frnchs	15.8%	1,045,737
Property Tax Adm	3.3%	219,225
PEG fees/Misc	4.7%	312,536
General Fund	75.2%	4,989,794
FTE: 23.8		

AB 109 Program/Administration		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$8,640,986
Financing:		7,690,986
Net County Cost:		950,000
Funding Sources:		
State Realignment		
(AB-109)	89.0%	\$7,690,986
General Fund	11.0%	950,000
FTE: 3.2		

AB 109 – Program/Administration

Description: In 2011, 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, civil legal services and family reunification services for returning residents and launched the Reentry Success Center and the Reentry Network of Services), the development of a countywide Ceasefire Program, the update

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:	\$1,897,037	
Financing:	776,831	
Net County Cost:	1,120,206	
Funding Sources:		
Charges -	40.9%	\$776,831
Divisions & Depts		
General Fund	59.1%	1,120,206
FTE: 6.0		

CAO's Recommendation

The fiscal year 2018-19 baseline net County cost decreased by \$6,889,979 from fiscal year 2017-18. The reduction reflects the elimination of restricted prior year fund balance of \$6,905,902 primarily from CATV franchise fees and AB-109 restricted revenue. Baseline costs for salaries and benefits increased by \$220,140 and includes a 3% cost of living increase as of July 1, 2018. Operating costs, including interdepartmental charges, non-county professional services increased by a further \$307,440. Cost offsets from expenditure transfers decreased by \$296,669 and revenue increased by \$824,250. The adjustment in revenue primarily reflects an increased share of A-87 cost plan revenue and increased revenue from the AB 109 – Office of Reentry and Justice,

The recommended net County cost of \$7,060,000 will provide the funding necessary to maintain services in fiscal year 2018-19.

Performance Measurements

County Administrator accomplishments during fiscal year 2017-18 include:

- As part of the project to build a new Administration Building this year the County restored 1236 Escobar Street also known as the Morrow House. The County had previously used the building for office space but the building had been vacant for many years. The County restored the building to use for the Offices of Reentry and Justice and to serve as offices for the Vanir Construction Management during the building of the new Administration Building project. The extensive work include a new roof, new heating and cooling systems, complete painting interior and exterior, fixing all the wood windows and upgrades to the plumbing and heating. The exterior features were not altered and the interior woodwork and built ins were preserved.
- Initiated the Prop. 47 grant application process, which resulted in the County being awarded a \$5,984,000 state grant to implement "CoCo LEAD Plus," an innovative program intended to break the cycle of repeated incarceration for people with mental illness or substance use disorders in Antioch
- The County Budget has been structurally balanced for seven years in a row. The County received the Government Finance Officers Association Distinguished Budget Presentation Award for each of those seven years.
- The CAO's office successfully migrated to a new County budget system. The Budget Formulation and Management Application (BFM) has been in place since January 2017 and was used to develop both the FY 2017-18 and 2018-19 County budgets. Additionally, two webinars were developed to train county staff on using the BFM system.

County Administrator

General Government

Administrative and Program Goals

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

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

Provide Board of Supervisors with high quality support:

- Staff Ad Hoc and standing Board of Supervisor Committees
- Manage Board of Supervisors agenda development process, including automation of agenda process
- Provide research, information and recommendations on issues as requested by Board members

- Keep all Board members uniformly informed of new policies/practices
- Manage Advisory committee tasks, in compliance with Maddy Act requirements and Board of Supervisors' policies.
- Provide county-wide record keeping and document management through Clerk of the Board's Office.

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

- Continue to work with the Board of Supervisors, unions, and Departments to address Pension Liability.
- Regularly promote and set expectations for focus area accomplishment
- Evaluate Countywide progress
- Share information on progress with County staff and general public
- Continue to refine and implement the County's other Post Employment Benefit Strategic Plan.
- Continue to protect and advance the County's interests through the federal and state legislative program.
- Develop and provide county-wide public information through use of all forms of media, including print, CCTV and WEB content.

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	9,663,663	10,897,681	10,991,116	10,991,116	0
Services And Supplies	615,847	1,351,481	1,367,026	1,344,973	(22,053)
Fixed Assets	0	57,109	57,109	57,109	0
Expenditure Transfers	(4,567,401)	(4,576,373)	(4,672,473)	(4,672,473)	0
Expense Total	5,712,109	7,729,898	7,742,779	7,720,726	(22,053)
Revenue					
Other Local Revenue	4,630,324	4,684,898	4,720,726	4,720,726	0
Revenue Total	4,630,324	4,684,898	4,720,726	4,720,726	0
Net County Cost (NCC):	1,081,786	3,045,000	3,022,053	3,000,000	(22,053)
Allocated Positions (FTE)	50.0	50.0	51.0	51.0	0.0
Financial Indicators					
Salaries as % of Total Exp	169%	141%	142%	142%	
% Change in Total Exp		35%	0%	0%	
% Change in Total Rev		1%	1%	0%	
% Change in NCC		181%	(1%)	(1%)	
Compensation Information					
Permanent Salaries	6,178,028	6,823,895	7,006,391	7,006,391	0
Temporary Salaries	66,755	215,795	215,795	215,795	0
Permanent Overtime	93	0	0	0	0
Deferred Comp	46,585	50,400	52,980	52,980	0
Comp & SDI Recoveries	(1,576)	0	0	0	0
FICA/Medicare	403,461	521,825	439,642	439,642	0
Ret Exp-Pre 97 Retirees	22,149	24,616	24,616	24,616	0
Retirement Expense	1,959,906	2,230,082	2,260,531	2,260,531	0
Employee Group Insurance	598,496	629,741	664,835	664,835	0
Retiree Health Insurance	166,619	168,991	188,958	188,958	0
OPEB Pre-Pay	76,360	76,360	76,360	76,360	0
Unemployment Insurance	16,744	15,026	3,506	3,506	0
Workers Comp Insurance	130,044	140,949	57,502	57,502	0

County Counsel

General Government

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.

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:			\$6,953,809
Financing:			3,953,809
Net County Cost:			3,000,000
Funding Sources:			
Charges for Svc	53.3%	\$3,703,809	
Property Tax Admin	3.6%	250,000	
General Fund	43.1%	3,000,000	
FTE: 24.0			

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:		\$3,265,550
Financing:		3,265,550
Net County Cost:		0
Funding Sources:		
Charges for Svc	100%	\$3,265,550
FTE: 17.0		

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:		\$2,173,841
Financing:		2,173,841
Net County Cost:		0
Funding Sources:		
Liability Trust Fund	100%	\$2,173,841
FTE: 10.0		

County Counsel

General Government

CAO's Recommendation

The baseline net County cost decreased by \$22,947 from fiscal year 2017-18. Prior year one-time appropriations of \$45,000 to fund start-up costs for a juvenile court satellite office in Walnut Creek were eliminated from the baseline budget. Salary and benefit costs increased by \$93,435, reflecting a 3% cost of living increase for July, 2018. Operating costs, including interdepartmental charges for requested maintenance, information technology and telecommunications increased by \$60,545. Revenue offsets and expenditure transfers increased by \$131,928.

The recommended budget was reduced further by a \$22,053 cut to miscellaneous services and supplies in order to meet the general fund target for fiscal year 2018-19.

The recommended net County cost of \$3,000,000 will provide the funding necessary to maintain services in fiscal year 2018-19.

Performance Measurement

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

Congress and the President repealed the Affordable Care Act. Changes to this federal law are likely to have a continuing impact on the County's ability to provide medical services to indigent County residents, including children. The County Counsel's Office expects to continue 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.

Continue to Address Productivity, Safety 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 ongoing goal is to find

ways to avoid unnecessary impacts on staff productivity, maximize the usable space of this aging facility, and enhance office-wide emergency preparedness and evacuation planning. In 2017, this office scheduled quarterly radio equipment checks, applied for a safety supply grant, purchased backpacks to store needed evacuation equipment and to allow for a hands-free descent, and coordinated with Risk Management an Active Shooter training for all occupants of 651 Pine St.

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 program, the County Counsel's Office continued refining its strategies, procedures, and advocacy to further assist the Health Services Department with referrals, investigation practices, and court filings, including ongoing attorney training and acting as liaison between the Department and the County.

Administrative and Program Goals

Records Management

The County Counsel's Office currently relies on separate, incompatible electronic calendaring, timekeeping/billing platforms. In addition, the office's three divisions (General Law, Tort, and Civil Rights Litigation, and Juvenile Dependency/Conservatorship) utilize separate litigation and assignment intake systems. A departmental goal is to modernize the office's records management system. By implementing and utilizing up-to-date records management technologies, the office will streamline procedures and reduce storage costs by decreasing the amount of paper records this office handles.

Records Retention

It has been the practice of the County Counsel's Office to retain hard copies of many of the pleadings and other legal documents we

County Counsel

General Government

generate and receive on behalf of our clients, for a period of seven years after a file is closed. Courts are increasingly converting to electronic document management and we anticipate that the need to retain hard copies of certain documents will diminish over time. We also have been advised that we no longer will have the ability to store documents at the new County Administration building. To address these changing circumstances, we recently obtained authorization from the Board of Supervisors to reduce our record retention period to two years after a file is closed. Over the next two years we plan to review current practices, determine which documents may be destroyed, which should be kept in hard copy and for what period of time, and discard records that are no longer needed. This project is anticipated to involve significant staff resources.

Recruitment and Retention

Thirty-percent of our attorney staff of 34 full time employee positions has been employed with the County Counsel's Office more than fifteen years. These experienced County lawyers are well-versed in the complexities of the law and the practices of this County, and have a demonstrated interest in public service. It is important to ensure that the next generation of County attorneys will be equally proficient in this unique, public law practice. However, attracting and keeping qualified Deputy County Counsels has become a serious, ongoing challenge. In the past four years we lost one attorney to retirement and five to other employment (four went to other, public sector jobs, and one left to work in the private sector). We want to look for new ways to attract and keep County Counsel attorneys, such as seeking an increase in the Law School Loan Reimbursement Program and highlighting this in our recruitment efforts.

FY 2018-19 Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	1	General Law	Services and Supplies	0	(\$22,053)	Reduction in miscellaneous services and supplies
			Total	0	(\$22,053)	

Crockett/Rodeo Revenues General Government

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Services And Supplies	199,873	516,000	276,000	276,000	0
Other Charges	264,947	284,000	284,000	284,000	0
Expense Total	464,820	800,000	560,000	560,000	0
Net County Cost (NCC):	464,820	800,000	560,000	560,000	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		72%	(30%)	0%	
% Change in Total Rev		0%	0%	0%	
% Change in NCC		72%	(30%)	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 decreased by \$240,000 from FY 2017-18, reflecting the elimination of prior year fund balance. Any unspent appropriations at year-end are carried over to the following year.

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	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Services And Supplies	2,740	0	0	0	0
Expense Total	2,740	0	0	0	0
Revenue					
Other Local Revenue	2,954,751	2,500,000	2,500,000	2,500,000	0
State Assistance	32,294	0	0	0	0
Revenue Total	2,987,046	2,500,000	2,500,000	2,500,000	0
Net County Cost (NCC):	(2,984,306)	(2,500,000)	(2,500,000)	(2,500,000)	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		(100%)	0%	0%	
% Change in Total Rev		(16%)	0%	0%	
% Change in NCC		(16%)	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 County 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:	\$41,823,136	
Financing:	41,823,136	
Net Fund Cost:	0	
Funding Sources:		
Use of Money	0.0%	\$1,500
Transfers	100.0%	41,821,636

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 received \$2.9 million ad valorem property tax in FY 2016-17 and is expected to receive approximately \$2.5 to \$3.5 million in FY 2017-18 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 2018-19.

For detailed information of the County's overall current debt position, please see page 525.

Debt Service
General Government

Department of Information Technology Summary

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	10,331,605	12,344,939	13,120,118	13,120,118	0
Services And Supplies	11,260,479	12,562,741	14,048,143	14,048,143	0
Other Charges	1,606,353	1,945,444	1,992,793	1,992,793	0
Fixed Assets	283,256	114,600	0	0	0
Expenditure Transfers	(15,451,767)	(17,675,500)	(19,439,374)	(19,439,374)	0
Expense Total	8,029,926	9,292,224	9,721,680	9,721,680	0
Revenue					
Other Local Revenue	8,472,236	9,147,225	9,626,680	9,626,680	0
Revenue Total	8,472,236	9,147,225	9,626,680	9,626,680	0
Net County Cost (NCC):	(442,310)	144,999	95,000	95,000	0
Allocated Positions (FTE)	79.0	82.0	82.0	82.0	0.0
Financial Indicators					
Salaries as % of Total Exp	129%	133%	135%	135%	
% Change in Total Exp		16%	5%	0%	
% Change in Total Rev		8%	5%	0%	
% Change in NCC		(133%)	(34%)	0%	
Compensation Information					
Permanent Salaries	5,844,774	7,144,047	7,734,841	7,734,841	0
Temporary Salaries	230,526	70,000	70,000	70,000	0
Permanent Overtime	140,278	112,000	112,000	112,000	0
Deferred Comp	65,690	91,560	110,820	110,820	0
Comp & SDI Recoveries	(3,040)	0	0	0	0
FICA/Medicare	455,168	546,504	584,334	584,334	0
Ret Exp-Pre 97 Retirees	20,129	20,949	20,949	20,949	0
Retirement Expense	1,785,240	2,286,979	2,412,512	2,412,512	0
Excess Retirement	19,454	0	0	0	0
Employee Group Insurance	851,085	1,114,237	1,121,416	1,121,416	0
Retiree Health Insurance	533,476	561,883	561,883	561,883	0
OPEB Pre-Pay	313,440	313,440	313,440	313,440	0
Unemployment Insurance	16,747	15,733	3,867	3,867	0
Workers Comp Insurance	58,637	67,608	74,056	74,056	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	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	7,865,484	9,354,870	9,921,868	9,921,868	0
Services And Supplies	4,288,364	6,613,227	6,760,563	6,760,563	0
Other Charges	1,084,118	1,287,475	1,323,414	1,323,414	0
Fixed Assets	259,975	0	0	0	0
Expenditure Transfers	(10,349,063)	(12,479,710)	(12,991,145)	(12,991,145)	0
Expense Total	3,148,879	4,775,862	5,014,700	5,014,700	0
Revenue					
Other Local Revenue	3,294,619	4,725,862	5,014,700	5,014,700	0
Revenue Total	3,294,619	4,725,862	5,014,700	5,014,700	0
Net County Cost (NCC):	(145,740)	50,000	0	0	0
Allocated Positions (FTE)	58.3	60.3	60.3	60.3	0.0
Financial Indicators					
Salaries as % of Total Exp	250%	196%	198%	198%	
% Change in Total Exp		52%	5%	0%	
% Change in Total Rev		43%	6%	0%	
% Change in NCC		(134%)	(100%)	0%	
Compensation Information					
Permanent Salaries	4,415,409	5,428,575	5,881,031	5,881,031	0
Temporary Salaries	230,526	70,000	70,000	70,000	0
Permanent Overtime	38,364	0	0	0	0
Deferred Comp	53,870	76,140	88,980	88,980	0
FICA/Medicare	342,864	415,274	442,518	442,518	0
Ret Exp-Pre 97 Retirees	15,316	15,869	15,869	15,869	0
Retirement Expense	1,364,503	1,728,277	1,821,024	1,821,024	0
Excess Retirement	19,454	0	0	0	0
Employee Group Insurance	628,907	841,360	826,164	826,164	0
Retiree Health Insurance	438,910	455,387	455,387	455,387	0
OPEB Pre-Pay	257,248	257,248	257,248	257,248	0
Unemployment Insurance	12,653	11,955	2,941	2,941	0
Workers Comp Insurance	47,459	54,785	60,706	60,706	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:	\$18,005,845	
Financing:	18,005,845	
Net County Cost:	0	
Funding Sources:		
User Fees	100.0%	\$18,005,845
FTE:	60.3	

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:	\$772,148	
Financing:	772,148	
Net County Cost:	0	
Funding Sources:		
Charges for Svcs	100.0%	\$772,148
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:	\$982,974	
Financing:	982,974	
Net County Cost:	0	
Funding Sources:		
Charges for Svcs	38.6%	\$379,240
Transfers	61.4%	603,734
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:		\$2,025,372	
Financing:		2,075,372	
Net County Cost:		(50,000)	
Funding Sources:			
Charges for Svcs	4.7%	\$ 99,270	
Transfers	95.3%	1,976,102	
FTE: 8.0			

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:		\$649,195	
Financing:		599,195	
Net County Cost:		50,000	
Funding Sources:			
Charges for Svcs	21.6%	140,000	
Transfers	70.7%	459,195	
General Fund	7.7%	50,000	
FTE: 3.1			

Operations

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

Operations Summary			
Level of Discretion:			Discretionary
Level of Service:			Discretionary
Expenditures:		\$4,092,762	
Financing:		4,092,762	
Net County Cost:		0	
Funding Sources:			
Charges for Svcs	44.5%	\$1,822,572	
Transfers	55.5%	2,270,190	
FTE: 9.6			

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:		\$5,361,575	
Financing:		5,361,575	
Net County Cost:		0	
Funding Sources:			
Charges for Svcs	20.0%	\$ 1,069,534	
Transfers	80.0%	4,292,041	
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:		\$4,121,818
Financing:		4,121,818
Net County Cost:		0
Funding Sources:		
Charges for Svcs	36.5%	\$1,504,083
Transfers	63.5%	2,617,735
FTE:	5.0	

Department of Information Technology
General Government

Telecommunications Budget

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	2,466,121	2,990,068	3,198,250	3,198,250	0
Services And Supplies	6,972,115	5,949,514	7,287,580	7,287,580	0
Other Charges	522,234	657,969	669,379	669,379	0
Fixed Assets	23,281	114,600	0	0	0
Expenditure Transfers	(5,102,704)	(5,195,790)	(6,448,229)	(6,448,229)	0
Expense Total	4,881,047	4,516,361	4,706,980	4,706,980	0
Revenue					
Other Local Revenue	5,177,617	4,421,363	4,611,980	4,611,980	0
Revenue Total	5,177,617	4,421,363	4,611,980	4,611,980	0
Net County Cost (NCC):	(296,570)	94,998	95,000	95,000	(0)
Allocated Positions (FTE)	20.8	21.8	21.8	21.8	0.0
Financial Indicators					
Salaries as % of Total Exp	51%	66%	68%	68%	
% Change in Total Exp		(7%)	4%	0%	
% Change in Total Rev		(15%)	4%	0%	
% Change in NCC		(132%)	0%	0%	
Compensation Information					
Permanent Salaries	1,429,365	1,715,473	1,853,809	1,853,809	0
Permanent Overtime	101,915	112,000	112,000	112,000	0
Deferred Comp	11,820	15,420	21,840	21,840	0
Comp & SDI Recoveries	(3,040)	0	0	0	0
FICA/Medicare	112,304	131,230	141,816	141,816	0
Ret Exp-Pre 97 Retirees	4,813	5,080	5,080	5,080	0
Retirement Expense	420,737	558,701	591,487	591,487	0
Employee Group Insurance	222,178	272,876	295,251	295,251	0
Retiree Health Insurance	94,565	106,496	106,496	106,496	0
OPEB Pre-Pay	56,192	56,192	56,192	56,192	0
Unemployment Insurance	4,094	3,778	927	927	0
Workers Comp Insurance	11,178	12,823	13,351	13,351	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:		\$11,155,209
Financing:		11,060,209
Net County Cost:		95,000
Funding Sources:		
User Fees	99.1%	\$11,060,209
General Fund	0.9%	95,000
FTE:	21.8	

CAO's Recommendation

The 2018-19 Recommended Budget for the Department of Information Technology is equivalent to the Baseline Budget and reflects no increase in net County cost because all operating cost increases are charged out to service recipients. Baseline expenditures are increased by \$2,193,330 from the 2017-18 Budget, reflecting the following adjustments:

- \$861,357 towards the Countywide conversion of the PBX to a VOIP (Voice Over Internet Protocol) telephone system, which will provide the County with a full redundant network and advanced 9-1-1 system. This phased conversion is expected to be completed in FY 2020-21;
- salaries and benefits increase of \$775,179 for cost-of-living and the annualized cost of three positions (Assistant Chief Information Officer,

Information Systems Project Manager, and Geographic Information Systems Technician) that were added in 2017;

- increased computer software costs of \$226,804;
- increased costs of sole source computer hardware of \$159,227;
- increased building maintenance costs of \$85,000;
- increased costs for specialized services and support of \$76,701;
- increased costs for replacement of obsolete equipment of \$47,349; and
- miscellaneous adjustments resulting in a net increase of \$9,062.

Wide Area Network (WAN) and telephone line/port billing rates are increased by 4.9% from the current year rates to offset the recommended expenditure increases.

The General Fund allocation shows a decrease of \$50,000 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

Department of Information Technology

General Government

The County's P25 radio communication system was available 99.9% of the time. County Microwave system was also available 99.9% of the time.

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

The County's Wide Area Network (WAN) was available 99.9% of the time. The 1% unavailable period was from 1:30 a.m. to 4:00 a.m. when our internet service performs maintenance.

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

The County's voice mail system was available 99.9% of time. A project continues to migrate all voice mail subscribers to the AT&T EMS (enterprise management system) voice 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 2017-18.

systems such as Email, Internal Web Sites, and Payroll Systems.

- Percentage of time the County's voice mail 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.
- Implementing a Countywide alternative provider for high-speed internet access connection with the goal of increasing our disaster recovery process.

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

Employee/Retiree Benefits General Government

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	610,969	1,008,751	962,164	962,164	0
Services And Supplies	6,374,212	21,274,751	4,587,836	4,587,836	0
Other Charges	18,783	0	0	0	0
Expenditure Transfers	(140,413)	(50,000)	(50,000)	(50,000)	0
Expense Total	6,863,550	22,233,502	5,500,000	5,500,000	0
Revenue					
Other Local Revenue	1,541,719	0	0	0	0
Revenue Total	1,541,719	0	0	0	0
Net County Cost (NCC):	5,321,832	22,233,502	5,500,000	5,500,000	0
Financial Indicators					
Salaries as % of Total Exp	9%	5%	17%	17%	
% Change in Total Exp		224%	(75%)	0%	
% Change in Total Rev		(100%)	0%	0%	
% Change in NCC		318%	(75%)	0%	
Compensation Information					
Retirement Expense	(384,188)	0	0	0	0
Retiree Health Insurance	495,669	509,263	462,676	462,676	0
OPEB Pre-Pay	499,488	499,488	499,488	499,488	0

Program Description

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

Employee Benefits

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

Employee Benefits Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$4,537,836	
Financing:	0	
Net County Cost:	4,537,836	
Funding Sources:		
General Fund	100.0%	\$4,537,836

Employee/Retiree Benefits

General Government

Retiree Health Benefits

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

Retiree Health Benefits Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$1,012,164
Financing:		50,000
Net County Cost:		962,164
Funding Sources:		
General Fund	95.1%	\$962,164
Interdept Charges	4.9%	50,000

CAO's Recommendation

The FY 2018-19 Baseline budget decreased by \$16,733,502 from FY 2017-18. The adjustment reflects the elimination of prior year fund balance that was rebudgeted from prior year for retiree health benefits and the PeopleSoft system upgrade. PeopleSoft system costs are expected to remain steady in FY 2018-19.

The FY 2018-19 Recommended net County cost of \$5,500,000 reflects sufficient funding to maintain the County payroll and benefits system as well as funding for retiree health benefits for Court employees and other retirees that cannot be attributed, and therefore charged, to current departments.

General Purpose Revenue General Government

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Revenue					
Other Local Revenue	444,198,322	458,305,000	445,972,000	445,972,000	0
Federal Assistance	6,061	0	0	0	0
State Assistance	2,178,789	1,730,000	1,650,000	1,650,000	0
Revenue Total	446,383,173	460,035,000	447,622,000	447,622,000	0
Net County Cost (NCC):	(446,383,173)	(460,035,000)	(447,622,000)	(447,622,000)	0
Financial Indicators					
% Change in Total Rev		3%	(3%)	0%	
% Change in NCC		3%	(3%)	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:		447,622,000
Net County Cost:		(447,622,000)
Funding Sources:		
Property Taxes	84.8%	\$379,800,000
Other Taxes	6.1%	27,480,000
License Franchise	1.7%	7,500,000
Fines Penalties	2.3%	10,100,000
Use of Money	1.2%	5,560,000
Intergovernmental	1.8%	8,000,000
Charges for Service	2.0%	9,032,000
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 grown slowly. The State Board of Equalization has announced an inflation factor of two percent (1.02) for FY 2018-19 and the County Administrator's Office is projecting that assessed value growth will be at least 5% (The inflation factor increase in base year value is limited to 2% by California Constitution, Article XIII A, section 2(b)). The 5% figure compares to current year growth of 5.78%, FY 2016-17 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 the \$460,035,000 budgeted general purpose revenue in FY 2017-18 includes \$22,500,000 in fund balance for construction match to the West County Jail project described in the Budget Message. These Other Local Revenue monies were appropriated from reserves as part of the FY

General Purpose Revenue

General Government

2016-17 close-out process and are not an ongoing source of revenue. If the fund balance were not included in that figure, the FY 2017-18 budgeted amount would be \$437,535,000.

Additionally, the FY 2017-18 budget includes \$20,000,000 in Other Local Revenue from the Tax Losses Reserve Fund. The FY 2018-19 Recommended General Purpose Revenues include \$10 million in transfers from the Tax Losses Reserve Fund for deferred facility maintenance projects. This \$10 million is not a permanent source of funding.

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	5,342,007	6,544,719	6,846,851	6,846,851	0
Services And Supplies	3,982,734	5,953,549	6,218,312	6,218,312	0
Fixed Assets	13,043	57,994	0	0	0
Expenditure Transfers	(785,673)	(623,017)	(688,517)	(688,517)	0
Expense Total	8,552,111	11,933,245	12,376,646	12,376,646	0
Revenue					
Other Local Revenue	6,523,542	8,421,668	8,865,646	8,865,646	0
Revenue Total	6,523,542	8,421,668	8,865,646	8,865,646	0
Net County Cost (NCC):	2,028,569	3,511,577	3,511,000	3,511,000	0
Allocated Positions (FTE)	48.0	52.0	52.0	52.0	0.0
Financial Indicators					
Salaries as % of Total Exp	62%	55%	55%	55%	
% Change in Total Exp		40%	4%	0%	
% Change in Total Rev		29%	5%	0%	
% Change in NCC		73%	0%	0%	
Compensation Information					
Permanent Salaries	3,209,480	3,958,106	4,178,800	4,178,800	0
Temporary Salaries	23,554	12,800	12,800	12,800	0
Permanent Overtime	9,959	4,500	4,500	4,500	0
Deferred Comp	60,684	66,960	79,020	79,020	0
Comp & SDI Recoveries	(3,507)	0	0	0	0
FICA/Medicare	244,962	302,790	313,992	313,992	0
Ret Exp-Pre 97 Retirees	10,707	13,321	13,321	13,321	0
Retirement Expense	957,051	1,218,273	1,282,920	1,282,920	0
Employee Group Insurance	411,988	526,788	576,671	576,671	0
Retiree Health Insurance	211,437	216,515	199,872	199,872	0
OPEB Pre-Pay	103,468	103,468	103,468	103,468	0
Unemployment Insurance	8,793	8,719	2,089	2,089	0
Workers Comp Insurance	93,431	112,480	79,397	79,397	0

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:		\$1,741,245
Financing:		2,294,145
Net County Cost:		(552,900)
Funding Sources:		
Charges	105.4%	\$1,835,044
Transfers	26.3%	457,101
Miscellaneous	0.1%	2,000
General Fund	(31.8%)	(552,900)
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:		\$7,013,432
Financing:		7,013,432
Net County Cost:		0
Funding Sources:		
Charges	100.0%	\$7,013,432
FTE: 21.0		

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:	\$4,263,900	
Financing:	200,000	
Net County Cost:	4,063,900	
Funding Sources:		
Transfers	4.7%	\$200,000
General Fund	95.3%	4,063,900
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 fiscal year 2018-19 Baseline net County cost was basically unchanged (a net decrease of \$577) from fiscal year 2017-18. Salary and benefits increased by \$302,132 and include a 3% negotiated cost of living increase as of July, 2018. Services and supplies increased by \$264,763 due to increased interdepartmental charges and increased technology costs associated with the enhancement of NeoGov which includes the implementation of the electronic onboarding module. Fixed Assets

decreased by \$57,994 and Expenditure Transfers increased by \$65,500 to account for charges to User Departments for the ongoing costs of the online reference-checking tool SkillSurvey. Revenue increased by \$443,978 to cover increased costs of benefits administration.

The recommended net County cost of \$3,511,000 will provide the funding necessary to provide services in fiscal year 2018-19.

Performance Measurement

Conducted executive recruitments for the following key positions:

- Director of Health Services
- Director of Public Works
- Chief Information Officer
- Assistant Chief Information Officer
- Economic Development Manager

Other high-level recruitments included Public Works Chief of Financial Services, Departmental Communication and Media Relations Coordinator, Storm Water Program Manager, Human Resources Manager and Director, Office of Communications and Media.

Administered several large recruitments and processed the following applications:

Deputy Sheriff – Recruit	2,156
Clerk-Experienced Level	1,824
Juvenile Institutional Officer	1,407
Sheriff's Dispatcher I	894
Firefighter – Recruit	931
Child Support Specialist I	497
Social Worker II	478
Account Clerk-Experienced Level	420
Executive Secretary – Exempt	392
Maintenance Worker I	289

Processed 175 Personnel Adjustment Resolutions (P300's)

Completed the PeopleSoft 9.2 Upgrade and trained employees on the functionality of Employee Self Service and managers on Manager Self Service.

Human Resources

General Government

Implemented the Benefits Administration Module of PeopleSoft 9.2 and conducted the first active employee paperless, online Open Enrollment. Implemented the Online Reference Tool SkillSurvey, a confidential, online reference tool that uses job-specific surveys developed by industrial and organizational psychologists to evaluate a candidate's behavioral competencies to help hiring managers predict whether finalist candidates will be successful in the positions for which they are being considered.

Negotiated contract with Magellan Healthcare, Inc. and rolled out new Employee Assistance Program with expanded services, including counseling, therapy and referral services, work/life services, legal and financial consultation services, management consultation, critical incident stress management services, wellness seminars and training

Conducted comprehensive review of pre-employment screening with all County departments in accordance with newly established Administrative Bulletin 437, Pre-Employment Screening.

Began the process of fingerprinting of new County employees through the California Department of Justice as well as the FBI, as appropriate.

Entered into contract with TALX Corporation to complete the U.S. Citizenship and Immigration Services Form I-9 electronically utilizing the federal e-Verify Program to verify the work authorization of all finalist candidates prior to their first day of employment. The TALX contract also includes a one-time conversion of existing paper/electronic Form I-9's on file in the Human Resources Department to electronic images, auditing for compliance and reporting any necessary remediation issues.

Issued a Request for Qualifications (RFQ) to firms that offer investigative services to establish a list of qualified vendors that County departments may contract with to provide specialized investigative services for sensitive or high-level personnel matters. Developed a training program for managers, supervisors and departmental personnel staff on Leave of Absences (LOA's) and ADA

accommodation policies and procedures. Leave and ACA Administrator and ADA Manager have provided training on request.

Implemented third-party services for benefit programs in the areas of Health Care Spending and Dependent Care Assistance reimbursement services and a commuter benefit program.

Issued a Request for Proposals for Health and Welfare Broker, and transitioned to new vendor, Segal.

Continued to meet with the departmental representatives of the Great Minds Think Together (GMT2) Committee to improve communication, provide valuable updates, receive feedback and solicit suggestions with the goal of consistent practices and policies across all departments.

Graduated the second 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 December.

Continued to meet with the Joint Labor/Management Benefits Committee.

Administrative and Program Goals

Establish standards and procedures for implementation of the requirements of Administrative Bulletin 437, Pre-Employment Screening and train departments on those standards and procedures.

Update the Personnel Management Regulations and Salary Regulations to align with modern recruitment and assessment strategies, including attention to diversity and inclusion.

Implement the NeoGov Onboarding Module to enhance candidate experience and streamline the hiring process by enabling employees to complete their onboarding documents electronically before their first day of work. Partner with departments to create departmental onboarding portals to enhance onboarding experience.

Integrate NeoGov Applicant Tracking and Onboarding with PeopleSoft to reduce errors and duplicative data entry.

Implement innovative recruitment and assessment techniques in place of resource-heavy methodologies.

Implement online, unproctored testing to provide an improved applicant experience and reduce staff time associated with in-person testing.

Develop tools to simplify and guide employees and departments through the policies and processes for leaves of absences including a one-page informational fact sheet for State Disability, Paid Family Leave, Family Medical Leave Act, California Family Rights Acts and Paid Disability Leave.

Expand training program for managers, supervisors and departmental personnel staff on Leave of Absences (LOA's) and ADA accommodation policies and procedures to all departments.

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.

Promote and educate employees about the Deferred Compensation 457 Plan to increase the number of employees that are participating in the program.

Develop data analytics capability and meaningful metrics to support strategic decision-making and improved service.

Human Resources
General Government

Library Budget Summary

County Library Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	18,621,055	23,880,476	24,128,412	24,128,412	0
Services And Supplies	5,937,020	10,574,050	5,271,609	5,271,609	0
Other Charges	3,164,935	3,531,623	2,920,220	2,920,220	0
Fixed Assets	422,516	484,000	200,000	200,000	0
Expenditure Transfers	47,770	59,479	47,443	47,443	0
Expense Total	28,193,295	38,529,628	32,567,684	32,567,684	0
Revenue					
Other Local Revenue	31,269,793	30,939,340	32,491,684	32,491,684	0
State Assistance	322,210	274,114	76,000	76,000	0
Revenue Total	31,592,003	31,213,454	32,567,684	32,567,684	0
Net Fund Cost (NFC):	(3,398,708)	7,316,174	0	0	0
Allocated Positions (FTE)	194.4	197.8	197.8	197.8	0.0
Financial Indicators					
Salaries as % of Total Exp	66%	62%	74%	74%	
% Change in Total Exp		37%	(15%)	0%	
% Change in Total Rev		(1%)	4%	0%	
% Change in NCC		(315%)	(100%)	0%	
Compensation Information					
Permanent Salaries	10,466,702	13,603,830	13,697,089	13,697,089	0
Temporary Salaries	1,152,132	1,606,774	1,646,291	1,646,291	0
Permanent Overtime	114,275	50,702	52,300	52,300	0
Deferred Comp	86,409	155,052	166,476	166,476	0
Comp & SDI Recoveries	(10,624)	0	0	0	0
FICA/Medicare	866,511	1,144,253	1,189,909	1,189,909	0
Ret Exp-Pre 97 Retirees	32,166	34,305	36,063	36,063	0
Retirement Expense	2,861,240	3,747,698	3,843,695	3,843,695	0
Employee Group Insurance	1,425,831	1,915,222	1,885,050	1,885,050	0
Retiree Health Insurance	793,893	810,980	793,649	793,649	0
OPEB Pre-Pay	461,930	461,930	461,930	461,930	0
Unemployment Insurance	31,461	25,787	6,158	6,158	0
Workers Comp Insurance	339,128	323,942	349,801	349,801	0

Library

General Government

Department Description

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

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

Major Department Responsibilities

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

Countywide Library Services Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$32,567,684
Financing:		32,567,684
Net Fund Cost:		0
Funding Sources:		
Property Taxes	88.9%	\$28,941,914
Intergovernmental	9.1%	2,942,165
State	1.5%	501,873
Fees	0.2%	76,000
Other	0.3%	105,732
FTE: 197.8		

Library Administration and Support Services Budget

County Library Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	7,121,645	8,633,177	8,908,413	8,908,413	0
Services And Supplies	4,310,382	5,598,404	2,035,142	2,035,142	0
Other Charges	2,052,847	1,932,016	1,668,149	1,668,149	0
Fixed Assets	422,516	484,000	200,000	200,000	0
Expenditure Transfers	47,770	59,479	47,443	47,443	0
Expense Total	13,955,159	16,707,076	12,859,147	12,859,147	0
Revenue					
Other Local Revenue	499,040	396,415	349,335	349,335	0
State Assistance	125,266	70,000	76,000	76,000	0
Revenue Total	624,306	466,415	425,335	425,335	0
Net Fund Cost (NFC):	13,330,854	16,240,661	12,433,812	12,433,812	0
Allocated Positions (FTE)	59.1	60.4	60.4	60.4	0.0
Financial Indicators					
Salaries as % of Total Exp	51%	52%	69%	69%	
% Change in Total Exp		20%	(23%)	0%	
% Change in Total Rev		(25%)	(9%)	0%	
% Change in NCC		22%	(23%)	0%	
Compensation Information					
Permanent Salaries	3,736,817	4,804,100	4,941,861	4,941,861	0
Temporary Salaries	79,916	85,454	112,531	112,531	0
Permanent Overtime	20,770	14,070	14,200	14,200	0
Deferred Comp	32,157	42,600	52,800	52,800	0
Comp & SDI Recoveries	(2,123)	0	0	0	0
FICA/Medicare	283,173	352,150	362,274	362,274	0
Ret Exp-Pre 97 Retirees	12,465	12,181	12,181	12,181	0
Retirement Expense	1,108,236	1,328,618	1,402,417	1,402,417	0
Employee Group Insurance	473,195	592,600	629,689	629,689	0
Retiree Health Insurance	793,893	810,980	793,649	793,649	0
OPEB Pre-Pay	461,930	461,930	461,930	461,930	0
Unemployment Insurance	10,309	9,090	2,161	2,161	0
Workers Comp Insurance	110,907	119,404	122,720	122,720	0

Library

General Government

Library-Admin & Support Services Summary		
Service:		Discretionary
Level of Services:		Discretionary
Expenditures:		\$12,859,147
Financing:		425,335
Net Fund Cost:		12,433,812
Funding Sources:		
Property Taxes	96.7%	\$12,433,812
Intergovernmental	0.8%	97,200
State	0.6%	76,000
Fees	1.2%	164,908
Other	0.7%	87,227
FTE: 60.4		

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:		\$6,429,071
Financing:		70,747
Net Fund Cost:		6,358,324
Funding Sources:		
Property Taxes	98.9%	\$6,358,324
Other	1.1%	70,747
FTE: 23.2		

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:		\$4,589,512
Financing:		29,645
Net Fund Cost:		4,559,867
Funding Sources:		
Property Taxes	99.4%	\$4,559,867
Intergovernmental	0.5%	23,000
Fees	0.1%	6,645
FTE: 26.2		

Countywide Services		
Service:		Discretionary
Level of Services:		Discretionary
Expenditures:		\$1,840,564
Financing:		324,943
Net Fund Cost:		1,515,621
Funding Sources:		
Property Taxes	82.3%	\$1,515,621
Intergovernmental	4.1%	74,200
State	4.1%	76,000
Fees	8.6%	158,263
Other	0.9%	16,480
FTE: 11.0		

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	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	11,499,410	15,247,299	15,219,999	15,219,999	0
Services And Supplies	1,626,638	4,975,646	3,236,467	3,236,467	0
Other Charges	1,112,088	1,599,607	1,252,071	1,252,071	0
Expense Total	14,238,136	21,822,552	19,708,537	19,708,537	0
Revenue					
Other Local Revenue	3,489,203	3,028,916	3,200,435	3,200,435	0
Revenue Total	3,489,203	3,028,916	3,200,435	3,200,435	0
Net Fund Cost (NFC):	10,748,932	18,793,636	16,508,102	16,508,102	0
Allocated Positions (FTE)	135.3	137.4	137.4	137.4	0.0
Financial Indicators					
Salaries as % of Total Exp	81%	70%	77%	77%	
% Change in Total Exp		53%	(10%)	0%	
% Change in Total Rev		(13%)	6%	0%	
% Change in NCC		75%	(12%)	0%	
Compensation Information					
Permanent Salaries	6,729,886	8,799,729	8,755,228	8,755,228	0
Temporary Salaries	1,072,216	1,521,320	1,533,760	1,533,760	0
Permanent Overtime	93,506	36,632	38,100	38,100	0
Deferred Comp	54,253	112,452	113,676	113,676	0
Comp & SDI Recoveries	(8,502)	0	0	0	0
FICA/Medicare	583,338	792,104	827,635	827,635	0
Ret Exp-Pre 97 Retirees	19,701	22,124	23,882	23,882	0
Retirement Expense	1,753,004	2,419,080	2,441,278	2,441,278	0
Employee Group Insurance	952,636	1,322,623	1,255,361	1,255,361	0
Unemployment Insurance	21,151	16,698	3,998	3,998	0
Workers Comp Insurance	228,221	204,538	227,082	227,082	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:		\$19,708,537
Financing:		3,200,435
Net Fund Cost:		16,508,102
Funding Sources:		
Property Taxes	83.8%	\$16,508,102
Intergovernmental	14.4%	2,844,965
Fees	1.7%	336,965
Other	0.1%	18,505
FTE: 137.4		

Library

General Government

Revenue – County Library Taxes

County Library Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Revenue					
Other Local Revenue	27,281,550	27,514,009	28,941,914	28,941,914	0
State Assistance	196,944	204,114	0	0	0
Revenue Total	27,478,494	27,718,123	28,941,914	28,941,914	0
Net Fund Cost (NFC):	(27,478,494)	(27,718,123)	(28,941,914)	(28,941,914)	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp					
% Change in Total Rev		1%	4%	0%	
% Change in NCC		1%	4%	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:		28,941,914
Net Fund Cost:		(28,941,914)
Funding Sources:		
Property Taxes	100.0%	\$28,941,914

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.

2017-18 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 relies primarily on property tax revenue to fund services. The Baseline Budget assumes an increase of 5% in property tax revenue which, along with city contributions and grant funding, will enable the Library to absorb increases to salaries and benefits costs and achieve a structurally balanced budget.

The 2018-19 budget is recommended at the Baseline level, which will permit the Library to continue current operations, and innovate new programs to promote public service.

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

The Contra Costa County Library serves communities through 26 libraries located across the county. The County provides a base service level of 35 hours per week at most branches. Cities have the option of funding additional operating hours over the base level provided by the County. Library services include rich collections to meet reading and research needs, knowledgeable and welcoming staff, vibrant programs such as children's storytimes, wireless access to high-speed internet for personal computing devices, public computers with a variety of personal computing programs, and quiet study space or meeting rooms.

Baseline costs for salaries and benefits are increased over the current year budget by \$247,936 due to cost of living increases. In FY 2017-18, full-time equivalent (FTE) staffing was increased by 3.4 for a total of 197.8 FTEs 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

Library

General Government

Performance Measurement

- *Library Visits:*
Library visits have decreased an average of 4.5% annually, from 3,959,344 visits in FY 2011-12 to 3,235,783 visits in FY 2016-17.
- *Items Circulated*
The number of items circulated has decreased an average of 5.1% annually, from 7,483,487 in FY 2011-12 to 5,748,869 in FY 2016-17.
- *Annual Hours Open:*
The Library's annual open hours have increased from 54,113 in FY 2011-12 to 54,730 in FY 2016-17.
- *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 reopening date of August 19, 2017;
 - The Brentwood Library has been under construction since late 2017, the new Library has a planned opening date of September 2018;
 - The El Sobrante Library, in partnership with the District I Supervisor's office, completed work in August 2017 on a new parking lot and landscaping improvements;
 - The Pleasant Hill Library in partnership with the city of Pleasant Hill continue to plan and design the future library building.
 - The Oakley Library worked with the city and the Oakley School District to complete carpet replacement.
- Library staff worked on the implementation of the Library 2014-2017 Strategic Plan through individual library branch and division Community Service Plans.
- The department continues to negotiate with the cities regarding approval of Library Lease Agreements.
- The 2017 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.
- The department continues to review library staffing to maximize services during open hours for the public.
- The department continues to develop a facility assessment document for all Contra Costa County Libraries in alignment with the goals set in the Strategic Plan.
- The department continues to draft a library system marketing and communication plan.
- 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 subscriptions for Lynda.com, SkillSoft and Brainfuse homework help.
- 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.

- The 2017 Lunch at the Library program was very successful, the library served 5,273 lunches and snacks to children during the summer at nine library locations.

Administrative and Program Goals

- Continue the transfer of ownership and fiscal responsibility for facilities to the cities, contributing to the County's goal of fiscal health.
- Prepare and execute remaining 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, and Pleasant Hill to plan, design and construct new library facilities.
- Expand 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	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	51,371,399	64,573,320	64,256,984	66,095,374	1,838,390
Services And Supplies	85,069,068	85,693,932	97,795,093	97,795,093	0
Other Charges	33,780,090	42,879,128	42,176,000	42,176,000	0
Fixed Assets	358,025	1,019,000	320,000	320,000	0
Expenditure Transfers	(67,586,639)	(73,492,857)	(84,940,655)	(85,811,655)	(871,000)
Expense Total	102,991,943	120,672,523	119,607,422	120,574,812	967,390
Revenue					
Other Local Revenue	85,519,028	91,728,472	92,231,422	93,142,812	911,390
Federal Assistance	258,593	794,000	459,000	459,000	0
Revenue Total	85,777,621	92,522,472	92,690,422	93,601,812	911,390
Net County Cost (NCC):	17,214,322	28,150,051	26,917,000	26,973,000	56,000
Allocated Positions (FTE)					
	472.8	489.8	489.8	506.8	17
Financial Indicators					
Salaries as % of Total Exp	50%	54%	54%	55%	
% Change in Total Exp		17%	(1%)	1%	
% Change in Total Rev		8%	0%	1%	
% Change in NCC		64%	(4%)	0%	
Compensation Information					
Permanent Salaries	28,007,193	35,893,028	36,879,138	38,110,366	1,231,228
Temporary Salaries	668,518	692,808	912,808	912,808	0
Permanent Overtime	1,312,547	951,023	1,276,023	1,276,023	0
Deferred Comp	231,810	396,780	437,940	439,740	1,800
Perm Physicians Salaries	84	0	0	0	0
Comp & SDI Recoveries	(199,735)	(247,610)	(247,610)	(247,610)	0
FICA/Medicare	2,189,752	2,746,430	2,794,749	2,887,544	92,795
Ret Exp-Pre 97 Retirees	97,669	121,951	121,951	121,951	0
Retirement Expense	8,668,516	11,289,519	11,341,017	11,713,913	372,896
Excess Retirement	3,657	0	0	0	0
Employee Group Insurance	4,315,029	6,344,654	6,203,115	6,334,616	131,501
Retiree Health Insurance	2,692,941	2,684,568	2,766,696	2,766,696	0
OPEB Pre-Pay	1,503,422	1,505,682	1,505,682	1,505,682	0
Unemployment Insurance	79,969	79,029	18,436	18,684	248
Workers Comp Insurance	1,800,028	2,115,457	247,039	254,961	7,922

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	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	30,303,195	38,182,827	37,340,468	38,474,468	1,134,000
Services And Supplies	11,897,981	9,158,736	9,597,099	9,597,099	0
Other Charges	5,651	9,450	9,450	9,450	0
Fixed Assets	73,528	80,000	80,000	80,000	0
Expenditure Transfers	(4,173,282)	(6,139,232)	(7,139,417)	(7,389,417)	(250,000)
Expense Total	38,107,073	41,291,781	39,887,600	40,771,600	884,000
Revenue					
Other Local Revenue	35,044,381	40,116,385	38,712,202	39,596,202	884,000
Revenue Total	35,044,381	40,116,385	38,712,202	39,596,202	884,000
Net County Cost (NCC):	3,062,692	1,175,396	1,175,398	1,175,398	0
Allocated Positions (FTE)	269.8	270.8	270.8	279.8	9.0
Financial Indicators					
Salaries as % of Total Exp	80%	92%	94%	94%	
% Change in Total Exp		8%	(3%)	2%	
% Change in Total Rev		14%	(4%)	2%	
% Change in NCC		(62%)	0%	(0%)	
Compensation Information					
Permanent Salaries	17,199,407	21,665,448	22,048,557	22,784,057	735,500
Temporary Salaries	105,194	322,500	322,500	322,500	0
Permanent Overtime	167,687	148,000	148,000	148,000	0
Deferred Comp	154,020	251,880	268,620	268,620	0
Comp & SDI Recoveries	(148,951)	(175,000)	(175,000)	(175,000)	0
FICA/Medicare	1,269,783	1,657,123	1,660,180	1,715,080	54,900
Ret Exp-Pre 97 Retirees	61,227	85,000	85,000	85,000	0
Retirement Expense	5,427,440	6,901,031	6,871,779	7,096,779	225,000
Excess Retirement	3,657	0	0	0	0
Employee Group Insurance	2,534,028	3,559,326	3,455,814	3,569,814	114,000
Retiree Health Insurance	1,437,477	1,453,392	1,514,807	1,514,807	0
OPEB Pre-Pay	979,351	947,410	981,611	981,611	0
Unemployment Insurance	46,548	47,658	11,014	11,014	0
Workers Comp Insurance	1,066,328	1,319,060	147,585	152,185	4,600

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-

Public Works

General Government

outs to operating divisions. It also includes all overhead expenses for the department, including services and supplies.

Public Works Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$48,161,017
Financing:		46,985,619
Net County Cost:		1,175,398
Funding Sources:		
Reimb Gov/Gov	79.4%	38,241,202
Transfers	15.3%	7,389,417
Charges for Svc	2.2%	1,059,000
Miscellaneous	0.6%	296,000
General Fund	2.5%	1,175,398
FTE: 279.8		

County Drainage Maintenance

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Services And Supplies	503,321	671,968	686,468	686,468	0
Other Charges	(1)	32	32	32	0
Expenditure Transfers	167,750	58,000	33,500	33,500	0
Expense Total	671,070	730,000	720,000	720,000	0
Revenue					
Other Local Revenue	18,477	30,000	20,000	20,000	0
Revenue Total	18,477	30,000	20,000	20,000	0
Net County Cost (NCC):	652,593	700,000	700,000	700,000	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		9%	(1%)	0%	
% Change in Total Rev		62%	(33%)	0%	
% Change in NCC		7%	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:		\$720,000
Financing:		20,000
Net County Cost:		700,000
Funding Sources:		
Reimbursement		
Gov/Gov	2.8%	\$20,000
General Fund	97.2%	700,000

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Facilities Maintenance

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	18,564,710	23,454,949	24,038,083	24,659,083	621,000
Services And Supplies	53,018,220	52,939,374	56,860,767	56,860,767	0
Other Charges	33,556,666	34,144,801	40,626,518	40,626,518	0
Fixed Assets	279,387	389,000	240,000	240,000	0
Expenditure Transfers	(59,563,074)	(63,825,101)	(74,057,875)	(74,678,875)	(621,000)
Expense Total	45,855,909	47,103,023	47,707,493	47,707,493	0
Revenue					
Other Local Revenue	46,629,431	46,959,023	47,707,493	47,707,493	0
Revenue Total	46,629,431	46,959,023	47,707,493	47,707,493	0
Net County Cost (NCC):	(773,523)	144,000	0	0	0
Allocated Positions (FTE)	177.0	192.0	192.0	199.0	7.0
Financial Indicators					
Salaries as % of Total Exp	40%	50%	50%	52%	
% Change in Total Exp		3%	1%	0%	
% Change in Total Rev		1%	2%	0%	
% Change in NCC		(119%)	(100%)	(0%)	
Compensation Information					
Permanent Salaries	9,449,855	12,676,270	13,206,771	13,655,351	448,580
Temporary Salaries	509,992	278,724	498,724	498,724	0
Permanent Overtime	1,137,822	800,173	1,125,173	1,125,173	0
Deferred Comp	54,460	118,980	140,580	140,580	0
Comp & SDI Recoveries	(48,163)	(72,610)	(72,610)	(72,610)	0
FICA/Medicare	814,518	970,633	1,010,348	1,044,666	34,318
Ret Exp-Pre 97 Retirees	31,828	33,178	33,178	33,178	0
Retirement Expense	2,828,037	3,907,111	3,970,672	4,105,540	134,868
Employee Group Insurance	1,509,609	2,459,955	2,433,512	2,433,512	0
Retiree Health Insurance	1,138,914	1,064,790	1,138,915	1,138,915	0
OPEB Pre-Pay	457,635	482,825	457,635	457,635	0
Unemployment Insurance	29,589	27,956	6,610	6,835	225
Workers Comp Insurance	650,613	706,965	88,574	91,583	3,009

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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:	\$122,386,367	
Financing:	122,386,367	
Net County Cost:	0	
Funding Sources:		
Fees	39.0%	\$47,707,492
Transfers	61.0%	74,678,875
FTE: 199.0		

Public Works

General Government

Fleet Services

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Other Charges	0	482,794	540,000	540,000	0
Expense Total	0	482,794	540,000	540,000	0
Revenue					
Other Local Revenue	504,270	482,794	540,000	540,000	0
Revenue Total	504,270	482,794	540,000	540,000	0
Net County Cost (NCC):	(504,270)	0	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		100%	12%	0%	
% Change in Total Rev		(4%)	12%	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:		\$540,000
Financing:		540,000
Net County Cost:		0
Funding Sources:		
Fees Transfers	100.0%	\$540,000

General County Building Occupancy

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Services And Supplies	14,072,739	15,634,748	23,622,619	23,622,619	0
Other Charges	0	8,037,051	0	0	0
Fixed Assets	0	400,000	0	0	0
Expenditure Transfers	90,162	1,284,683	657,639	657,639	0
Expense Total	14,162,902	25,356,482	24,280,258	24,280,258	0
Revenue					
Other Local Revenue	256,795	143,374	156,200	156,200	0
Revenue Total	256,795	143,374	156,200	156,200	0
Net County Cost (NCC):	13,906,107	25,213,108	24,124,058	24,124,058	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		79%	(4%)	0%	
% Change in Total Rev		(44%)	9%	0%	
% Change in NCC		81%	(4%)	0%	

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

General County Building Occupancy Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$24,280,258
Financing:		156,200
Net County Cost:		24,124,058
Funding Sources:		
Fees	0.6%	\$156,200
General Fund	99.4%	24,124,058

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Outside Agency Services

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Services And Supplies	536,685	626,551	557,752	557,752	0
Expenditure Transfers	162,045	139,699	164,512	164,512	0
Expense Total	698,730	766,250	722,264	722,264	0
Revenue					
Other Local Revenue	699,085	766,250	722,264	722,264	0
Revenue Total	699,085	766,250	722,264	722,264	0
Net County Cost (NCC):	(355)	0	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		10%	(6%)	0%	
% Change in Total Rev		10%	(6%)	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:		\$722,264
Financing:		722,264
Net County Cost:		0
Funding Sources:		
Fees	100.0%	\$722,264

Keller Surcharge/Mitigation Program

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Services And Supplies	681,159	407,546	397,546	397,546	0
Expenditure Transfers	(296,098)	(40,000)	(25,000)	(25,000)	0
Expense Total	385,061	367,546	372,546	372,546	0
Revenue					
Other Local Revenue	80,721	75,000	80,000	80,000	0
Revenue Total	80,721	75,000	80,000	80,000	0
Net County Cost (NCC):	304,340	292,546	292,546	292,546	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		(5%)	1%	0%	
% Change in Total Rev		(7%)	7%	0%	
% Change in NCC		(4%)	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:		\$397,546
Financing:		105,000
Net County Cost:		292,546
Funding Sources:		
Fees Charged	20.1%	\$80,000
Transfers	6.3%	25,000
General Fund	73.6%	292,546

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General Government

Print and Mail Services

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	1,783,746	2,103,378	2,064,374	2,064,374	0
Services And Supplies	3,100,160	3,371,014	3,234,810	3,234,810	0
Fixed Assets	0	150,000	0	0	0
Expenditure Transfers	(3,853,604)	(4,789,542)	(4,386,434)	(4,386,434)	0
Expense Total	1,030,302	834,850	912,750	912,750	0
Revenue					
Other Local Revenue	877,531	834,850	912,750	912,750	0
Revenue Total	877,531	834,850	912,750	912,750	0
Net County Cost (NCC):	152,771	(0)	(0)	(0)	0
Allocated Positions (FTE)	20.0	21.0	21.0	21.0	0
Financial Indicators					
Salaries as % of Total Exp	173%	252%	226%	226%	
% Change in Total Exp		(19%)	9%	0%	
% Change in Total Rev		(5%)	9%	0%	
% Change in NCC		(100%)	9%	(0%)	
Compensation Information					
Permanent Salaries	951,499	1,083,343	1,132,167	1,132,167	0
Temporary Salaries	36,001	91,584	91,584	91,584	0
Permanent Overtime	7,038	2,850	2,850	2,850	0
Deferred Comp	17,910	19,260	19,260	19,260	0
Perm Physicians Salaries	84	0	0	0	0
Comp & SDI Recoveries	(2,621)	0	0	0	0
FICA/Medicare	73,873	82,875	86,611	86,611	0
Ret Exp-Pre 97 Retirees	3,228	3,773	3,773	3,773	0
Retirement Expense	289,594	334,257	345,708	345,708	0
Employee Group Insurance	198,241	233,108	229,674	229,674	0
Retiree Health Insurance	98,337	129,302	94,974	94,974	0
OPEB Pre-Pay	49,621	58,632	49,621	49,621	0
Unemployment Insurance	2,688	2,385	566	566	0
Workers Comp Insurance	58,253	62,009	7,586	7,586	0

Description: Print and Mail Services (budget unit 0148) provides copy, printing, graphic design, bindery and duplicating services, U.S.

Mail processing and interoffice mail delivery, and supplies, business forms, and documents to

County departments and other governmental agencies.

Print & Mail Services Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$5,299,184
Financing:		5,299,184
Net County Cost:		0
Funding Sources:		
Fees Charged	17.2%	\$912,750
Transfers	82.8%	4,386,434
FTE: 21.0		

Public Works

General Government

Purchasing

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	719,747	832,165	814,061	897,451	83,390
Services And Supplies	191,208	290,995	336,032	336,032	0
Fixed Assets	5,110	0	0	0	0
Expenditure Transfers	(171,246)	(186,364)	(187,580)	(187,580)	0
Expense Total	744,819	936,796	962,513	1,045,903	83,390
Revenue					
Other Local Revenue	330,852	311,796	337,513	364,903	27,390
Revenue Total	330,852	311,796	337,513	364,903	27,390
Net County Cost (NCC):	413,967	625,000	625,000	681,000	56,000
Allocated Positions (FTE)	6.0	6.0	6.0	7.0	1.0
Financial Indicators					
Salaries as % of Total Exp	97%	89%	85%	86%	
% Change in Total Exp		26%	3%	9%	
% Change in Total Rev		(6%)	8%	8%	
% Change in NCC		51%	(0%)	9%	
Compensation Information					
Permanent Salaries	406,432	467,968	491,643	538,791	47,148
Temporary Salaries	17,331	0	0	0	0
Deferred Comp	5,420	6,660	9,480	11,280	1,800
FICA/Medicare	31,578	35,800	37,611	41,188	3,577
Ret Exp-Pre 97 Retirees	1,386	0	0	0	0
Retirement Expense	123,443	147,121	152,858	165,886	13,028
Employee Group Insurance	73,151	92,266	84,114	101,615	17,501
Retiree Health Insurance	18,213	37,084	18,000	18,000	0
OPEB Pre-Pay	16,815	16,815	16,815	16,815	0
Unemployment Insurance	1,145	1,030	246	269	23
Workers Comp Insurance	24,833	27,423	3,294	3,607	313

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:	\$1,233,483	
Financing:	552,483	
Net County Cost:	681,000	
Funding Sources:		
Fees Charged	21.4%	\$264,430
Rebates	8.2%	100,473
Transfers	15.2%	187,580
General Fund	55.2%	681,000
FTE: 7.0		

Public Works

General Government

Road Construction

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Services And Supplies	1,067,595	2,593,000	2,502,000	2,502,000	0
Other Charges	217,776	205,000	1,000,000	1,000,000	0
Expenditure Transfers	50,707	5,000	0	0	0
Expense Total	1,336,078	2,803,000	3,502,000	3,502,000	0
Revenue					
Other Local Revenue	1,077,485	2,009,000	3,043,000	3,043,000	0
Federal Assistance	258,593	794,000	459,000	459,000	0
Revenue Total	1,336,078	2,803,000	3,502,000	3,502,000	0
Net County Cost (NCC):	0	0	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		110%	25%	0%	
% Change in Total Rev		110%	25%	0%	
% Change in NCC		(100%)	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:	\$3,502,000	
Financing:	3,502,000	
Net County Cost:	0	
Funding Sources:		
Federal	13.1%	\$459,000
Local Revenue	86.9%	3,043,000

Fleet Services Internal Service Fund Summary

Internal Service Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	2,002,658	2,678,182	2,595,927	2,595,927	0
Services And Supplies	7,581,107	7,150,055	7,463,989	7,463,989	0
Other Charges	3,374,216	3,163,921	3,546,206	3,546,206	0
Fixed Assets	0	2,817,215	3,375,000	3,375,000	0
Expenditure Transfers	(1,104,512)	(1,252,999)	(1,443,878)	(1,443,878)	0
Expense Total	11,853,469	14,556,374	15,537,244	15,537,244	0
Revenue					
Other Local Revenue	13,131,527	14,556,374	15,537,244	15,537,244	0
Revenue Total	13,131,527	14,556,374	15,537,244	15,537,244	0
Net Fund Cost (NFC):	(1,278,058)	0	0	0	0
Allocated Positions (FTE)					
	18.0	21.0	21.0	21.0	0.0
Financial Indicators					
Salaries as % of Total Exp	17%	18%	17%	17%	
% Change in Total Exp		23%	7%	0%	
% Change in Total Rev		11%	7%	0%	
% Change in NCC		(100%)	(96%)	0%	
Compensation Information					
Permanent Salaries	943,278	1,424,653	1,475,158	1,475,158	0
Temporary Salaries	195,073	0	10,000	10,000	0
Permanent Overtime	88,824	60,000	60,000	60,000	0
Deferred Comp	16,020	19,020	28,020	28,020	0
Comp & SDI Recoveries	(56,736)	0	0	0	0
Vacation/Sick Leave Accrual	12,632	0	0	0	0
FICA/Medicare	87,785	108,981	112,850	112,850	0
Ret Exp-Pre 97 Retirees	3,146	4,525	4,525	4,525	0
Retirement Expense	279,873	428,313	439,297	439,297	0
Employee Group Insurance	174,120	309,462	281,650	281,650	0
Retiree Health Insurance	107,300	168,000	97,535	97,535	0
OPEB Pre-Pay	76,272	76,272	76,272	76,272	0
Unemployment Insurance	3,159	3,143	738	738	0
Workers Comp Insurance	71,912	75,814	9,884	9,884	0

Public Works

General Government

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

Fleet Services ISF Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$16,981,122
Financing:		16,981,122
Net Fund Cost:		0
Funding Sources:		
Fees Charged	91.5%	\$15,537,244
Transfers	8.5%	1,443,878
FTE: 21.0		

Public Works General Government

Road Fund Summary

Road Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Services And Supplies	15,052,667	28,963,555	25,972,678	25,972,678	0
Other Charges	2,461,152	2,302,894	2,810,241	2,810,241	0
Fixed Assets	598,854	800,000	1,000,000	1,000,000	0
Expenditure Transfers	25,092,220	22,507,000	26,015,000	26,015,000	0
Expense Total	43,204,893	54,573,449	55,797,919	55,797,919	0
Revenue					
Other Local Revenue	14,032,389	19,557,736	13,021,702	13,021,702	0
Federal Assistance	11,948,716	7,617,800	7,248,258	7,248,258	0
State Assistance	18,862,844	26,608,592	35,527,959	35,527,959	0
Revenue Total	44,843,948	53,784,128	55,797,919	55,797,919	0
Net Fund Cost (NFC):	(1,639,056)	789,321	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		26%	2%	0%	
% Change in Total Rev		20%	4%	0%	
% Change in NCC		(148%)	(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:		\$30,508,919
Financing:		19,161,960
Net Fund Cost:		11,346,959
Funding Sources:		
Federal Funding	22.0%	\$6,702,258
Misc Govt	21.1%	6,446,000
Misc. Road Svcs	18.4%	5,609,264
Charges for Svc	1.2%	385,438
Miscellaneous	0.1%	19,000
Net Fund Cost	37.2%	11,346,959

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:		\$25,289,000
Financing:		1,083,000
Net Fund Cost:		24,206,000
Funding Sources:		
Charges for Svc	0.1%	\$20,000
Miscellaneous	4.2%	1,063,000
Net Fund Cost	95.7%	24,206,000

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:		35,552,959
Net Fund Cost:		(35,552,959)
Funding Sources:		
Interest Earnings	0.1%	\$25,000
Hwy Taxes	42.6%	15,128,968
Other State Rev.	57.3%	20,398,991

Public Works Land Development

Land Development Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Services And Supplies	249,140	221,500	301,100	301,100	0
Other Charges	31,764	36,000	35,000	35,000	0
Expenditure Transfers	2,767,267	2,607,750	2,800,000	2,800,000	0
Expense Total	3,048,171	2,865,250	3,136,100	3,136,100	0
Revenue					
Other Local Revenue	3,055,921	2,857,500	3,136,100	3,136,100	0
Revenue Total	3,055,921	2,857,500	3,136,100	3,136,100	0
Net Fund Cost (NFC):	(7,750)	7,750	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		(6%)	9%	0%	
% Change in Total Rev		(6%)	10%	0%	
% Change in NCC		(200%)	(100%)	0%	

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

Public Works Land Development Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$3,136,100
Financing:		3,136,100
Net Fund Cost:		0
Funding Sources:		
Development Fees	100.0%	\$3,136,100

Public Works

General Government

Airport Enterprise Fund Summary

Airport Enterprise Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	1,993,569	2,430,550	2,648,477	2,648,477	0
Services And Supplies	1,351,753	1,555,905	1,595,137	1,595,137	0
Other Charges	1,494,312	298,867	463,968	463,968	0
Fixed Assets	0	1,153,312	1,747,500	1,747,500	0
Expenditure Transfers	206,801	271,500	179,700	179,700	0
Expense Total	5,046,434	5,710,134	6,634,782	6,634,782	0
Revenue					
Other Local Revenue	5,241,249	4,379,884	5,002,153	5,002,153	0
Federal Assistance	1,468,450	810,000	509,375	509,375	0
State Assistance	100,622	20,250	12,734	12,734	0
Revenue Total	6,810,321	5,210,134	5,524,262	5,524,262	0
Net Fund Cost (NFC):	(1,763,887)	500,000	1,110,520	1,110,520	0
Allocated Positions (FTE)	17.0	17.0	17.0	17.0	0
Financial Indicators					
Salaries as % of Total Exp	40%	43%	40%	40%	
% Change in Total Exp		13%	16%	0%	
% Change in Total Rev		(23%)	6%	0%	
% Change in NCC		(128%)	122%	0%	
Compensation Information					
Permanent Salaries	972,820	1,216,948	1,350,038	1,350,038	0
Temporary Salaries	2,017	0	0	0	0
Permanent Overtime	98,649	58,000	48,000	48,000	0
Deferred Comp	11,715	17,460	18,480	18,480	0
Vacation/Sick Leave Accrual	9,555	25,000	25,000	25,000	0
FICA/Medicare	41,803	56,256	100,992	100,992	0
Ret Exp-Pre 97 Retirees	5,934	6,200	6,225	6,225	0
Retirement Expense	528,017	644,855	723,319	723,319	0
Employee Group Insurance	119,162	185,421	224,152	224,152	0
Retiree Health Insurance	122,025	130,000	129,051	129,051	0
OPEB Pre-Pay	13,500	13,500	13,500	13,500	0
Unemployment Insurance	2,889	2,677	675	675	0
Workers Comp Insurance	65,483	74,234	9,045	9,045	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:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$6,634,782	
Financing:	5,524,262	
Net Fund Cost:	1,110,520	
Funding Sources:		
Interest Earnings	0.1%	\$9,500
Aviation Ops.	83.1%	5,514,762
Fund Balance	16.8%	1,110,520
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
- 0664 – Walden Green Maintenance
- 0699 – Tosco/Solano Transportation Mitigation

Other Special Revenue Fund Summary			
Service:			Discretionary
Level of Service:			Mandatory
Expenditures:			\$3,924,729
Financing:			555,000
Net Fund Cost:			3,369,729
Funding Sources:			
Licenses, Permits,			
Franchises	10.3%		\$404,000
Earnings on Invest.	1.8%		71,000
Charges for Svc	2.0%		80,000
Fund Balance	85.9%		3,369,729

Development Funds

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

The budget units included are:

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

0682 – Road Improvement Fee

Development Funds Summary			
Service:			Discretionary
Level of Service:			Mandatory
Expenditures:			\$7,972,990
Financing:			5,702,300
Net Fund Cost:			2,270,690
Funding Sources:			
Licenses, Permits,			
Franchises	2.5%		\$200,000
Earnings on Invest.	4.8%		380,000
Charges for Svc	26.6%		2,122,300
Misc Revenue	37.6%		3,000,000
Fund Balance	28.5%		2,270,690

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).

Public Works General Government

SPRW Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$4,345,174	
Financing:	473,964	
Net Fund Cost:	3,871,210	
Funding Sources:		
Investment earnings		
& real estate rental 10.2%	\$440,964	
Misc Revenue 0.8%	33,000	
Fund Balance 89.0%	3,871,210	

AOB/Development Fee Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$1,643,000	
Financing:	2,534,100	
Net Fund Cost:	(891,100)	
Funding Sources:		
Earnings on Invest 8.8%	\$144,700	
Developer Fees 139.3%	2,289,400	
Miscellaneous 6.1%	100,000	
Fund Balance (54.2%)	(891,100)	

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:	\$5,656,034	
Financing:	120,000	
Net Fund Cost:	5,536,034	
Funding Sources:		
Earnings on Invest. 2.1%	\$120,000	
Fund Balance 97.9%	5,536,034	

Area of Benefit Fees/Road Development Fees

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

CAO's Recommendation

General Fund

The fiscal year 2018-19 baseline budget decreased by a general fund net of (\$1,233,051).

A total of \$1,233,051 in one-time money was eliminated from the baseline budget from the following current year projects: \$252,000 for 4th quarter billings from the Joint Occupancy Agreement for County managed Court facilities; \$37,051 for an adjustment on the debt service for EOC and new Administration building; \$400,000 for new office space for the County Supervisor of District V; \$400,000 for work on the Antioch Memorial Building roof; and \$144,000 for new vehicles for alarms maintenance staff.

Personnel costs decreased overall by \$318,596 mainly due to a 5.4% decrease in workers compensation charges. The total salary and benefit costs for FY 2018-19 includes an across-the-board 3% cost of living increase along with increases for costs of temporary salaries and permanent overtime. Services and Supplies increased by approximately \$486,546 to reflect anticipated costs for utilities and building maintenance. These costs are recovered primarily through a combination of charges for services and intergovernmental revenue. Revenue increased by \$167,950.

Public Works

General Government

The fiscal year 2018-19 recommended budget increased by a general fund net of \$56,000. The increase reflects the general fund portion of 15 additional positions recommended to address staffing needs in the coming year.

The Department requested 9 positions for the general Public Works division: 1 Personnel Services Assistant to meet staffing needs; 1 Accountant to meet the increased number and scope of special projects and grants; 2 Engineering Technicians for the planning and development of road, capital, flood control and airport projects; 1 Traffic Safety Investigator to proactively inspect the 663 miles of County roads; 1 Sr Watershed Management Planning Specialist to address the needs of the watershed program and Regional Board deadlines; 1 Engineering Records Technician for record maintenance and public record requests; 2 Geographic Information Systems technicians for tracking and reporting for the Clean Water Municipal Regional Permit; and the cancelation of 1 Computer Aided Drafting Operator which was determined to be an outdated classification lacking in the skillsets needed to deliver capital, road, flood control and airport projects.

The Facilities Maintenance division requested 5 additional positions: 1 Assistant Capital Facilities Manager to meet the increased needs of building facilities and tenant improvements; 2 Roofers to perform regular preventative maintenance on nearly 200 buildings as well as coordination of roof replacement projects; and 2 Painters to do preventative maintenance work and assist with the nearly 300 open work orders for painting services. Additionally, 2 facilities workers will be added to augment staffing for work on the Hospital and Clinics.

The Purchasing division requested 1 additional Buyer position to handle increased workload from County departments. This will allow the division to assist County departments with RFPs and RFQs as well as implement additional cost savings with countywide contracts.

The additional recommended positions are to be funded by a combination of charges to Special Revenue and Special District funds, overhead, and charges to customers for requested projects. The Buyer is the only position to result

in an increased General Fund contribution of \$56,000.

The County Administrator recommends the additional positions to meet the needs of capital, road, flood control and airport projects as well as the needs of County departments in fiscal year 2018-19 and beyond.

Fleet Internal Service Fund

The baseline budget for Fleet Services (Internal Service Fund) increased by \$980,870, reflecting estimated vehicle purchases and repairs in fiscal year 2018-19. Departments with vehicles assigned to the Fleet Internal Service fund are charged a monthly base fee, a per-mile fee and actual fuel costs. The monthly base fee represents the costs of insurance, management, depreciation, and vehicle replacement. The mileage charge consist of maintenance and repair costs (parts and labor).

Road Fund

The baseline expenditures for the Road Fund increased by \$1,224,470 and revenue increased by \$2,013,791 (a net decrease of \$789,321) due to Road Maintenance and Rehabilitation (RMRA) funding from SB 1 revenue and unanticipated FEMA storm charges. The additional revenues from SB1 will be used to address years of unfunded road maintenance, rehabilitation, and critical safety projects as well as to invest in "Complete Streets" projects uniquely tailored to the need, preferences and functions of the people of Contra Costa County. Funds will be used for general road maintenance, road capital improvement, traffic program, road engineering, and road information and services.

Land Development Fund

The Land Development Fund, which supports engineering functions, increased revenues and expenditures by \$278,600 and \$270,850, respectively, (a net decrease of \$7,750) 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 increased expenditures by \$924,648 and revenue by

\$314,128 for a net increase of \$610,520. The budget reflects increased salaries and benefits, including a 3% cost of living increase, as well as increase in appropriations for planned capital improvement projects. Revenue increased from aviation operations (rent and concessions) as well as fund balance carried over from prior years.

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 2017 we identified several opportunities for transportation grants and were successful in generating approximately \$8 million in additional funding. Our efforts resulted in receiving almost \$31 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. On June 30, 2017, we just met our trash reduction goal of 70%. The next trash goal will be a theoretical reduction of 80% by June 2019.
- Continued participation in the National Flood Insurance Program Community Rating System (CRS) and based on 2016 and 2017 Department efforts, achieved a greater CRS rating of Class 5. This improvement increases discounts on flood insurance premiums for residents in Special Flood Hazard Areas from 20% to 25%, effective May 1, 2018.
- Completed approximately 30 county capital building projects in 2017. 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 Emergency and Imaging Department Expansion and Reconfiguration on the Third Floor at Contra Costa Regional Medical Center.
- Completed Family Practice Clinic Expansion at Pittsburg Health Center.
- Completed Renovation and Remodeling at the Finance Building.
- Completed Multiple Security Upgrade projects at the West County Detention Facility.
- Completed Bridging Documents for new Emergency Operations Center/Public Safety Building and New County Administration Building which are now being used for the RFQ/RFP and DBE procurement.
- Completed grant application for West County Reentry, Treatment and Housing Facility under SB 844. Application was successful and BSCC awarded grant in the amount of \$70 million. County has allocated \$25 million towards the project. Detailed programming has been completed. Project is now in design.
- Capital Projects Management has a total of 81 funded projects valued at approximately \$306 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.

Public Works

General Government

- Completed and celebrated the construction of 4 East Bay Regional Park District Measure WW park projects with the unincorporated communities of Alamo, El Sobrante, San Pablo and one in the Iron Horse Corridor. The one remaining Measure WW project will be completed in 2018 upon receipt of utility service (PG&E power), anticipated in Spring 2018.
- **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 2017 there were zero safety deviations that were not aviation or pilot related. This is down from three (3) the previous year. This reduction can be attributed to the new security fencing, security signage, and video surveillance system installed in 2017. Staff will continue to evaluate and implement additional security features and protocols as appropriate.
- **Fleet Services:** Continuing 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.
- **Emergency Response:** The department responded to the emergencies created by three federally declared emergencies in January and February 2017. As part of the response the Department successfully cleared localized mudslides and flooding in various locations throughout the county. In addition the Department completed two large repair projects on Morgan Territory Road and Alhambra Valley Road with construction costs of approximately \$6 million dollars combined. We continue to work with FHWA and FEMA to receive reimbursement for a considerable portion of our costs. The Department also responded to isolated storm damage issues within our

County buildings, responding to flooding damage and repair work orders, keeping facilities operational for our fellow county departments and the public.

- **Health Services:** CCRMC and Clinic repairs: Our Department worked with Health Services to address issues identified by state inspectors in response to facility issues at the hospital and clinics throughout the County. Facilities Services staff worked to address a multitude of items in a relatively short period of time. Health Services received notice from by the Center of Medicare and Medicaid Services (CMS) that CCRMC successfully passed the CMS validation survey in January 2018.

Administrative and Program Goals

- **Recruitment/Retention and Succession Planning:** With the improved economy, increased requests from county departments for work and additional gas taxes (SB1), we are seeing more competition in attracting and retaining qualified staff in many classifications throughout the Department. We are looking at ways to better recruit, retain, and prepare staff to meet the Department’s goals and deliver our mission. We continue to review Department initiatives to include and improve work/life balance, employee morale and “fun in the workplace.” Staff workload has increased and we look to ways to improve the intangible benefits we can provide to increase retention for our staff. We will develop a training program that looks at Department needs and employees’ needs for professional development. We also anticipate a large number of senior level staff retirements in the next 2-7 years and succession planning is a priority to ensure we have staff ready to move into leadership positions. There are multiple challenges related to succession planning including our ability to hire qualified staff, train them, and provide appropriate levels of experience given workload demands and recruiting sufficiently to provide the experience level to succeed years of experience.

- **Clean Water (Municipal Regional Permit 2.0):** To comply with the Municipal Regional Permit related to stormwater 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/Flood Control 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. This past year the state successfully passed the SB 231 that is the first step in making stormwater a utility. Any stormwater utility will be challenged in court, so it is anticipated this will be a very slow process statewide to develop a reliable funding stream. Our Flood Control District is continuing with the Facility Condition Assessment of our drainage facilities. Once complete, this will allow us to better understand long term maintenance needs for these facilities and identify future needs in greater detail.
- **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. As part of this effort, we are also looking at ways to improve fee collection and upgrade our joint billing system used by Public Works and Conservation and Development. Many of our Special Districts are underfunded for the level of service desired by the communities. We continue to work with our constituents and Board members to explain our funding constraints and define fiscally responsible levels of service that are acceptable to all.
- **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 improvement 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 technology available 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

Public Works

General Government

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.

- **Creating a Better Built Environment:** With the public wanting a more diverse transportation network, and the need to implement Climate Action Plan goals with County buildings and facilities, 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 and County Administrators Office to implement the Climate Action Plan (CAP) adopted by the Board of Supervisors in 2016.
- **Transportation and Building Infrastructure Funding:** Contra Costa County Public Works is responsible for our County's road network and our job continues to be difficult with the limited funding resources. This is a statewide problem and there has been 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 funding to adequately maintain a safe, efficient transportation network that serves vehicles, bicycles and pedestrians. Senate Bill 1 (SB1) provides additional funding to repair our failing roadway infrastructure but it is facing a recall effort which will have a devastating effect on our ability to maintain an aging road system. On the County building side, 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 2018.

- **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 2018-19 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	9.0	\$884,000	Add 1 Personnel Svcs Asst III, 1 Accountant, 2 Engineering Tech, 1 Traffic Safety Investigator, 1 Sr Watershed Mgmt Planning Spec, 1 Engineering Records Tech, 2 GIS Tech, 1 Engineer, -1 CAD Operator to meet the increased staffing needs of the Department.
2	1	Public Works	Revenue	0.0	(\$884,000)	Increased charges to Road and Flood Control Funds to offset staffing costs.
3	13	Purchasing	Salaries and Benefits	1.0	\$83,390	Add 1 Buyer to handle increased requests from County Departments.
4	13	Purchasing	Charge-outs	0.0	(\$27,390)	Charges to non-General Fund Departments (33% of total cost) to fund the increase in staff.
5	18	Facilities Maintenance	Salaries and Benefits	7.0	\$621,000	Add 1 Asst Capital Facilities Project Mgr, 2 Roofers, 2 Painters, 2 facilities workers to meet the increased need for facilities maintenance.
6	18	Facilities Maintenance	Charge-outs	0.0	(\$621,000)	Increased charges anticipated from requested projects to fund additional staff.
			Total	17.0	\$56,000	

Public Works
General Government

Treasurer –Tax Collector
General Government

Russell V. Watts, Treasurer

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	3,427,568	3,877,129	3,958,471	3,958,471	0
Services And Supplies	1,491,396	1,567,511	1,544,299	1,544,299	0
Other Charges	5,928	6,500	6,500	6,500	0
Fixed Assets	24,119	120,000	0	0	0
Expenditure Transfers	(1,577)	840	2,595	2,595	0
Expense Total	4,947,434	5,571,980	5,511,865	5,511,865	0
Revenue					
Other Local Revenue	3,102,351	2,988,980	3,108,865	3,108,865	0
Revenue Total	3,102,351	2,988,980	3,108,865	3,108,865	0
Net County Cost (NCC):	1,845,083	2,583,000	2,403,000	2,403,000	0
Allocated Positions (FTE)					
	29.5	29.5	29.5	29.5	0
Financial Indicators					
Salaries as % of Total Exp	69%	70%	72%	72%	
% Change in Total Exp		13%	(1%)	0%	
% Change in Total Rev		(4%)	4%	0%	
% Change in NCC		40%	(7%)	0%	
Compensation Information					
Permanent Salaries	1,917,289	2,156,092	2,217,663	2,217,663	0
Temporary Salaries	16,579	9,501	9,501	9,501	0
Permanent Overtime	731	1,000	1,000	1,000	0
Deferred Comp	40,170	39,060	36,840	36,840	0
FICA/Medicare	137,825	165,420	162,574	162,574	0
Ret Exp-Pre 97 Retirees	6,709	7,000	7,000	7,000	0
Retirement Expense	594,644	700,196	711,101	711,101	0
Employee Group Insurance	281,489	356,300	338,576	338,576	0
Retiree Health Insurance	230,286	234,610	240,206	240,206	0
OPEB Pre-Pay	143,729	143,729	143,729	143,729	0
Unemployment Insurance	4,718	4,757	1,112	1,112	0
Workers Comp Insurance	53,399	59,465	89,169	89,169	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, 2018, the Treasury managed over \$3.79 billion in its investment pool.

Treasurer Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$1,499,227	
Financing:	233,900	
Net County Cost:	1,265,327	
Funding Sources:		
Investment Fees	15.6%	\$233,900
General Fund	84.4%	1,265,327
FTE: 8.4		

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:	\$3,847,282	
Financing:	2,751,400	
Net County Cost:	1,095,882	
Funding Sources:		
Property Svc Cost	14.0%	\$537,400
Tax Admin. Fees	41.1%	1,583,000
Other Admin Fees	7.0%	268,000
State	9.4%	363,000
General Fund	28.5%	1,095,882
FTE: 19.8		

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:	\$165,356	
Financing:	123,565	
Net County Cost:	41,791	
Funding Sources:		
Administrative Fees	70.7%	\$117,000
License Fees	4.0%	6,565
General Fund	25.3%	41,791
FTE: 1.3		

CAO’s Recommendation

Baseline Budget

The baseline net County cost decreased by \$180,000 from the FY 2017-18 Adjusted Budget. The decrease of appropriations reflects the elimination of restricted prior year fund balance and Venture Capital money received in FY 2017-18. These appropriations are considered one-time in nature and are removed from the baseline for budget development.

Salary and benefits costs increased by \$81,342 and are mainly due to increases in negotiated Cost-of-Living-Adjustments, retirement benefits, and workers compensation. Other operating costs increased by \$38,543 mainly due to an increase of interdepartmental charges for data processing services.

Revenues are estimated to increase by \$119,885 mainly due to an increase to investment service fees.

Recommended Budget

The recommended net County cost of \$2,403,000 will provide the funding necessary to maintain mandated services in FY 2018-19.

Performance Measurement

The Treasurer-Tax Collector's Office issued 371,191 Secured and 43,433 Unsecured tax bills through February 16, 2018. Collections through February 16, 2018 were 66.20% of secured taxes and 97.26% of unsecured taxes, which is 6.23% and 0.14% greater than the same timeframe last year respectively. The collaboration with the California Franchise Tax Board Personal Income Tax Intercept program resulted in \$76,308.88 of tax revenues that otherwise may have been uncollectible. The department completed \$53.5 billion in banking transactions, processed \$7.5 billion deposits and funded \$7.11 billion warrants during the FY 2016-2017. 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 Treasurer-Tax Collector's efforts to promote paperless billing and online payment processing continues to exceed the prior years' adoption levels. With minimal advertising, there were 105,037 electronic transactions resulting in more than \$423 million in property tax payments for FY 2016-2017. Through February 20, 2018 there were 83,365 transactions for over \$377 million which is a 31.3% increase in transactions and nearly \$123 million in property tax revenues from the same period ending on February 20, 2017. The Electronic Billing service subscriptions increased by 2,296 subscribers from the same time last year resulting in approximately \$6,000 savings from not having to generate and mail paper tax bills. The Electronic Reminder service sends an email reminder two weeks before each delinquent date on secured bills and serves 20,449 subscribers or 5.5% of all secured tax bills contributing to more timely payments of property taxes. The Treasurer-Tax Collector's office, in collaboration with the Department of Information Technology is in the process of replacing aged web servers that the public accesses for electronic property tax payments as well as a variety of information regarding secured and unsecured property taxes. Implementation is scheduled for early March 2018 and will increase performance and reliability for the Treasurer-Tax Collector's website and property tax payment portal.

Although Contra Costa County exceeds the State average proportion of property taxes paid, defaulted property taxes still tend to run about 1% of the secured tax roll. There has been a significant decrease in defaulted taxes since FY 2011-2012. The Treasurer-Tax Collector has increased the public's awareness of their defaulted taxes through proactive measures in the early years of default. Nonetheless, many properties do reach the statutory timeframe for default and become eligible for sale of the property at public auction. Prior to FY 2013-2014, the Tax Collector held public auctions in person which would result in the sale of only a few parcels at best. In July 2013, the Tax Collector contracted with an online auction company and has held eight online auctions resulting in 139 parcels sold generating nearly

Treasurer –Tax Collector

General Government

\$3.7 million in revenues that may have been otherwise uncollected. The Treasurer-Tax Collector's office will issue a Request for Proposal in the near future to retain the current vendor or move to a more cost effective vendor for online auctions of tax defaulted properties.

The Treasurer-Tax Collector's office has implemented a software application for the development of Standard Operating Procedures (SOP) detailing job tasks and duties. While the SOP will be a dynamic application, evolving as job tasks and duties change, it will also serve as a useful tool for the onboarding of new employees as well as a valuable reference for administrative staff. Included in job tasks and duties of the Treasurer-Tax Collector's staff, annual training for effective customer service and ergonomics is required of all staff. Quarterly, staff participates in Cardiopulmonary Resuscitation (CPR) and Automated External Defibrillator (AED) training as well as emergency evacuation training when scheduled by the Building Warden.

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 and Human Services

Table Description

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

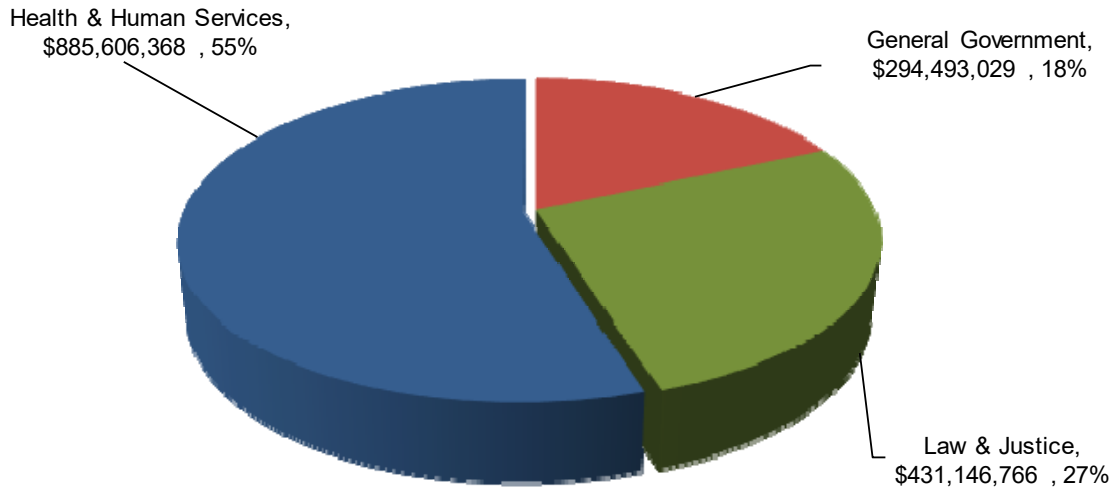
Department, and Veterans Services. These data do not include expenditures, revenues, or FTEs for the Contra Costa Regional Medical Center and Clinics Enterprise Fund (EF1), the Contra Costa Health Plan Enterprise Funds (EF2/EF3) nor any other fund other than the General Fund.

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	327,128,704	381,155,778	397,519,159	394,275,073	(3,244,086)
Services And Supplies	284,763,189	329,837,361	331,518,564	332,768,564	1,250,000
Other Charges	160,640,108	169,247,802	171,050,986	171,050,986	0
Fixed Assets	1,940,884	1,470,000	1,074,952	1,074,952	0
Expenditure Transfers	(7,328,827)	(16,903,296)	(13,563,208)	(13,563,208)	0
Expense Total	767,144,057	864,807,646	887,600,454	885,606,368	(1,994,086)
Revenue					
Other Local Revenue	185,220,984	218,691,706	235,475,540	235,475,540	0
Federal Assistance	233,401,155	263,404,906	261,735,480	261,735,480	0
State Assistance	232,673,661	263,579,061	265,706,832	265,706,832	0
Revenue Total	651,295,800	745,675,673	762,917,852	762,917,852	0
Net County Cost (NCC):	115,848,257	119,131,973	124,682,602	122,688,516	(1,994,086)
Allocated Positions (FTE)	3,230.7	3,243.6	3,245.0	3,207.8	(37.1)
Financial Indicators					
Salaries as % of Total Exp	43%	44%	45%	45%	
% Change in Total Exp		13%	3%	0%	
% Change in Total Rev		14%	2%	0%	
% Change in NCC		3%	5%	(2%)	
Compensation Information					
Permanent Salaries	186,002,875	221,738,287	231,047,997	229,103,295	(1,944,702)
Temporary Salaries	9,938,051	3,447,717	2,626,271	2,626,271	0
Permanent Overtime	2,060,783	1,187,529	1,639,112	1,639,112	0
Deferred Comp	1,850,935	2,623,307	2,909,186	2,858,552	(50,634)
Hrly Physician Salaries	168,842	159,586	158,954	158,954	0
Perm Physicians Salaries	2,537,932	3,280,750	4,581,940	4,581,940	0
Perm Phys Addnl Duty Pay	21,189	25,953	16,934	16,934	0
Comp & SDI Recoveries	(1,001,506)	(611,446)	(1,020,021)	(1,020,021)	0
FICA/Medicare	14,506,658	17,389,751	18,095,922	17,951,319	(144,603)
Ret Exp-Pre 97 Retirees	671,550	739,700	743,252	743,252	0
Retirement Expense	59,189,525	71,165,154	74,429,900	73,847,838	(582,062)
Employee Group Insurance	27,530,151	35,206,134	36,797,757	36,375,629	(422,128)
Retiree Health Insurance	10,720,275	11,019,059	10,860,743	10,860,743	0
OPEB Pre-Pay	5,041,375	5,080,903	5,080,903	5,080,903	0
Unemployment Insurance	533,654	475,935	141,876	140,904	(972)
Workers Comp Insurance	7,472,907	8,349,364	9,530,339	9,431,353	(98,986)
Labor Received/Provided	(116,492)	(121,905)	(121,906)	(121,905)	1

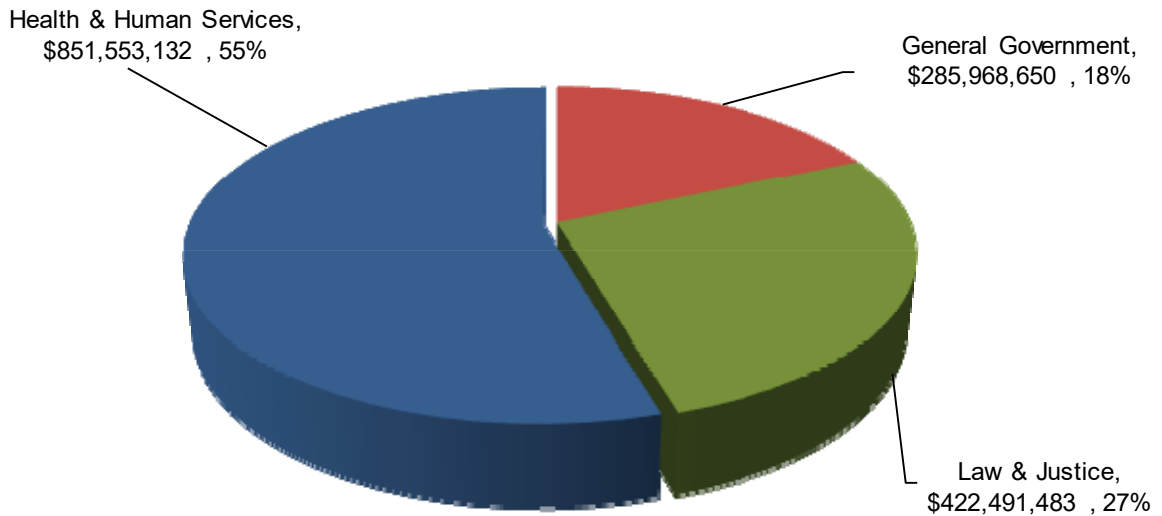
Functional Group Summary

Health and Human Services

FY 2018-19
Recommended General Fund Expenditures



FY 2017-18
Recommended General Fund Expenditures



Department of Child Support Services Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	15,954,795	16,478,612	17,015,904	17,015,904	0
Services And Supplies	1,442,951	854,747	707,767	707,767	0
Other Charges	1,024,086	852,024	796,074	796,074	0
Fixed Assets	0	41,901	0	0	0
Expenditure Transfers	74,118	378,360	249,348	249,348	0
Expense Total	18,495,951	18,605,644	18,769,093	18,769,093	0
Revenue					
Other Local Revenue	(8,604)	45,569	0	0	0
Federal Assistance	18,509,187	18,769,093	18,769,093	18,769,093	0
Revenue Total	18,500,584	18,814,662	18,769,093	18,769,093	0
Net Fund Cost (NFC):	(4,633)	(209,018)	0	0	0
Allocated Positions (FTE)	171.0	171.0	143.0	143.0	0.0
Financial Indicators					
Salaries as % of Total Exp	86%	89%	91%	91%	
% Change in Total Exp		1%	1%	0%	
% Change in Total Rev		2%	0%	0%	
% Change in NCC		4,412%	(100%)	0%	
Compensation Information					
Permanent Salaries	9,187,896	9,642,273	9,935,614	9,935,614	0
Temporary Salaries	136,715	97,840	48,529	48,529	0
Permanent Overtime	74,968	0	14,864	14,864	0
Deferred Comp	78,622	94,590	124,759	124,759	0
Comp & SDI Recoveries	(116,378)	0	0	0	0
FICA/Medicare	669,929	751,973	730,971	730,971	0
Ret Exp-Pre 97 Retirees	32,980	55,818	55,818	55,818	0
Retirement Expense	2,924,211	3,181,084	3,163,274	3,163,274	0
Employee Group Insurance	1,363,097	1,528,942	1,547,519	1,547,519	0
Retiree Health Insurance	637,428	649,271	679,170	679,170	0
OPEB Pre-Pay	725,097	230,097	230,097	230,097	0
Unemployment Insurance	24,944	21,589	6,082	6,082	0
Workers Comp Insurance	215,288	225,136	479,207	479,207	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, and
- 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: 143.0		

CAO's Recommendation

FY 2018-19 Baseline Budget appropriations increased from the FY 2017-18 Budget primarily due to increased Salaries and Benefits expenses related to cost-of-living adjustments and merit step increases. With FY 2018-19 revenues expected to remain flat, expenditure reductions are necessary to offset the increases. The necessary reductions will be met by cancelling four long-time vacant positions in baseline, decreasing the budgeted amount for temporary employees, and decreasing maintenance and equipment expenditures due to a new phone system installed this year. In addition, the department will cancel the contract for the on-site Family Law Facilitator. This was a pilot program to provide the convenience of a Family Law Facilitator in the lobby of the department. With changes at the Superior Court, documents now must be filed at the courthouse. The Superior Court will continue to provide Family Law Facilitators at the courthouse.

Historically, the department has maintained 24 vacant positions to expedite the hiring process when there was an expected vacancy. The expense associated with the positions were decreased from the department's budget annually. In order to accurately represent the department's staffing needs, these vacant positions will be deleted, and the FTE change is shown at the Baseline level.

The Recommended Budget makes no changes to FY 2018-19 Baseline. DCSS recently hired eleven employees. The new staffing level is expected to maintain current service levels.

Child Support Services Health and Human Services

Performance Measurements

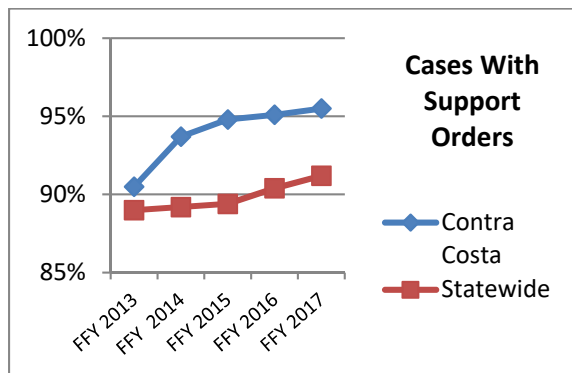
Federal Performance Measurements:

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

1. Child Support Orders

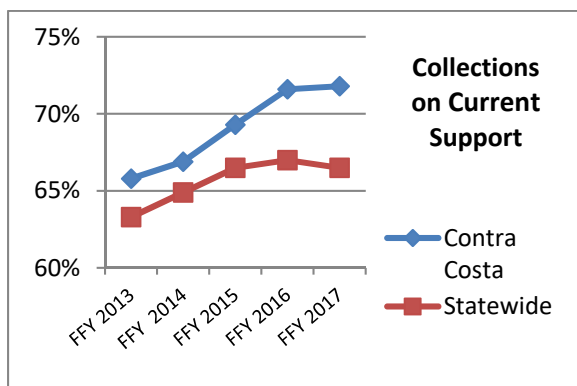
Status of FY 2017 Goals: Achieved 95.5% of cases with a child support order, an increase of .4% over last year.

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.



2. Current Child Support Collections

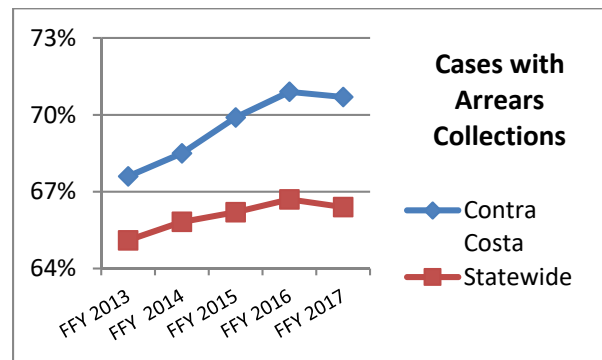
Status of FY 2017 Goals: Achieved 71.8% of cases with current support collected, an increase of 0.3% over last year.



3. Arrears Collections

Status of FY 2017 Goals: Achieved 70.7% of cases with arrearage collections, a slight decrease of 0.3% from last year's performance.

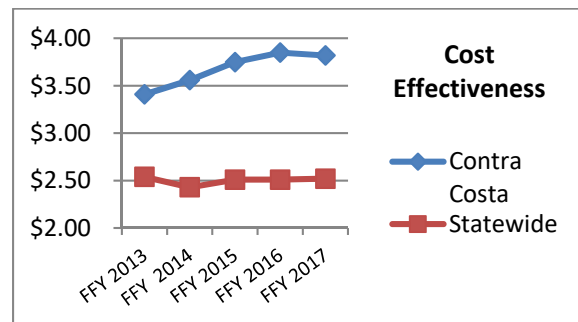
DCSS is focused on engaging parents with delinquent accounts to make child support payments. The statewide average of cases paying on arrears is 66.4%. DCSS has consistently maintained participation above the statewide average.



4. Operational Cost-effectiveness

Status of FY 2017 Goals: Achieved \$3.82 in cost effectiveness, a slight decrease of \$0.03 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 2017, the California State average was \$2.52 collected for each dollar expended. Contra Costa DCSS is 51.5% more effective than the State average, collecting \$3.82 for each dollar spent on operations.



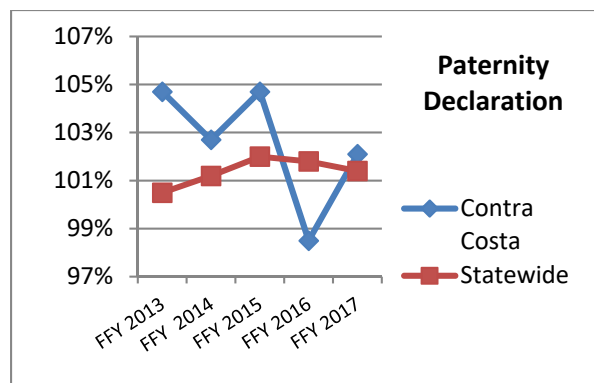
Child Support Services

Health and Human Services

5. Statewide Paternity Establishment Percentage (PEP)

Status of FY 2017 Goals: Achieved 102.1% 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.



Achieve Local Level Performance Goals

Contra Costa County Department of Child Support Services have developed the following local performance goals for FFY 2018:

1. Increase distributed collections by 2% and achieve at least \$3.85 in cost effectiveness;
2. Increase the percentage of current support collected to 72.5%;
3. Increase percentage of cases with arrearages collection to 71.5%;
4. Increase the percentage of cases with child support orders to 96%; and
5. Maintain statewide PEP at 100% or above

Administrative and Program Goals

Achieve Federal Performance Measurements levels established by the State Department of Child Support Services by:

1. Establishing paternity,
2. Increasing the number of cases with established child support orders,
3. Increasing collections on current child support,
4. Increasing collections on cases with arrears, and
5. Improving cost effectiveness.

Employment and Human Services Health and Human Services

Kathy Gallagher, Director

Employment and Human Services All Funds Summary

All Funds	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	198,989,748	215,298,256	220,416,008	217,171,922	(3,244,086)
Services And Supplies	106,031,693	114,007,844	119,321,661	120,571,661	1,250,000
Other Charges	134,052,013	143,784,984	147,855,981	147,855,981	0
Fixed Assets	1,167,643	765,000	388,652	388,652	0
Expenditure Transfers	16,838,143	9,125,840	14,796,893	14,796,893	0
Expense Total	457,079,240	482,981,924	502,779,195	500,785,109	(1,994,086)
Revenue					
Other Local Revenue	82,872,599	97,598,720	111,750,453	111,750,453	0
Federal Assistance	158,632,121	161,657,886	160,601,315	160,601,315	0
State Assistance	193,663,218	199,841,161	201,523,341	201,523,341	0
Revenue Total	435,167,938	459,097,767	473,875,109	473,875,109	0
Net Fund Cost (NFC):	21,911,302	23,884,157	28,904,086	26,910,000	(1,994,086)
Allocated Positions (FTE)	2,234.0	2,009.0	2,008.6	1,971.5	(37.1)
Financial Indicators					
Salaries as % of Total Exp	44%	45%	44%	43%	
% Change in Total Exp		6%	4%	0%	
% Change in Total Rev		5%	3%	0%	
% Change in NCC		9%	21%	(7%)	
Compensation Information					
Permanent Salaries	111,497,572	124,816,132	128,543,351	126,598,649	(1,944,702)
Temporary Salaries	7,948,718	1,574,907	1,133,091	1,133,091	0
Permanent Overtime	1,062,061	369,362	819,908	819,908	0
Deferred Comp	1,282,327	1,551,097	1,700,184	1,649,550	(50,634)
Comp & SDI Recoveries	(876,156)	(401,262)	(852,285)	(852,285)	0
FICA/Medicare	8,840,877	9,577,811	9,823,857	9,679,254	(144,603)
Ret Exp-Pre 97 Retirees	386,011	440,890	440,995	440,995	0
Retirement Expense	34,610,039	39,664,859	40,189,563	39,607,501	(582,062)
Employee Group Insurance	17,834,539	20,925,448	21,339,448	20,917,320	(422,128)
Retiree Health Insurance	7,118,485	7,276,022	7,158,931	7,158,931	0
OPEB Pre-Pay	3,559,057	3,559,051	3,559,051	3,559,051	0
Unemployment Insurance	319,110	300,441	65,721	64,749	(972)
Workers Comp Insurance	5,407,108	5,643,497	6,494,194	6,395,208	(98,986)

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
- 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 – Contra Costa Alliance to End Abuse *
- 0585 – Contra Costa Alliance to End Abuse *
- 0586 – Contra Costa Alliance to End Abuse *
(* formerly Zero Tolerance for Domestic Violence)

Special Note to the Reader

Federal, state and state-funded local revenues finance over 95% of the Employment and Human Services Department (EHSD) programs. These revenues come to the County as program-specific allocations from the State, which are determined by the State Legislature. Because EHSD does not currently have the allocations for FY 2018-19, the Department has included revenue based on the Governor’s FY 2018-19 Proposed Budget and historical allocation information. Given the need to analyze the impact of changes in the FY 2018-19 State budget, the Department has used the best information currently available to project its revenue. Should the funding picture change, the Department will return to the Board with information and seek appropriate adjustments to appropriations.

Employment and Human Services Health and Human Services

Employment and Human Services General Fund Summary

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	189,557,958	204,917,335	209,681,817	206,437,731	(3,244,086)
Services And Supplies	102,105,473	108,633,307	114,711,178	115,961,178	1,250,000
Other Charges	128,035,515	137,313,617	141,818,569	141,818,569	0
Fixed Assets	1,167,643	565,000	188,652	188,652	0
Expenditure Transfers	7,433,569	(478,948)	3,772,640	3,772,640	0
Expense Total	428,300,157	450,950,311	470,172,856	468,178,770	(1,994,086)
Revenue					
Other Local Revenue	74,273,279	88,281,650	102,103,387	102,103,387	0
Federal Assistance	157,592,195	160,469,248	159,420,087	159,420,087	0
State Assistance	174,459,668	179,361,413	179,745,296	179,745,296	0
Revenue Total	406,325,142	428,112,311	441,268,770	441,268,770	0
Net County Cost (NCC):	21,975,015	22,838,000	28,904,086	26,910,000	(1,994,086)
Allocated Positions (FTE)	2,112.0	1,888.0	1,890.6	1,853.5	(37.1)
Financial Indicators					
Salaries as % of Total Exp	44%	45%	45%	44%	
% Change in Total Exp		5%	4%	0%	
% Change in Total Rev		5%	3%	0%	
% Change in NCC		4%	27%	(7%)	
Compensation Information					
Permanent Salaries	106,604,218	119,105,991	122,575,845	120,631,143	(1,944,702)
Temporary Salaries	7,018,131	1,286,947	845,131	845,131	0
Permanent Overtime	1,043,002	367,252	817,798	817,798	0
Deferred Comp	1,249,713	1,497,217	1,633,404	1,582,770	(50,634)
Comp & SDI Recoveries	(866,403)	(371,933)	(822,956)	(822,956)	0
FICA/Medicare	8,414,864	9,143,235	9,374,994	9,230,391	(144,603)
Ret Exp-Pre 97 Retirees	371,794	417,193	417,298	417,298	0
Retirement Expense	33,050,926	37,805,807	38,307,982	37,725,920	(582,062)
Employee Group Insurance	16,765,925	19,427,330	19,875,436	19,453,308	(422,128)
Retiree Health Insurance	6,836,448	6,946,069	6,797,437	6,797,437	0
OPEB Pre-Pay	3,559,057	3,559,051	3,559,051	3,559,051	0
Unemployment Insurance	303,456	287,419	61,288	60,316	(972)
Workers Comp Insurance	5,203,069	5,445,757	6,239,110	6,140,124	(98,986)

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
- 0507 – Ann Adler Children and Family Trust
- 0583 – Workforce Development Board
- 0588 – Community Services
- 0581 – Contra Costa Alliance to End Abuse
(formerly 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 Contra Costa Alliance to End Abuse (formerly Zero Tolerance for Domestic Violence).

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 sources.

Employment and Human Services

Health and Human Services

Administrative Services

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	30,948,203	36,178,990	34,296,809	34,116,976	(179,833)
Services And Supplies	21,925,831	20,301,842	20,128,306	20,128,306	0
Other Charges	274,761	314,382	483,355	483,355	0
Fixed Assets	1,167,643	20,000	55,019	55,019	0
Expenditure Transfers	(48,123,074)	(50,504,735)	(48,467,451)	(48,467,451)	0
Expense Total	6,193,363	6,310,479	6,496,038	6,316,205	(179,833)
Revenue					
Other Local Revenue	201,051	0	0	0	0
State Assistance	5,297,951	6,030,132	6,049,215	6,049,215	0
Revenue Total	5,499,001	6,030,132	6,049,215	6,049,215	0
Net County Cost (NCC):	694,362	280,347	446,823	266,990	(179,833)
Allocated Positions (FTE)	214.0	210.0	206.0	204.0	(2.0)
Financial Indicators					
Salaries as % of Total Exp	500%	573%	528%	540%	
% Change in Total Exp		2%	3%	(3%)	
% Change in Total Rev		10%	0%	0%	
% Change in NCC		(60%)	59%	(40%)	
Compensation Information					
Permanent Salaries	14,771,515	18,455,646	17,404,571	17,296,508	(108,063)
Temporary Salaries	955,474	0	0	0	0
Permanent Overtime	72,925	60,582	42,171	42,171	0
Deferred Comp	163,853	217,326	219,000	215,400	(3,600)
Comp & SDI Recoveries	(50,884)	(45,005)	(42,171)	(42,171)	0
FICA/Medicare	1,145,581	1,388,402	1,289,386	1,285,285	(4,101)
Ret Exp-Pre 97 Retirees	54,283	75,732	73,888	73,888	0
Retirement Expense	4,826,864	6,079,723	5,704,407	5,674,297	(30,110)
Employee Group Insurance	1,981,185	2,635,998	2,433,375	2,404,971	(28,404)
Retiree Health Insurance	6,286,553	6,415,847	6,277,587	6,277,587	0
Unemployment Insurance	42,466	41,030	8,702	8,648	(54)
Workers Comp Insurance	733,235	853,710	885,893	880,392	(5,501)
Labor Received/Provided	(34,849)	0	0	0	0

Employment and Human Services

Health and Human Services

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

The FY 2018-19 Recommended Budget includes an overall increase in expenditures of \$5,726 compared to FY 2017-18.

The FY 2018-19 Recommended Budget includes a \$179,833 reduction in salaries and benefits from the Baseline Budget due to the cancellation of two vacant administrative positions.

Administrative Services Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Gross Expenditures:	\$54,783,656	
Financing:	54,516,666	
Net County Cost:	266,990	
Funding Sources:		
Transfers	88.5%	\$48,467,451
State	11.0%	\$6,049,215
General Fund	0.5%	266,990
FTE: 204.0		

Employment and Human Services Health and Human Services

Children and Family Services Bureau

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	36,587,320	43,906,198	46,607,369	49,715,855	3,108,486
Services And Supplies	19,357,293	22,168,404	26,881,742	26,881,742	0
Other Charges	48,088,626	51,037,058	52,115,644	52,115,644	0
Expenditure Transfers	(496,345)	5,180,507	6,210,146	6,210,146	0
Expense Total	103,536,894	122,292,167	131,814,901	134,923,387	3,108,486
Revenue					
Other Local Revenue	40,217,601	54,456,894	63,252,688	63,252,688	0
Federal Assistance	37,002,684	40,127,846	40,661,574	40,661,574	0
State Assistance	25,087,320	24,646,640	27,112,076	27,112,076	0
Revenue Total	102,307,605	119,231,380	131,026,338	131,026,338	0
Net County Cost (NCC):	1,229,288	3,060,787	788,563	3,897,049	3,108,486
Allocated Positions (FTE)	352.5	365.5	372.5	404.5	32.0
Financial Indicators					
Salaries as % of Total Exp	35%	36%	35%	37%	
% Change in Total Exp		18%	8%	2%	
% Change in Total Rev		17%	10%	0%	
% Change in NCC		149%	(74%)	394%	
Compensation Information					
Permanent Salaries	22,215,471	26,728,564	28,562,952	30,465,015	1,902,063
Temporary Salaries	498,020	0	0	0	0
Permanent Overtime	183,006	32,500	207,016	207,016	0
Deferred Comp	186,384	306,180	333,300	384,600	51,300
Comp & SDI Recoveries	(223,283)	0	(206,914)	(206,914)	0
FICA/Medicare	1,679,911	2,044,492	2,184,023	2,329,531	145,508
Ret Exp-Pre 97 Retirees	75,739	4,606	4,493	4,493	0
Retirement Expense	6,728,814	8,357,543	8,775,756	9,319,334	543,578
Employee Group Insurance	3,175,387	4,062,725	4,205,582	4,573,853	368,271
OPEB Pre-Pay	946,860	1,073,027	1,073,027	1,073,027	0
Unemployment Insurance	60,926	58,877	14,281	15,232	951
Workers Comp Insurance	1,060,083	1,237,686	1,453,854	1,550,669	96,815

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Description: The primary responsibility of Children & Family Services is intervention to assure the safety of children and prevent further abuse and/or neglect. Once safe, ongoing services are provided to reunify the child with the family and/or find a permanent, supportive living environment that promotes the well-being of the child and supports permanency and lifelong connections.

The Children and Family Services Bureau is also responsible for administration of recruitment, approval and financial support for placement homes when children cannot remain in the family home. Programs, practice and strategy locate safe, stable environments for children and promote stability and lifelong connections. For these programs, the budget includes Adoption and Foster Care Administration and Adoption Foster Care Payments.

Some funds are specifically designated for child abuse prevention. Decisions regarding use of these funds are made in collaboration with the state Office of Child Abuse Prevention (OCAP). Services are generally provided through contracts with Community Based Organizations. The array of services, funded under Child Abuse Prevention and Family Preservation programs, include services such as parenting classes, substance abuse treatment programs, addressing domestic violence issues and providing after school programs for children and youth.

The FY 2018-19 Recommended Budget includes an overall increase of approximately \$11.8 million compared to FY 2017-18 for additional staff, services and supplies, contracted services and direct assistance.

The FY 2018-19 Recommended Budget over the Baseline Budget includes the addition of 32 positions in Children and Family Services to respond more timely to reports of abuse and to be fully compliant with state mandates.

1. Child Welfare Services

Description: The core child welfare services programs are described below. These programs support safety, permanency in living environment and well-being of children.

Service delivery for these programs includes 24/7 response and coverage for addressing reports of abuse and neglect; development and oversight of service plans for parents seeking reunification and/or continued care of their children; case management for families as issues impeding safety and well-being of children are being resolved; monthly visits that assure ongoing safety and well-being of children; enhanced family engagement that provides oversight and support for parents in meeting case plan objectives; and initial and ongoing reports to the Juvenile Court regarding parent's and children's progress.

Under the umbrella of funding for Child Welfare Services, various strategies and models support the family and/or Resource Home in resolving issues of concern and in nurturing children. Many of these are provided in collaboration with other county agencies and/or community based organizations. These include: Assessing and addressing children's health needs including behavioral and mental health; Supporting families in addressing requirements for reunification; Services to extended families who are resource families when children have been removed from their primary home; and Intervention and services for children who are victims of commercial sexual exploitation.

In FY 2016-17, there were approximately 1,950 children who, along with their families, received intervention services from Children & Family Services under one or more service components. Statistics of number of children served in individual service components are provided below.

- a. **Emergency Response** - Emergency Response (ER) provides 24-hour, 365 days per year response to allegations of child abuse and neglect. Social Workers assess and determine the level of response. Assessments of potential safety risk to children are investigated and interventions

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are initiated as deemed necessary. In FY 2016-17, there were approximately 36,000 calls to the Child Abuse Hotline resulting in approximately 7,300 referrals of suspected abuse. Approximately half of those required further investigation to assure the safety of children resulting in approximately 540 new cases opened.

placement until age 21. The Juvenile Court continues court oversight of these cases. In FY 2016-17, there were approximately 308 youth receiving services under Extended Foster Care program. The average monthly count of youth served was 150.

b. Family Maintenance - Family Maintenance (FM) Services are provided to maintain children in their homes while risk of abuse and neglect are addressed and issues that brought the family to the attention of Child Welfare services are addressed. In FY 2016-17, there were approximately 550 children who received Family Maintenance services for periods up to 12 months. The average monthly count of children served in Family Maintenance was 200.

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. The family is engaged and a reunification plan is developed to resolve those issues. In FY 2016-17, there were approximately 1,025 children who received Family Reunification services for up to one year. The average monthly count of children served in the Family Reunification programs was 425.

d. Permanency Planning – When reunification is not feasible, Permanency Planning (PP) services assist children in establishing a permanent family with a relative caregiver; an adoptive family or guardian and provides ongoing services until permanency is achieved. In FY 2016-17, approximately 929 children in out-of-home care received ongoing permanency planning services. The average monthly count of children served was 600.

e. Extended Foster Care (Supported Transition) – Foster youth ages 18-21 years old can choose to be served through extended foster care. These young adults, referred to as Non-minor Dependents (NMDs) are provided transition planning support, case management and foster care

Child Welfare Services Summary		
Service:	Mandatory	
Level of Service:	Mandatory	
Gross Expenditures:	\$68,563,013	
Financing:	67,774,047	
Net County Cost:	788,966	
Funding Sources:		
Local	54.1%	\$37,107,972
State	18.9%	12,931,620
Federal	25.9%	17,734,455
General Fund	1.2%	788,966
FTE:	353.0	

Adoption/Foster Care Administration

Description: These budget categories provide costs for administration of recruitment, retention and support for stable, safe homes for children who are no longer residing in their family homes.

2. Adoption Services

Description: The County's adoption agency exclusively provides services for abused and neglected children when the child is unable to return to the care of their parent. The agency looks to find families that can best meet the specific needs of these children. The agency also provides post adoption support services to the families and children. In FY 2016-17, approximately 145 children had Adoptions finalized.

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Adoption Services Summary		
Service:		Discretionary
Level of Service:		Mandatory
Gross Expenditures:		\$2,864,013
Financing:		2,853,228
Net County Cost:		10,785
Funding Sources:		
Local	60.8%	\$1,740,892
Federal	38.8%	1,112,336
General Fund	0.4%	10,785
FTE: 16.1		

3. Foster Care/Adoption Assistance Eligibility

Description: This program provides administrative costs for eligibility determination for cash assistance for the care of children placed in foster, relative, guardianship or adoptive homes and institutions. This funding also supports ongoing maintenance and eligibility determination for monthly payments. Programs supported are described below in the Adoption/Foster Care payment portion of this report. In FY 2016-17, a monthly average of approximately 1,700 cases received ongoing financial support for care of children placed in their homes.

Foster Care/Adoption Assistance Eligibility Summary		
Service:		Mandatory
Level of Service:		Mandatory
Gross Expenditures:		\$5,470,724
Financing:		4,885,715
Net County Cost:		585,009
Funding Sources:		
Local	50.0%	\$2,736,639
Federal	39.3%	2,149,076
General Fund	10.7%	585,009
FTE: 25.0		

4. Resource Family Home Approval (formerly Foster Home Licensing)

Description: The County administers the approval of Resource Family Homes (foster and relative placement homes) in Contra Costa County under a Memorandum of Understanding with the California Department of Social Services. This program processes applications and provides support services to approved Resource Family Homes. With the implementation of Continuum of Care Reform in 2017, changes in policy and procedure include the streamlining of the approval for all types of Resource Family Homes (Kin/Relative Placement, Licensed Foster Home, Guardianship, and Adoption). In FY 2016-17, a monthly average of approximately 1,025 children resided in various types of out of home care family homes or facilities that required approval, review and ongoing support. An average of 170 new placements are approved each month.

Resource Family Home Approval Summary		
Service:		Discretionary
Level of Service:		Mandatory
Gross Expenditures:		\$1,589,272
Financing:		1,374,135
Net County Cost:		215,137
Funding Sources:		
Local	56.0%	\$889,283
State	8.5%	135,207
Federal	22.0%	349,645
General Fund	13.5%	215,137
FTE: 2.7		

Adoption/Foster Care Payments

The following payment programs provide financial support to homes and facilities for children's shelter, care and well-being when children cannot remain in their family homes.

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5. Aid to Adoptions Program

Description: The Aid to Adoptions Program (AAP) provides payments to families in the adoption process or who have adopted children into their care. In FY 2016-17, there were approximately 1,700 families per month that received Aid to Adoptions payments.

Aid to Adoptions Program Summary			
Service:	Mandatory		
Level of Service:	Mandatory		
Gross Expenditures:		\$19,472,962	
Financing:		19,084,623	
Net County Cost:		388,339	
Funding Sources:			
Local	45.4%	\$8,842,537	
State	13.1%	2,559,173	
Federal	39.5%	7,682,913	
General Fund	2.0%	388,339	
FTE: 0.0			

6. Foster Care and other Out of Home Care Payments

Description: This funding stream provides monthly financial compensation to Resource Family Homes and other placement facilities for children in their care.

- a. County Board and Care** – County Board and Care (CBC) provides for children not eligible for federal or state foster care. In FY 2016-17, funding from County Board and Care was paid for approximately 20 children.
- 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-related extended family. 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. In FY 2016-17, approximately 320 families per month received funding for related children in their care through the Kin-GAP program.

- c. Foster Care Payments** - A federal, state, and county funded program that provides payment for the care of foster children who are legal dependents 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. In FY 2016-17, approximately 831 children per month received foster care funding and approximately 120 children per month were approved for emergency foster care funding for new foster care placements.
- d. Approved Relative Caregiver Funding Option** – The Approved Relative Caregiver Funding Option provides funding equal to the basic foster care rate to an approved relative caregiver with whom a non-federally eligible child is placed. In FY 2016-17, an average of 3 children per month received ARC funding.

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Foster Care and Other Out of Home Care Payments Summary			
Service:			Mandatory
Level of Service:			Mandatory
Gross Expenditures:		\$33,494,291	
Financing:		32,061,066	
Net County Cost:		1,433,225	
Funding Sources:			
Local	29.8%	\$9,974,067	
State	34.3%	11,486,076	
Federal	31.6%	10,600,923	
General Fund	4.3%	1,433,225	
FTE: 0.0			

Additional Child Welfare and Supportive Services

These funds specifically support Child Abuse prevention and early intervention as well as support for youth transitioning out of Foster Care.

7. Child Abuse Prevention, Intervention, and Treatment Contracts

Description: State and Federal funds provide allocations for prevention, early intervention, intervention and/or treatment of child abuse and neglect. Priorities and coordination and maintenance of contracts with Community Based Organizations are managed by the Family and Children's Trust committee (FACT). Services include education services for pregnant and parenting teens, substance abuse counseling, education programs advocacy, consultation and outreach for special need youth, multi-lingual support groups for new refugees and immigrants. Eight CBO providers offered a variety of services to children, youth and families under approved programs for Child Abuse prevention, intervention and treatment.

Child Abuse Prevention Contracts Summary			
Service:			Discretionary
Level of Service:			Mandatory
Gross Expenditures:		\$303,000	
Financing:		272,700	
Net County Cost:		30,300	
Funding Sources:			
Local	90.0%	\$272,700	
General Fund	10.0%	30,300	
FTE: 0.0			

8. Family Preservation Program Promoting Safe and Stable Families (PSSF)

Description: Promoting Safe and Stable Families supports coordinated child and family services to prevent the unnecessary separation of children from their families, to improve the quality of care and services to children and their families and ensure permanency for children. The Promoting Safe and Stable Families program was established under the federal Omnibus Budget Reconciliation Act of 1993 (now the Adoption and Safe Families Act). Promoting Safe and Stable Families has four components; expenditures must be balanced between these four components: Family Preservation, Community-based family support, Time-limited family reunification and Adoption promotion and support.

Contracts with seven CBO's provided services to children, youth and families under approved programs that meet the PSSF criteria; PSSF funded programs include information and referral, crisis intervention, case management, family support, parenting groups, after school and summer activities for youth, employment training, community development and teen services.

Employment and Human Services

Health and Human Services

Family Preservation Program Promoting Safe and Stable Families Summary

Service:	Discretionary	
Level of Service:	Mandatory	
Gross Expenditures:	\$2,069,149	
Financing:	1,623,861	
Net County Cost:	445,288	
Funding Sources:		
Local	45.5%	\$941,073
Federal	33.0%	682,788
General Fund	21.5%	445,288
FTE:	0.0	

when transitioning out of the foster care system. This program assists participants to function as self-sufficient adults; the program provides outreach and offers services to over 431 youth between the ages of 16 and 18 and 436 non-minor dependents between the ages of 18 and 21 years.

Independent Living Skills Program Summary

Service:	Mandatory	
Level of Service:	Discretionary	
Gross Expenditures:	\$1,096,963	
Financing:	1,096,963	
Net County Cost:	0	
Funding Sources:		
Local	68.1%	\$747,525
Federal	31.9%	349,438
FTE:	7.7	

9. Independent Living Skills Program

Description: Independent Living Skills Program (ILSP) provides individual and group support services, including practical skill building for foster youth eligible for federal foster care funds

Employment and Human Services

Health and Human Services

Aging and Adult Services Bureau

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	15,856,478	18,707,915	21,748,329	21,975,751	227,422
Services And Supplies	18,476,400	20,967,286	22,981,346	22,981,346	0
Other Charges	24,712,219	28,983,685	31,987,450	31,987,450	0
Expenditure Transfers	(3,107,849)	(1,379,684)	(3,236,196)	(3,236,196)	0
Expense Total	55,937,249	67,279,202	73,480,929	73,708,351	227,422
Revenue					
Other Local Revenue	3,152,365	3,848,454	5,772,555	5,772,555	0
Federal Assistance	10,619,723	9,761,365	12,005,315	12,005,315	0
State Assistance	31,263,123	39,879,529	39,520,312	39,520,312	0
Revenue Total	45,035,211	53,489,348	57,298,182	57,298,182	0
Net County Cost (NCC):	10,902,037	13,789,854	16,182,747	16,410,169	227,422
Allocated Positions (FTE)	161.5	154.5	175.5	179.0	3.5
Financial Indicators					
Salaries as % of Total Exp	28%	28%	30%	30%	
% Change in Total Exp		20%	9%	0%	
% Change in Total Rev		19%	7%	0%	
% Change in NCC		26%	17%	1%	
Compensation Information					
Permanent Salaries	8,920,708	10,569,547	12,628,168	12,785,791	157,623
Temporary Salaries	573,255	430,771	0	0	0
Permanent Overtime	35,293	45,000	25,833	25,833	0
Deferred Comp	75,502	130,530	160,500	165,000	4,500
Comp & SDI Recoveries	(56,516)	(39,241)	(25,833)	(25,833)	0
FICA/Medicare	697,403	857,483	964,675	976,733	12,058
Ret Exp-Pre 97 Retirees	31,895	27,256	206,616	206,616	0
Retirement Expense	2,828,962	3,338,402	3,913,689	3,958,600	44,911
Employee Group Insurance	1,284,556	1,637,622	2,026,030	2,026,257	227
OPEB Pre-Pay	1,013,436	1,199,565	1,199,565	1,199,565	0
Unemployment Insurance	24,471	23,777	6,314	6,393	79
Workers Comp Insurance	427,514	487,203	642,773	650,797	8,024
Labor Received/Provided	0	0	0	0	0

Employment and Human Services

Health and Human Services

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

The FY 2018-19 Recommended Budget includes an overall increase of \$6,429,149 million compared to FY 2017-18 for salaries and benefits increases due to additional positions, increased In-Home Supportive Services provider costs, and increased direct assistance.

The FY 2018-19 Recommended Budget compared to the Baseline includes additional Adult Protective Services positions supported by increased revenues in that program and a reduction in IHSS positions due to decreased program revenues.

1. Adult Protective Services

Description: Adult Protective Services (APS) receives, screens and investigates reports of physical, emotional or sexual abuse, financial or material exploitation, neglect, isolation or abandonment of individuals 65+ and dependent adults age 18 or over who are unable to protect their own interests, have been harmed or are threatened with harm. APS includes County Services Block Grant (CSBG) funding that supports the Supplemental Security Income (SSI) Advocacy. APS includes grants from the Office of Emergency Services that will allow for the provision of additional services in preventing elder financial abuse, adding an elder death protocol review, and a multidisciplinary team. In FY 2016-17, APS received over 3,500 calls, a 9% increase from the previous year.

a. Supplemental Security Income Advocacy

Description: The SSI Advocacy program assists disabled individuals to apply for Supplemental Security Income/State Supplemental Program (SSI/SSP) public assistance benefits from the Social Security

Administration. This program serves CalWORKs, GA, and Cash Assistance Payments for Immigrant (CAPI) recipients who have been identified as possessing permanent, long-term mental, physical and/or learning disabilities rendering them inappropriate for long-term, gainful employment. In FY 2016-17, there were 282 SSI applications and an average monthly caseload of 217 individuals.

b. Cal-OES Grant

Description: California Office of Emergency Services provided two grants to improve elder abuse prevention and intervention services within our Adult Protective Services Program. Partner agencies have networked to provide community based case management and participate in the newly formed Multi-Disciplinary Team Meetings, Financial Abuse Strike Team and the Elder Death Review. The two grants are funded for a total of four years each.

c. Whole Person Care

Description: Whole Person Care (WPC) is a statewide waiver pilot program for vulnerable Medi-Cal recipients to improve health outcomes and reduce utilization of high-cost services. Contra Costa County Health Services is one of 19 counties participating in the program. The WPC, called CommunityConnect in Contra Costa County, strives to provide client-centered social services coordination and benefit counseling/assistance to high-risk Medi-Cal patients. EHSD has entered into an Interagency Agreement with Health Services to co-locate Social Work Staff (17 total) within the pilot to provide coordinated health care from a social services perspective.

Employment and Human Services

Health and Human Services

Adult Protective Services Summary		
Service:	Mandatory	
Level of Service:	Discretionary/Mandatory	
Gross Expenditures:	\$17,223,325	
Financing:	16,311,217	
Net County Cost:	912,108	
Funding Sources:		
Transfers	43.0%	\$7,395,906
Local	31.1%	5,367,623
State	15.2%	2,618,667
Federal	5.4%	929,021
General Fund	5.3%	912,108
FTE: 88.1		

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. In FY 2016-17, approximately 7,650 were reached through counseling, outreach, and other informational sessions.

b. Information and Assistance – Information and Assistance (I&A) provides objective information and counseling to help seniors and caregivers locate appropriate resources. The program assisted approximately 8,200 callers during FY 2016-2017. The top ten needs were: housing (33% of calls), home care (16% of calls), insurance (15% of calls), abuse/neglect/crime (8% of calls), legal (7% of calls), health/medical (6% of calls), case management (5% of calls), mental health (4% of calls), transportation (3% of calls), and financial/tax support (3% of calls).

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 Supplemental Nutrition Assistance Program (SNAP)-Education grant was awarded with the goal of improving the likelihood that persons eligible for SNAP will make healthy choices within a limited budget and choose active lifestyles consistent with the current Dietary Guidelines for Americans and MyPlate. AAA has 16 grants for services ranging from senior nutrition (Meals on Wheels), friendly visiting, caregiving, adult day health care and transportation. AAA also works with approximately 2,200 volunteers to provide support to seniors.

d. Tax Aid Program Materials – AAA provides space and materials for AARP Tax Aid program. This partnership provides free assistance to low and moderate income households to file tax returns and claim eligible deductions. FY 2016-17, over 200 volunteers prepared approximately 6,000 free tax returns for seniors in Contra Costa County.

Area Agency on Aging Summary		
Service:	Discretionary/Mandatory	
Level of Service:	Discretionary/Mandatory	
Gross Expenditures:	\$4,584,578	
Financing:	4,497,215	
Net County Cost:	87,363	
Funding Sources:		
Local	8.4%	\$386,544
State	16.9%	772,735
Federal	72.8%	3,337,936
General Fund	1.9%	87,363
FTE: 8.4		

Employment and Human Services

Health and Human Services

3. General Assistance Eligibility

Description: Determines the GA eligibility for primarily single, unemployed adults who are not eligible for federal or state-funded cash assistance programs (e.g. CalWORKs). The program is designed to meet the minimum needs of county residents who are unemployed or disabled.

General Assistance Eligibility Summary			
Service:	Mandatory		
Level of Service:	Mandatory		
Gross Expenditures:	\$4,288,024		
Financing:	413,561		
Net County Cost:	3,874,463		
Funding Sources:			
State	9.6%	\$413,561	
General Fund	90.4%	3,874,463	
FTE:	21.2		

4. General Assistance Cash Assistance

Description: The General Assistance (GA) program provides cash assistance to primarily single, unemployed adults who are not eligible for federal or state-funded cash assistance programs (e.g. CalWORKs). The program is designed to meet the minimum needs of county residents who are unemployed or disabled. In FY 2016-17 the program determined GA benefits for approximately 11,000 individuals, also reviewing and granting eligibility for the CalFresh and Medi-Cal program for GA clients. As of October 31, 2017 there were 735 individuals receiving GA benefits. General Assistance is at 99 % compliance rate for determining applications within 30 days.

General Assistance Cash Assistance Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Gross Expenditures:	\$2,781,389	
Financing:	0	
Net County Cost:	2,781,389	
Funding Sources:		
General Fund	100%	\$2,781,389
FTE:	0.0	

5. Indigent Interment

Description: The County Interment program authorizes payment for the interment of those deceased county residents who do not have resources or whose next of kin are unable to assume this responsibility. For the FY 2016-17, there have been 50 requested interments of indigent individuals; of which 15 were approved, three (3) were referred to either the Veteran's office or the Public Administrators office (PAO) and 32 denied. The majority of the denials for Interment of indigent individuals were due to the next of kin being over income.

Indigent Interment Summary		
Service:	Mandatory	
Level of Service:	Mandatory	
Gross Expenditures:	\$106,922	
Financing:	18,388	
Net County Cost:	88,534	
Funding Sources:		
Local	17.2%	\$18,388
General Fund	82.8%	88,534
FTE:	0.0	

Employment and Human Services

Health and Human Services

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 9,200 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:	\$10,406,146	
Financing:	7,994,686	
Net County Cost:	2,411,460	
Funding Sources:		
State	76.8%	\$7,994,686
General Fund	23.2%	2,411,460
FTE: 60.8		

7. In-Home Supportive Services Payments

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

In-Home Supportive Services Payments Summary		
Service:	Mandatory	
Level of Service:	Mandatory	
Gross Expenditures:	\$42,983,152	
Financing:	36,728,300	
Net County Cost:	6,254,852	
Funding Sources:		
Transfers	3.1%	\$1,341,729
State	64.5%	27,720,663
Federal	17.8%	7,665,908
General Fund	14.6%	6,254,852
FTE: 0.0		

8. Senior Community Services Employment Program

Description: Senior Community Services Employment Program (SCSEP) provides employment services to 48 low income individuals age 55 and older including employment training in Host Agencies (non-profit and government agencies), career counseling and skills assessments as well as unsubsidized job placement. Participants have barriers to employment such as disability, homeless or at risk, low literary, limited English, frail and 75 or older. This program is a four-year Department of Labor program funded by Title V of the federal Older American Act (OAA) through National Asian Pacific Center on Aging.

Senior Community Services Employment Program Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Gross Expenditures:	\$72,450	
Financing:	72,450	
Net County Cost:	0	
Funding Sources:		
Federal	100%	\$72,450
FTE: 0.5		

Employment and Human Services

Health and Human Services

Workforce Services Bureau

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	87,081,837	86,039,230	86,147,549	79,457,934	(6,689,615)
Services And Supplies	22,864,347	25,956,775	25,086,977	25,086,977	0
Other Charges	54,838,475	56,779,882	56,535,924	56,535,924	0
Expenditure Transfers	49,564,281	34,542,277	37,411,575	39,766,668	2,355,093
Expense Total	214,348,940	203,318,164	205,182,025	200,847,503	(4,334,522)
Revenue					
Other Local Revenue	20,619,382	19,757,488	21,080,305	21,080,305	0
Federal Assistance	77,489,074	71,065,587	68,586,981	68,586,981	0
State Assistance	108,959,246	108,805,112	106,846,698	106,846,698	0
Revenue Total	207,067,702	199,628,187	196,513,984	196,513,984	0
Net County Cost (NCC):	7,281,238	3,689,977	8,668,041	4,333,519	(4,334,522)
Allocated Positions (FTE)	1,023.4	959.0	911.6	839.0	(72.6)
Financial Indicators					
Salaries as % of Total Exp	41%	42%	42%	40%	
% Change in Total Exp		(5%)	1%	(2%)	
% Change in Total Rev		(4%)	(2%)	0%	
% Change in NCC		(49%)	135%	(50%)	
Compensation Information					
Permanent Salaries	50,548,465	51,924,978	52,088,581	48,023,841	(4,064,740)
Temporary Salaries	3,231,158	656,520	656,520	656,520	0
Permanent Overtime	742,802	204,077	517,685	517,685	0
Deferred Comp	722,661	712,051	742,134	634,680	(107,454)
Comp & SDI Recoveries	(491,280)	(257,334)	(517,685)	(517,685)	0
FICA/Medicare	4,018,962	3,970,311	4,029,057	3,718,105	(310,952)
Ret Exp-Pre 97 Retirees	175,637	274,768	91,442	91,442	0
Retirement Expense	15,626,702	16,444,801	16,241,232	15,044,789	(1,196,443)
Employee Group Insurance	8,531,471	8,574,797	8,605,820	7,804,722	(801,098)
OPEB Pre-Pay	1,327,705	1,015,409	1,015,409	1,015,409	0
Unemployment Insurance	144,017	114,686	26,045	24,013	(2,032)
Workers Comp Insurance	2,493,552	2,404,165	2,651,309	2,444,413	(206,896)
Labor Received/Provided	9,986	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 individuals, including supportive services, necessary for heads of families and single adults to obtain and retain employment.

The FY 2018-19 Recommended Budget reflects a decrease of \$2,470,660 compared to FY 2017-18. The reduction is due to declining CalWORKs and CalFresh caseloads, reduced funding and unfunded cost of doing business increases.

The change from the FY 2018-19 Baseline Budget to the Recommended Budget includes the cancellation of 72.6 FTE from the CalWORKS, CalFresh, and Medi-Cal programs.

Due to declining caseloads, less training classes are necessary. Therefore, thirty-two unfunded vacant training positions are being cancelled. There will be no change in service level due to the cancellation of these positions.

The FY 2018-19 Recommended Budget includes an operational vacancy factor of 3.9% which equates to 78 positions and another 1.5% for 40 Eligibility Worker Training Unit positions.

1. CalWORKs Programs

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

a. CalWORKs Eligibility - Provides eligibility determination for CalWORKs cash aid, supportive services, and includes ongoing case management. In FY 2016-17 there were 9,380 applications received, a 3% decrease from the prior year. There was a decrease in caseload during this same period. This program component also includes funding for staff development and welfare fraud investigation.

CalWORKs Eligibility		
Service:		Mandatory
Level of Service:		Mandatory
Gross Expenditures:		\$17,698,474
Financing:		17,567,729
Net County Cost:		130,745
Funding Sources:		
Local	0.3%	\$45,060
Federal	80.3%	14,210,217
State	18.7%	3,312,452
General Fund	0.7%	130,745
FTE: 154.0		

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 include supportive services such as housing, transportation, childcare, and referrals for substance abuse, mental health and domestic abuse. Subsidized employment and special support programs are also included. In FY 2016-17, there were 5,010 registered WTW recipients. Approximately 1,300 of those individuals entered employment, 743 exited CalWORKs due to employment and 744 exempt individuals volunteered into receiving WTW services.

CalWORKs Employment Services		
Service:		Mandatory
Level of Service:		Discretionary
Gross Expenditures:		\$22,403,608
Financing:		22,403,608
Net County Cost:		0
Funding Sources:		
Federal	81.1%	\$18,168,472
State	18.9%	4,235,136
FTE: 102.2		

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- 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:	\$194,833		
Financing:	194,833		
Net County Cost:	0		
Funding Sources:			
Federal	81.1%	\$158,002	
State	18.9%	36,831	
FTE: 1.1			

- d. **CalWORKs Child Care** – Provides eligibility determination for subsidized childcare. This program is responsible for State-required reporting and documentation, and making payments to childcare providers. The California Department of Social Services provides Stage One childcare funding for CalWORKs recipients. *Stage One* supports childcare services to CalWORKs participants who receive aid, stabilizing their current situation with work and/or educational activities. In FY 2016 -17, there were 838 childcare subsidy cases. Once CalWORKs recipients have stabilized, they are referred to the Community Services Bureau for *Stage Two* childcare services. *Stage Two* childcare is funded through the California Department of Education.

CalWORKs Child Care			
Service:	Mandatory		
Level of Service:	Mandatory		
Gross Expenditures:	\$6,470,171		
Financing:	6,470,171		
Net County Cost:	0		
Funding Sources:			
Federal	81.1%	\$5,247,062	
State	18.9%	1,223,109	
FTE: 19.4			

- 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:	\$2,178,000		
Financing:	2,178,000		
Funding Sources:			
State	100.0%	\$2,178,000	
FTE: 0.0			

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

individuals, pregnant and parenting teens, those with a criminal or arrest record/history, and those participants completing the new family stabilization component of the Welfare-to-Work program. In FY 2016-17, there were 140 individuals placed in subsidized employment positions.

CalWORKs SB 1569			
Service:			Mandatory
Level of Service:			Mandatory
Gross Expenditures:			\$57,825
Financing:			57,825
Funding Sources:			
Federal	81.1%	\$46,894	
State	18.9%	10,931	
FTE: 0.4			

CalWORKs Expanded Subsidized Employment			
Service:			Mandatory
Level of Service:			Discretionary
Gross Expenditures:			\$3,479,613
Financing:			3,479,613
Funding Sources:			
State	100.0%	\$3,479,613	
FTE: 12.4			

- g. **CalWORKs Family Stabilization** – Provides comprehensive evaluations and wraparound services to Welfare-to-Work families who are experiencing identified situations and/or crises. In FY 2016-17, there were 53 Family Stabilization cases.

CalWORKs Family Stabilization			
Service:			Mandatory
Level of Service:			Mandatory
Gross Expenditures:			\$868,160
Financing:			868,160
Funding Sources:			
Federal	81.1%	\$704,045	
State	18.9%	164,115	
FTE: 5.0			

- 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

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- i. CalWORKs Housing Support** - The CalWORKs Housing Support (HousingWORKs) program provides eligible homeless CalWORKs families assistance in locating a residence and provides a rent subsidy for up to six (6) months. The Employment and Human Services Department (EHSD), in partnership with the Contra Costa County Health Services Behavioral Health Division Office of Homeless Programs (CCHP), oversees the *HousingWORKS!* Program. In FY 2016-17, 81 participants received Housing Support assistance.

CalWORKs Housing Support Summary			
Service:	Discretionary		
Level of Service:	Discretionary		
Gross Expenditures:	\$1,380,441		
Financing:	1,380,441		
Net County Cost:	0		
Funding Sources:			
Federal	81.1%	\$1,119,485	
State	18.9%	260,956	
FTE: 0.0			

2. CalWORKs Cash Assistance

Description: Cash assistance to eligible families based on income levels. As of January 1, 2013, a 24-month Welfare-to-Work clock was implemented requiring participants to meet specific work participation requirements in order to continue eligibility for the remaining 24-month period. The average monthly caseload for FY 2016-17 was 8,795, an 11% decrease in the average monthly caseload from the previous year.

CalWORKs Cash Assistance Summary			
Service:	Mandatory		
Level of Service:	Mandatory		
Gross Expenditures:	\$50,528,358		
Financing:	49,601,305		
Net County Cost:	927,053		
Funding Sources:			
Local	41.5%	\$20,992,985	
Federal	19.9%	10,034,998	
State	36.8%	18,573,322	
General Fund	1.8%	927,053	
FTE: 0.0			

3. CalFresh Eligibility

Description: Provides application processing and eligibility determination for both cash and non-cash assisted families. During FY 2016-17, 33,781 CalFresh applications were received. There are approximately 63,000 individuals enrolled in the program.

CalFresh Eligibility Summary			
Service:	Mandatory		
Level of Service:	Mandatory		
Gross Expenditures:	\$35,691,420		
Financing:	32,475,699		
Net County Cost:	3,215,721		
Funding Sources:			
Federal	52.6%	\$18,767,822	
State	38.4%	13,707,877	
General Fund	9.0%	3,215,721	
FTE: 164.1			

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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 2016-17, there were approximately 46,695 Medi-Cal applications received, a 7% decrease from the previous year. Throughout the fiscal year, there were an average of 128,865 Medi-Cal cases per month.

Medi-Cal Eligibility Summary		
Service:		Mandatory
Level of Service:		Mandatory
Gross Expenditures:		\$59,631,004
Financing:		59,631,004
Net County Cost:		0
Funding Sources:		
State	100%	\$59,631,004
FTE: 380.1		

5. Refugee Programs Eligibility

Description: Provides eligibility determination and grant maintenance activities for the Refugee Cash Assistance (RCA) and the Cash Assistance Program for Immigrants (CAPI). CAPI is a state-funded program that provides cash assistance for aged, blind and disabled legal immigrants who do not qualify for federal Supplemental Security Income/State Supplemental Program (SSI/SSP) because of welfare reform changes. For FY 2016-17, General Assistance staff have taken 331 CAPI applications.

Refugee Programs Eligibility Summary		
Service:		Mandatory
Level of Service:		Mandatory
Gross Expenditures:		\$48,349
Financing:		48,349
Net County Cost:		0
Funding Sources:		
Federal	31.0%	\$14,997
State	69.0%	33,352
FTE: 0.3		

6. Refugee Programs Cash Assistance

Description: Provides payments for the Refugee Cash Assistance (RCA). In FY 2016-17, there were 81 cases, serving 94 adults and 2 children.

Refugee Programs Cash Assistance Summary		
Service:		Mandatory
Level of Service:		Mandatory
Gross Expenditures:		\$114,987
Financing:		114,987
Net County Cost:		0
Funding Sources:		
Federal	100%	\$114,987
FTE: 0.0		

Employment and Human Services

Health and Human Services

7. Service Integration Team / SparkPoint

Description:

a. **SIT:** Social Service Program Assistants (SSPA) continue to provide intensive case management to eligible families, averaging 16 families assisted annually, using an assessment tool (FAR) to determine the client's employment needs and any barriers. SSPAs co-locate 1/5 of their workweek at the One Stop Career Center in West Contra Costa County. They have assisted in educating 40% of their San Pablo families on job opportunities by familiarizing clients with the employment/training resources provided at the San Pablo One Stop. Via our continual collaboration with the nonprofit Diablo Women's League, we helped to provide 120 families with additional food supplies throughout the year.

For economic-related programs, the North Richmond Service Integration Team (SIT) provided fax, typing and other business related services on site to 375 individuals. The SIT SSPAs continue to complete the entire County's CalFresh certifications for cases transitioning off CalWORKs due to obtaining employment.

SIT continues to be the beacon for assisting Welfare-to-Work participants through the CCWORKS program. Last year 12 participants earned wages to terminate their CalWORKs grant. Over 50% of the participants took their training from their SIT employment and went on to secure continuous employment.

b. **SparkPoint:** SparkPoint Contra Costa provides a partnership of public and private community based organizations to provide more integrated services for clients through a continuum of care from public benefits to SparkPoint financial services to workforce development to resource giveaways (e.g. turkeys, bikes, toys, clothing, etc.) In the past year, 65% of SparkPoint clients were

using public benefits (Medi-Cal, SSI/SSDI, WIC, CalWORKs, etc.).

Over the past six years, approximately 975 individuals per year entered SparkPoint Contra Costa. SparkPoint services move people toward self-sufficiency goals measured by four components: income of \$63,027 for a family of four with two school-age children, no revolving debt, a credit score of 700 or above, and/or three months liquid savings. 32% of SparkPoint clients achieved at least one of the four components of financial stability in the past year. In the past year, SparkPoint clients looking for employment were placed in jobs, earning an average of \$16.09 well above minimum wage.

Service Integration Team Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Gross Expenditures:	\$102,260	
Financing:	42,260	
Net County Cost:	60,000	
Funding Sources:		
Local	41.3%	\$42,260
General Fund	58.7%	60,000
FTE: 0.0		

Employment and Human Services

Health and Human Services

Covered California Call Center

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	2,782,040	0	0	0	0
Services And Supplies	839,259	0	0	0	0
Other Charges	11,938	0	0	0	0
Expense Total	3,633,237	0	0	0	0
Revenue					
Federal Assistance	0	0	0	0	0
State Assistance	3,630,589	0	0	0	0
Revenue Total	3,630,589	0	0	0	0
Net County Cost (NCC):	2,648	0	0	0	0
Allocated Positions (FTE)	167.0	0.0	0.0	0.0	0.0
Financial Indicators					
Salaries as % of Total Exp	77%	0%	0%	0%	
% Change in Total Exp		(100%)	0%	0%	
% Change in Total Rev		(100%)	0%	0%	
% Change in NCC		(100%)	0%	0%	
Compensation Information					
Permanent Salaries	1,588,049	0	0	0	0
Temporary Salaries	258,222	0	0	0	0
Permanent Overtime	122	0	0	0	0
Deferred Comp	39,585	0	0	0	0
Comp & SDI Recoveries	(11,741)	0	0	0	0
FICA/Medicare	138,943	0	0	0	0
Ret Exp-Pre 97 Retirees	4,622	0	0	0	0
Retirement Expense	421,610	0	0	0	0
Employee Group Insurance	218,454	0	0	0	0
Unemployment Insurance	5,059	0	0	0	0
Workers Comp Insurance	85,462	0	0	0	0
Labor Received/Provided	33,654	0	0	0	0

Employment and Human Services *Health and Human Services*

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. From January 1, 2016 through November 30, 2016, 276,581 calls were handled based on data provided by Covered California. Contra Costa County's contract with Covered California to run this call center ended on December 31, 2016. No calls were taken after November 30, 2016, and all positions were eliminated.

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	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Services And Supplies	80,456	80,000	80,000	80,000	0
Expense Total	80,456	80,000	80,000	80,000	0
Revenue					
Other Local Revenue	73,516	80,000	80,000	80,000	0
Revenue Total	73,516	80,000	80,000	80,000	0
Net County Cost (NCC):	6,940	0	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		(1%)	0%	0%	
% Change in Total Rev		9%	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 FY 2018-19 Budget maintains the current level of services.

No adjustment from Baseline to Recommended Budget for FY 2018-19 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	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	1,226,831	1,292,620	1,303,430	1,592,884	289,454
Services And Supplies	3,906,707	3,430,589	2,775,921	4,025,921	1,250,000
Other Charges	75,108	146,241	657,697	657,697	0
Expenditure Transfers	1,698,703	2,526,304	2,349,557	(5,536)	(2,355,093)
Expense Total	6,907,349	7,395,754	7,086,605	6,270,966	(815,639)
Revenue					
Other Local Revenue	536,729	409,500	573,640	573,640	0
Federal Assistance	6,336,890	6,986,254	5,697,326	5,697,326	0
Revenue Total	6,873,619	7,395,754	6,270,966	6,270,966	0
Net County Cost (NCC):	33,730	0	815,639	0	(815,639)
Allocated Positions (FTE)	10.0	9.0	9.0	11.0	2.0
Financial Indicators					
Salaries as % of Total Exp	18%	17%	18%	25%	
% Change in Total Exp		7%	(4%)	(12%)	
% Change in Total Rev		8%	(15%)	0%	
% Change in NCC		(100%)	0%	(100%)	
Compensation Information					
Permanent Salaries	633,282	802,791	821,513	989,928	168,415
Temporary Salaries	233,822	11,045	0	0	0
Deferred Comp	14,766	17,700	18,720	23,340	4,620
FICA/Medicare	65,605	69,775	62,846	75,730	12,884
Ret Exp-Pre 97 Retirees	2,184	0	6,028	6,028	0
Retirement Expense	190,205	242,379	249,375	305,377	56,002
Employee Group Insurance	53,534	85,622	74,323	113,199	38,876
OPEB Pre-Pay	28,406	28,400	28,400	28,400	0
Unemployment Insurance	2,102	1,775	411	495	84
Workers Comp Insurance	31,868	33,133	41,815	50,387	8,572
Labor Received/Provided	(28,943)	0	(1)	0	1

Description: The Workforce Development Board (WDB) is a 25-member, business-led body whose members are appointed by the Contra Costa County Board of Supervisors to shape and strengthen local and regional workforce development efforts. The WDB brings together leaders from business, economic

development, education, labor, community-based organizations, and public agencies to align a variety of resources and organizations to enhance the competitiveness of the local workforce and support economic vitality in our region.

Employment and Human Services

Health and Human Services

The WDB promotes a workforce development system that meets the needs of businesses, job seekers, and workers, to support a strong and vibrant economy in Contra Costa County

The FY 2018-19 Recommended Budget compared to FY 2017-18 is reduced by \$1,124,788. This reflects lower revenue allocations and lower prior year carryover funds.

The change from the Baseline Budget to the Recommended Budget includes the addition of two positions along with the contracting out of One Stop Services. The One Stop Operations will no longer be operated by EHSD staff.

1. Workforce Innovation & Opportunity Act (WIOA)

Description: The Workforce Innovation and Opportunity Act (WIOA) of 2014 supersedes the Workforce Investment Act of 1998 and amends the Adult Education and Family Literacy Act, the Wagner-Peyser Act, and the Rehabilitation Act of 1973.

WIOA is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy.

WIOA brings together, in strategic coordination, the core programs of Federal investment in skill development:

- Employment and training services for adults, dislocated workers, and youth and Wagner-Peyser employment services administered by the Department of Labor through formula grants to states; and
- Adult education and literacy programs and Vocational Rehabilitation state grant programs that assist individuals with disabilities in obtaining employment administered by the Department of Education

WIOA's three hallmarks of excellence:

- The needs of businesses and workers drive workforce solutions and local

boards are accountable to communities in which they are located.

- American Job Centers provide excellent customer service to jobseekers and employers and focus on continuous improvement.
- The workforce system supports strong regional economies and plays an active role in community and workforce development.

Programs overseen by the WDB serve more than 18,500 individuals and 1,000 businesses annually. The Workforce Development Board staff includes additional direct service staff working in four EASTBAY Works America Job Centers of California.

The WDB currently operates four America's Job Centers of California through Contra Costa County in San Pablo, Concord, Antioch, and Brentwood. The WDB administers and coordinates the following:

- Adult Program** - Through the local network of EASTBAY Works America Job Center of California (AJCC) sites, this program provided basic and individualized career services to over 18,500 people in FY 2016-17. Basic career services are universally accessible and must be made available to all individuals seeking employment and training services in at least one comprehensive AJCC per local area. Basic Career Services include: initial skill assessment, labor exchange services, provision of information on programs and program referrals, and eligibility determination. Individualized Career Services include specialized assessments, developing an individual employment plan, career counselling, job search and placement assistance, and may include Training Services and Supportive Services. Training Services may include: career technical education, on-the-job training, and other training programs that combine work-based learning with related instructional activities and services. Supportive Services may include: child care assistance, transportation assistance, educational books/supplies, work related needs, cost of industry recognized certifications, etc.

Employment and Human Services

Health and Human Services

b. Dislocated Worker Program - Provides the same services as the Adult Program except that Dislocated Worker funding may only be used for recently unemployed participants identified as eligible “dislocated workers” as defined in Federal and State regulations. Approximately 285 individuals were served through the program in FY 2016-17. Rapid Response funding augments this program by providing outplacement services to individuals being displaced from employment due to a layoff or business closure.

c. Youth Program - Provides services for low-income youth and young adults between the ages of 14-24 years old (in-school and out-of-school) beginning with career exploration and guidance, continued support for educational attainment, opportunities for skills training in in-demand industries and occupations, and culminating with a good job along a career pathway or enrollment in post-secondary education. Approximately 399 youth participated in FY 2016-17. 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. WIOA requires a minimum of 75% of State and Local youth funding be used for out-of-school youth and 20% must be used for work based learning opportunities.

d. Grant-Funded Programs – The WDB administers 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. Currently the WDB administers AB109 and AB2060 (Forward Focus), totaling \$600,000 in funding to work with the reentry population. WBD also received SlingShot/Accelerator funding (\$134,000) to support regional partnerships in identified priority sectors, and Contra Costa is the lead WDB receiving funding (\$286,000) to support the development of the East Bay Regional Planning Unit as

designated under the California Workforce Development Board.

Workforce Innovation & Opportunity Act Summary		
Service:		Mandatory
Level of Service:		Discretionary
Gross Expenditures:		\$5,866,502
Financing:		5,866,502
Net County Cost:		0
Funding Sources:		
Transfers	0.1%	\$5,536
Local	6.4%	373,640
Federal	93.5%	5,487,326
FTE: 10.0		

2. Small Business Development Center

Description: Partially funded by the Small Business Administration (SBA), the Contra Costa Small Business Development Center (SBDC) is hosted by the WDB and delivers individualized advising and training in collaboration with community partners to business owners, self-employed, and emerging entrepreneurs seeking assistance in starting, growing or managing their operations. All services are no cost and offered throughout the County. In FY 2016-17, the SBDC delivered 137 trainings to 760 participants.

Types of assistance may include:

- Financing/small business loans
- Government contracting
- Corporate procurement
- Exporting
- Action, business and strategic planning
- Financial projections, analysis and cash flow management
- Operations
- Sales, marketing and promotion

Employment and Human Services

Health and Human Services

Small Business Development Center Summary		
Service:		Discretionary
Level of Service:		Mandatory
Gross Expenditures:		\$410,000
Financing:		410,000
Net County Cost:		0
Funding Sources:		
Local	48.8%	\$200,000
Federal	51.2%	210,000
FTE:	1.0	

Employment and Human Services

Health and Human Services

Community Services Bureau

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	14,996,250	18,792,382	19,578,330	19,578,330	0
Services And Supplies	11,325,380	13,114,186	14,142,443	14,142,443	0
Other Charges	34,388	52,369	38,499	38,499	0
Fixed Assets	0	545,000	133,633	133,633	0
Expenditure Transfers	7,804,687	9,101,808	9,145,218	9,145,218	0
Expense Total	34,160,705	41,605,745	43,038,123	43,038,123	0
Revenue					
Other Local Revenue	9,448,703	9,729,314	11,344,199	11,344,199	0
Federal Assistance	24,326,088	31,537,643	31,318,141	31,318,141	0
State Assistance	221,440	0	216,995	216,995	0
Revenue Total	33,996,232	41,266,957	42,879,335	42,879,335	0
Net County Cost (NCC):	164,474	338,788	158,788	158,788	0
Allocated Positions (FTE)	183.5	190.0	216.0	216.0	0.0
Financial Indicators					
Salaries as % of Total Exp	44%	45%	45%	45%	
% Change in Total Exp		22%	3%	0%	
% Change in Total Rev		21%	4%	0%	
% Change in NCC		106%	(53%)	0%	
Compensation Information					
Permanent Salaries	7,926,727	10,624,465	11,070,060	11,070,060	0
Temporary Salaries	1,196,521	188,611	188,611	188,611	0
Permanent Overtime	8,853	25,093	25,093	25,093	0
Deferred Comp	46,963	113,430	159,750	159,750	0
Comp & SDI Recoveries	(32,699)	(30,353)	(30,353)	(30,353)	0
FICA/Medicare	662,977	812,772	845,007	845,007	0
Ret Exp-Pre 97 Retirees	27,433	34,831	34,831	34,831	0
Retirement Expense	2,427,769	3,342,960	3,423,522	3,423,522	0
Employee Group Insurance	1,521,339	2,430,566	2,530,307	2,530,307	0
Retiree Health Insurance	549,895	530,222	519,850	519,850	0
OPEB Pre-Pay	242,650	242,650	242,650	242,650	0
Unemployment Insurance	24,222	47,274	5,535	5,535	0
Workers Comp Insurance	368,037	429,861	563,466	563,466	0
Labor Received/Provided	25,565	0	0	0	0

Employment and Human Services

Health and Human Services

Description: Community Services Bureau (CSB) has provided services to Contra Costa County residents since 1965. As the Community Action designee for Contra Costa County, CSB offers comprehensive Head Start and state funded childcare programs for families and children, ages 0-5; energy assistance and weatherization and CalWORKs childcare vouchers for welfare-to-work recipients. CSB has partnerships with dozens of non-profit community organizations that provide an array of family services. CSB utilizes a comprehensive approach to childcare, providing high quality educational care to children and their families, physical health, nutritional, mental health, disabilities and school readiness services to the families.

The FY 2018-19 Baseline Budget reflects a net increase in operating expenses of \$1,432,378 from the FY 2017-18 Budget. Baseline revenues are projected to increase by \$1,612,378 from the current year's funding level due to additional Early Head Start grant funding over a 4-year period.

No adjustment from Baseline to Recommended Budget for FY 2018-19 is required.

Early Care and Education Programs

1. Head Start

Description: Head Start provides part-day and full-day educational and comprehensive services to 1,351 income-eligible children three to five years old and their families. Approximately \$5.9 million in Head Start revenue is transferred to the Child Development Fund to support staff costs for services provided to 577 children in full-day childcare. Head Start revenue also funds enhancement services to three partnering childcare agencies and home visitation services to 12 children and their families.

Head Start Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Gross Expenditures:	\$18,906,476	
Financing:	18,906,476	
Net County Cost:	0	
Funding Sources:		
Federal	98.9%	\$18,689,481
State	1.1%	216,995
FTE:	72.0	

2. Comprehensive Funding Model (formerly known as Child Start)

Description: The Comprehensive funding model combines Head Start, Early Head Start and Child Development funds to provide year-round childcare 10.5 hours per day for about 787 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 51 classrooms in or close to neighborhoods where the children live.

Comprehensive Funding Model Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Gross Expenditures:	\$8,120,938	
Financing:	8,120,938	
Net County Cost:	0	
Funding Sources:		
Local	100.0%	\$8,120,938
FTE:	75.0	

Employment and Human Services Health and Human Services

3. Early Head Start

Description: Early Head Start provides infant, toddler and family comprehensive services to 573 eligible children and their families. Approximately \$2.2 million in Early Head Start revenue is transferred to the Child Development Fund to support staff costs for services provided to 204 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 multiple community partnerships with Contra Costa Child Care Council (via 16 Family Child Care Homes), Crossroads, Martinez ECC, First Baptist Church, KinderCare, Tiny Toes, YMCA, and Baby Yale Academy.

Early Head Start Summary			
Service:	Discretionary		
Level of Service:	Mandatory		
Gross Expenditures:	\$9,206,992		
Financing:	9,206,992		
Net County Cost:	0		
Funding Sources:			
Federal	100%	\$9,206,992	
FTE: 31.0			

4. Child Nutrition

Description: Child Nutrition prepares and delivers approximately 454,475 meals (breakfast, snacks, and lunch) to more than 1,075 children enrolled in Head Start and Child Development childcare centers throughout the County.

Child Nutrition Summary			
Service:	Discretionary		
Level of Service:	Mandatory		
Gross Expenditures:	\$1,276,439		
Financing:	1,276,439		
Net County Cost:	0		
Funding Sources:			
Local	100%	\$1,276,439	
FTE: 13.0			

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 (CSBG) and other local funds, the program supports activities that can achieve measurable outcomes in educational capability, literacy skills, housing attainment, income enhancement, disaster preparedness, and nutritional needs. The program is also used to support the developmental needs of at-risk youth in low-income communities. The CAP's advisory body, the Economic Opportunity Council (EOC) has declared the follow priority areas for ameliorating poverty in Contra Costa County: Housing/Shelter, Food/Nutrition, Employment/Job Training, and Comprehensive Health Services. CSB operates an in-house job-training program funded by CSBG and subcontracts with 10 community-based agencies to support work in these priority areas.

Employment and Human Services

Health and Human Services

Community Action Programs Summary

Service:	Discretionary	
Level of Service:	Mandatory	
Gross Expenditures:	\$3,031,718	
Financing:	2,872,930	
Net County Cost:	158,788	
Funding Sources:		
Local	64.2%	\$1,946,822
Federal	30.6%	\$926,108
General Fund	5.2%	158,788
FTE:	20.0	

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 4,471 low-income residents of the County. The average grant for energy assistance in Contra Costa County is \$336.00 per household per year.

Housing & Energy Summary

Service:	Discretionary	
Level of Service:	Mandatory	
Gross Expenditures:	\$2,495,560	
Financing:	2,495,560	
Net County Cost:	0	
Funding Sources:		
Federal	100%	\$2,495,560
FTE:	5.0	

Employment and Human Services Health and Human Services

Contra Costa Alliance to End Abuse (formerly Zero Tolerance for Domestic Violence)

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	78,999	0	0	0	0
Services And Supplies	3,329,800	2,614,225	2,634,443	2,634,443	0
Expenditure Transfers	93,167	54,575	359,791	359,791	0
Expense Total	3,501,965	2,668,800	2,994,234	2,994,234	0
Revenue					
Other Local Revenue	23,932	0	0	0	0
Federal Assistance	1,817,735	990,553	1,150,750	1,150,750	0
Revenue Total	1,841,667	990,553	1,150,750	1,150,750	0
Net County Cost (NCC):	1,660,298	1,678,247	1,843,484	1,843,484	0
Financial Indicators					
Salaries as % of Total Exp	2%	0%	0%	0%	
% Change in Total Exp		(24%)	12%	0%	
% Change in Total Rev		(46%)	16%	0%	
% Change in NCC		1%	10%	0%	
Compensation Information					
Temporary Salaries	71,660	0	0	0	0
FICA/Medicare	5,482	0	0	0	0
Unemployment Insurance	193	0	0	0	0
Workers Comp Insurance	3,318	0	0	0	0
Labor Received/Provided	(1,655)	0	0	0	0

Description: The Contra Costa Alliance to End Abuse (formerly the Zero Tolerance for Domestic Violence initiative), 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 FY 2018-19 Baseline Budget increased in both expenditures and revenues compared to the FY 2017-18 budget.

No adjustment from Baseline to Recommended Budget for FY 2018-19 is required.

Employment and Human Services

Health and Human Services

Contra Costa Alliance to End Abuse Summary		
Service:		Discretionary
Level of Service:		Discretionary
Gross Expenditures:		\$2,994,234
Financing:		1,150,750
Net County Cost:		1,843,484
Funding Sources:		
Federal Aid	38.4%	\$1,150,750
General Fund	61.6%	1,843,484
FTE:	0.0	

Employment and Human Services Health and Human Services

County Children's Trust

County Children's Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Services And Supplies	159,328	178,000	185,000	185,000	0
Other Charges	0	267,737	0	0	0
Expense Total	159,328	445,737	185,000	185,000	0
Revenue					
Other Local Revenue	201,392	185,000	185,000	185,000	0
Revenue Total	201,392	185,000	185,000	185,000	0
Net Fund Cost (NFC):	(42,064)	260,737	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		180%	(58%)	0%	
% Change in Total Rev		(8%)	0%	0%	
% Change in NCC		(720%)	(100%)	0%	

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

The FY 2018-19 Baseline Budget maintains the current level of services.

No adjustment from Baseline to Recommended Budget for FY 2018-19 is required.

County Children's Trust Summary 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

Health and Human Services

In-Home Supportive Services (IHSS) Public Authority

IHSS Public Authority Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	1,338,481	1,358,361	1,589,282	1,589,282	0
Services And Supplies	147,911	201,016	155,609	155,609	0
Other Charges	673,882	466,589	520,813	520,813	0
Expenditure Transfers	167,961	289,577	0	0	0
Expense Total	2,328,236	2,315,543	2,265,704	2,265,704	0
Revenue					
Other Local Revenue	215,181	356,403	460,328	460,328	0
Federal Assistance	1,039,926	1,188,638	1,181,228	1,181,228	0
State Assistance	1,073,128	670,618	624,148	624,148	0
Revenue Total	2,328,236	2,215,659	2,265,704	2,265,704	0
Net Fund Cost (NFC):	0	99,884	0	0	0
Financial Indicators					
Salaries as % of Total Exp	57%	59%	70%	70%	
% Change in Total Exp		(1%)	(2%)	0%	
% Change in Total Rev		(5%)	2%	0%	
% Change in NCC		0%	(100%)	0%	
Compensation Information					
Permanent Salaries	814,687	827,669	956,035	956,035	0
Deferred Comp	14,680	13,020	15,900	15,900	0
FICA/Medicare	60,455	61,067	65,486	65,486	0
Retirement Expense	301,461	311,010	323,558	323,558	0
Employee Group Insurance	144,470	143,228	225,855	225,855	0
Retiree Health Insurance	520	87	520	520	0
Unemployment Insurance	2,209	2,280	1,928	1,928	0

Description: The In-Home Supportive Services Public Authority (IHSS Public Authority) is associated with the Aging and Adult Services Bureau and provides registry and referral service, screens registry applicants, assists IHSS recipients with hiring IHSS providers, and provides provider orientations. The Public Authority also serves as the employer of record

(for purposes of collective bargaining) for IHSS providers, provides staff support to the IHSS Advisory Committee and performs other Board-approved functions related to the delivery of In-Home Supportive Services. In FY 2016-17, the Public Authority received 385 applications and added 125 new providers to the registry.

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The FY 2018-19 Recommended Budget reflects an overall decrease of \$49,839 compared to FY 2017-18.

There is no change from the Baseline Budget to the Recommended Budget for FY 2018-19.

IHSS Public Authority Summary Fund 115500		
Service:		Mandatory
Level of Service:		Discretionary
Gross Expenditures:		\$2,265,704
Financing:		2,265,704
Net Fund Cost:		0
Funding Sources:		
Local	20.3%	\$460,328
Federal	52.1%	1,181,228
State	27.6%	624,148

* The Public Authority has 16.0 FTE's that are not employees of the County.

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Child Development Fund

Child Development Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	7,806,133	8,563,768	8,647,792	8,647,792	0
Services And Supplies	3,314,572	4,461,478	3,995,441	3,995,441	0
Other Charges	5,319,740	5,719,479	5,499,038	5,499,038	0
Fixed Assets	0	200,000	200,000	200,000	0
Expenditure Transfers	9,196,864	9,243,122	10,952,164	10,952,164	0
Expense Total	25,637,309	28,187,847	29,294,435	29,294,435	0
Revenue					
Other Local Revenue	7,572,274	8,016,926	8,140,538	8,140,538	0
State Assistance	18,130,422	19,809,130	21,153,897	21,153,897	0
Revenue Total	25,702,695	27,826,056	29,294,435	29,294,435	0
Net Fund Cost (NFC):	(65,387)	361,791	0	0	0
Allocated Positions (FTE)	118.0	117.0	114.0	114.0	0.0
Financial Indicators					
Salaries as % of Total Exp	30%	30%	30%	30%	
% Change in Total Exp		10%	4%	0%	
% Change in Total Rev		8%	5%	0%	
% Change in NCC		(653%)	(100%)	0%	
Compensation Information					
Permanent Salaries	3,897,518	4,591,781	4,688,432	4,688,432	0
Temporary Salaries	916,808	287,960	287,960	287,960	0
Permanent Overtime	19,060	2,110	2,110	2,110	0
Deferred Comp	13,383	31,620	45,240	45,240	0
Comp & SDI Recoveries	(9,752)	(29,329)	(29,329)	(29,329)	0
FICA/Medicare	350,632	351,271	358,665	358,665	0
Ret Exp-Pre 97 Retirees	13,676	23,096	23,096	23,096	0
Retirement Expense	1,208,834	1,465,431	1,461,932	1,461,932	0
Employee Group Insurance	909,508	1,313,893	1,207,728	1,207,728	0
Retiree Health Insurance	281,516	329,866	360,974	360,974	0
Unemployment Insurance	12,918	10,103	2,343	2,343	0
Workers Comp Insurance	195,789	185,967	238,641	238,641	0
Labor Received/Provided	(3,758)	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 (CTR) that serves about 1,808 children of low- and middle-income families in 16 centers with 65 classrooms and six partner agencies throughout the County. In addition, the Child Development Fund provides funding to CalWORKs Stage 2 and CAPP programs that serve children of families transitioning from TANF to work. Participation in CalWORKs Stage 2 and CAPP enables parents to remain stable in their new job environment. State funding also provides childcare services to six partnering childcare agencies.

During FY 2014-15, Contra Costa Community College 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.

FY 2018-19 Child Development Fund Baseline Budget reflects an increase in operating expenses of \$1,106,588 from FY 2017-18 Budget. Baseline revenues are projected to increase by \$1,468,379 from FY 2017-18 Budget. The increases are due to an increase in the shared cost for Child Care Center operations.

No adjustment from Baseline to Recommended Budget for FY 2018-19 is required.

Child Development Fund Summary Fund 111600		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$29,294,435	
Financing:	29,294,435	
Net Fund Cost:	0	
Funding Sources:		
Local	27.8%	\$8,140,538
State	72.2%	21,153,897
FTE:	114.0	

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Childcare Enterprise Fund

Childcare Enterprise Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 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 NCC		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 FY 2018-19 Baseline Budget maintains the current level of services.

No adjustment from Baseline to Recommended Budget for FY 2018-19 is required.

Childcare Enterprise Summary 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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Contra Costa Alliance to End Abuse (formerly Zero Tolerance for Domestic Violence) - Special Revenue Fund

Domestic Violence Victim Asst Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Services And Supplies	129,300	169,317	152,664	152,664	0
Expense Total	129,300	169,317	152,664	152,664	0
Revenue					
Other Local Revenue	152,664	120,000	152,664	152,664	0
Revenue Total	152,664	120,000	152,664	152,664	0
Net Fund Cost (NFC):	(23,364)	49,317	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		31%	(10%)	0%	
% Change in Total Rev		(21%)	27%	0%	
% Change in NCC		(311%)	(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 2018-19 Baseline Budget includes a revenue increase of \$32,664 from the FY 2017-18 Budget.

No adjustment from Baseline to Recommended Budget for FY 2018-19 is required.

Contra Costa Alliance To End Abuse – Special Revenue Fund Summary Fund 112500		
Service:		Mandatory
Level of Service:		Mandatory
Gross Expenditures:		\$152,664
Financing:		152,664
Net County Cost:		0
Funding Sources:		
Local	100%	\$152,664
FTE:		0.0

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Contra Costa Alliance to End Abuse (formerly Zero Tolerance for Domestic Violence) SB 968 Administration

Zero Tolerance- Domestic Violence Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	287,176	458,792	497,117	497,117	0
Services And Supplies	175,109	363,726	120,769	120,769	0
Other Charges	22,875	16,562	16,561	16,561	0
Expenditure Transfers	39,750	0	0	0	0
Expense Total	524,910	839,080	634,447	634,447	0
Revenue					
Other Local Revenue	457,809	564,652	634,447	634,447	0
Revenue Total	457,809	564,652	634,447	634,447	0
Net Fund Cost (NFC):	67,101	274,428	0	0	0
Allocated Positions (FTE)	4.0	4.0	4.0	4.0	0.0
Financial Indicators					
Salaries as % of Total Exp	55%	55%	78%	78%	
% Change in Total Exp		60%	(24%)	0%	
% Change in Total Rev		23%	12%	0%	
% Change in NCC		309%	(100%)	0%	
Compensation Information					
Permanent Salaries	181,149	290,691	323,040	323,040	0
Temporary Salaries	13,779	0	0	0	0
Deferred Comp	4,550	9,240	5,640	5,640	0
FICA/Medicare	14,927	22,238	24,713	24,713	0
Ret Exp-Pre 97 Retirees	541	601	601	601	0
Retirement Expense	48,819	82,612	96,092	96,092	0
Employee Group Insurance	14,636	40,998	30,428	30,428	0
Unemployment Insurance	527	640	162	162	0
Workers Comp Insurance	8,250	11,773	16,443	16,443	0

Description: Provides oversight and coordination of interpersonal violence response system. This budget unit is supported by recording fees authorized by State law (SB 968). The Baseline Budget includes an expenditure decrease and an increase in revenue.

No adjustment from Baseline to Recommended Budget for FY 2018-19 is required.

Contra Costa Alliance to End Abuse - SB 968 Administration Summary – Fund 112700

Service:	Mandatory
Level of Service:	Discretionary
Gross Expenditures:	\$634,447
Financing:	634,447
Net Fund Cost:	0
Funding Sources:	
Local	100% \$634,447
FTE:	4.0

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CAO's Recommendation

During FY 2017-18, the Employment and Human Services Department (EHSD) experienced substantial State and federal revenue reductions in its Workforce Services Bureau and the In-Home Supportive Services program, while programs within the Children and Family Services, Adult and Aging Services and the Community Services Bureau expanded due to enhanced revenues. These trends are expected to continue in FY 2018-19. Overall, the FY 2018-19 recommended budget includes increased appropriations in excess of \$17 million, and increased revenues of \$13 million. To balance this budget gap, the recommendation is to reduce salary and benefits costs by \$3.2 million and increase the allocation of General Purpose Revenue to approximately \$26.9 million. The net change in FTEs is a reduction of 37 positions, primarily in CalFresh, CalWORKs, and Medi-Cal programs.

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 the costs of services provided to eligible clients. The FY 2018-19 revenue project a \$13.8 million increase from local sources; a \$1 million reduction from federally sourced revenue, a \$383,883 reduction from State revenues, and a \$4 million increase in general purpose revenue support.

Due to a stronger economy and improved employment levels in Contra Costa County, the Workforce Services Bureau caseload is expected to continue decreasing, as well as the corresponding State and federal revenue reimbursement for the provision of those services. In addition to reducing positions through bureau transfers and attrition, the department will use a contractor to provide the same delivery levels of One-Stop Career Center services with the reduced FY 2018-19 revenues. Without the ability to contract this service, several sites will be closed. The recommended budget includes the reduction of 72.6 FTE's in

this bureau. Additionally, 32 unfunded vacant training positions will be cancelled.

The demand for services provided by the Children and Family Services Bureau continues to grow. In order to meet the community's needs, the recommended budget includes an additional 32 FTE's. The State reimburses the department for services provided, and commensurate with the increase, the recommended budget projects revenues to increase by approximately \$11.8 million.

As the community ages, the demand for services provided by Aging and Adult Services continues to grow. Therefore, the FY 2018-19 recommended budget includes 5 additional Eligibility Workers in Adult Protective Services that will be transferred from Workforce Services to meet the increased caseload. As a result of these changes, revenue is projected to increase by approximately \$3.8 million.

The revenue structure of the In-Home Supportive Services program continues to evolve, ultimately this has resulted in decreased revenue from the State. The CAO recommends an additional allocation of approximately \$2 million of general purpose revenue support to offset the reduction, and the elimination of 1.5 vacant positions.

The Community Services Bureau Early Head Start Program was successful in procuring \$4 million in additional revenue during FY 2017-18 for additional childcare slots and enhanced services resulting in an additional 20 new positions. The recommended budget maintains staffing and contracts at this new level.

As per the norm, EHSD does not yet have a State funding allocation for FY 2018-19. The Department has included estimated revenue based on the Governor's FY 2018-19 Proposed Budget and historical allocation information. EHSD will return to the Board of Supervisors in the fall with a request for adjustments to the appropriations should they be necessary once the final allocations are received.

The FY 2018-19 Recommended Budget for Employment and Human Services is balanced.

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Performance Measurements

The Employment and Human Services Department (EHSD) identified six administrative and program goals in 2017. An update of our progress 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 our business intelligence systems and capacity; (3) developing and implementing data capture and reporting through the use of regular data dashboards and data snapshots.

In order to gather feedback directly from customers, we administered a technology survey throughout the year that provided us with data related to customers' computer and cell phone ownership, as well as user preferences in communicating with EHSD and accessing services. The results from this survey were instrumental in building out a text message program for appointment reminders and expanding the availability of phone charging stations in our buildings. We launched a marketing campaign for My Benefits CalWIN, an online system that allows customers to complete many registration steps online instead of visiting an office. This campaign will extend into 2018.

We also endeavored to close the digital divide among our customers by expanding our PC donation program. As of December 2017, more than 900 surplus PCs were refurbished, and more than 230 were distributed to eligible EHSD customers.

We continued to collaborate with Santa Clara County on the Business Intelligence (BI) dashboard and won an Innovation Award from the California State Association of Counties (CSAC) for this initiative.

Within the Department, we used the BI systems for a variety of analysis

applications, such as: identifying the demographic makeup of our customer base and demographic trends; reporting on historical trends in caseloads and forecasting future caseload levels; and measuring internal performance against goals. We also used this system to respond to inquiries from the County Board of Supervisors and various state and federal agencies. In addition, we used the data to model internal program administration for greater efficiency and effectiveness.

As a foundation for future innovation, we created a five-year Technology Strategic Plan and a first-year implementation matrix. One project from this plan, a new document imaging system, was completed in the fall. Further implementation will continue in 2018.

- #### 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 our goal is for each of them to have a positive experience with EHSD.

Over the course of 2017, a strategic work group reviewed employee training, data collection, media, and recognition programs related to customer service. In 2017, we rolled out a series of department-wide customer service trainings, and revised the orientation sessions for new employees. More than 300 staff members were engaged in these sessions throughout the year. In addition, the department expanded its Leadership Academy series, with close to 100 managers and supervisors participating. Additional trainings, with a focus on Internal Customer Service, are being developed for 2018.

To improve data collection on customer service measures, we revised the Customer Satisfaction Survey (paper and electronic) to capture four key elements of customer satisfaction from a statewide pilot. We also added an online survey component that will be live in April 2018.

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3. Enhance and Support Multi-Disciplinary Family Services Models – EHSD, in

collaboration with stakeholders, continues 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 integrates and incorporates 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.

In 2017, EHSD developed an integrated cross-bureau pilot program, including identifying service sites for the pilot and creating a robust evaluation plan. The pilot program uses four “navigators” to engage clients with multiple unmet needs and connect them to both EHSD and community resources. The program design is complete, bids for the navigator positions have been circulated, and a draft evaluation plan is complete.

4. Establish Aging & Adult Services as a Community Partner – AAS is the primary county service in the county for low-income seniors. We will focus our efforts this year on re-establishing our presence in the community, and elevating attention to senior issues.

Aging and Adult Services (AAS) successfully secured funding from the California Office of Emergency Services (Cal OES) to enhance services in Adult Protection. In addition, AAS strengthened its community partnerships through multiple arenas including the Elder Abuse Prevention Project. This project established a network of partners across the elder abuse service community to work together in a coordinated fashion to assure that seniors receive needed community services to help stabilize their lives. The program also establishes community based trainings on recognizing and intervening in elder abuse.

AAS successfully established three additional community partnerships to address elder abuse. A Multidisciplinary Team addresses complex cases of elder abuse with partnerships from law enforcement, District Attorney, community agencies, Ombudsman Services, Public Guardians Office and Adult Protective Services. The Elder Death Review Team, convenes with law enforcement, the coroner’s office and Ombudsman Services to review suspicious elder deaths and identify systems issues that may have contributed to the elder’s death. Finally, we established the Financial Abuse Strike Team to quickly address the financial abuse of elders.

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 our county. Collaboration and coordination between EHSD and Health Services will continue to be a high priority in a number of areas.

We collaborated with Health Services on three major projects in 2017: CommunityConnect Whole Person Care, Homeless Disability Advocacy Program, and Continuum of Care Reform (CCR).

The goal of the CommunityConnect Whole Person Care (WPC) pilot is to increase coordination of health, behavioral health, and social services for vulnerable Medi-Cal recipients in order to reduce utilization of high cost services and improve health outcomes. Often low income and vulnerable residents disproportionately suffer from poor health due to unmet social and behavioral needs (called “social determinants of health”) – including food, housing, employment, transportation, childcare and education. In CommunityConnect, collaborative interdisciplinary teams brought together services and programs from EHSD, Contra Costa Health Services and a wide range of community partners, serving these unmet needs. EHSD staff, comprised of social workers, eligibility workers, first line supervision and management, formally joined CommunityConnect in 2017. A joint team of staff and analysts from EHSD and Health Services are also collaborating on a robust data sharing agreement and evaluation plan.

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The Homeless Disability Advocacy Program (HDAP) application was submitted in mid-2017 and EHSD was awarded \$746,546. HDAP is a three-year program (through June 30th, 2020) intended to provide housing to individuals who are homeless and appear to be eligible for Supplemental Security Income (SSI/SSDI), veteran's benefits, or the Cash Assistance Program for Immigrants (CAPI). Implementation is in process, and EHSD is working closely with the HSD Health, Housing and Homelessness bureau. Implementation will begin in May 2018.

For the Continuum of Care Reform (CCR), legislation that comprehensively reforms placement and treatment options for youth in foster care, EHSD continued to collaborate with Behavioral Health. An Interagency Agreement to transfer realignment funds to Behavioral Health was established. This allowed us to draw down additional Early and Periodic Screening, Diagnostic, and Treatment funds to enhance specialty mental health services for foster children. We worked with Mental Health to identify and close the service gaps for foster children, including co-trained staff on the needs of this population. In addition, we created a joint Presumptive Transfer process for children coming into Contra Costa County and those being placed outside of the county. Finally, we jointly reviewed and made recommendations for programs working to convert to Short-Term Residential Therapeutic Programs, facilities that provide specialized treatment for youth with mental health needs. These facilities help us meet the behavioral and mental health domains identified as priorities in the CCR legislation.

- 6. Invest in Our 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 within a work-life balance.

We started exit interviews with departing employees to learn what made them seek employment elsewhere, as well as what they enjoyed about working at EHSD. We held appreciation and recognition programs for exemplar employees so everyone feels their

contributions are valued. To recognize employees delivering outstanding customer service, we developed a Customer Service Champions section in our internal newsletter, Headlines. We plan to continue this recognition program in 2018, as well as encourage recognition of outstanding internal customer service.

Administrative and Program Goals

For 2018, the Employment and Human Services Department (EHSD) has identified four “strategic priorities” that encompass shared goals across our bureaus. Each priority is described below:

- 1. Improve efficiencies – EHSD aims to embrace and maximize up-to-date and innovative technology, permitting both customers and staff to utilize technology in conducting business with the department.**

Improving efficiencies involves developing a variety of portals for customer and public access, and building systems and data sources that improve processes. We will continue to implement our technology strategic plan, improving business processes for both customers and employees.

We also strive to close the digital divide among our customers by expanding our PC donation program. A promotional mailing is scheduled for 2018; it will target EHSD customers in the Richmond area, where computer ownership is lower than in the other regions we serve.

- 2. Recruitment and Retention– EHSD cultivates an agency culture that promotes retention of current employees and recruits top talent for our programs.**

As a department, we are taking steps to address employee recruitment and retention issues in all bureaus. New recruitment materials, including a video specific to Social Worker recruitment, will launch in 2018. To enhance retention, we have drafted a tuition reimbursement plan for employees to

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continue their education and training that we plan to implement in 2018. We will also expand existing employee recognition programs, such as Customer Service Champions, to encompass outstanding employees in all roles and bureaus. Finally, we plan to conduct a workplace satisfaction survey to identify target areas that could be improved through new programs. We will also focus on strategies to promote a healthy workplace, and inspire staff to share an optimistic vision for our future

3. Exemplary Customer Service – EHSD cultivates an agency culture that emphasizes exemplary customer service, both internally and externally, and improves the customer experience.

More than 200,000 Contra Costa residents interface with EHSD staff each year and our goal is for each of them to have a positive experience with EHSD. We also aim to recognize and reward employees who provide quality customer service.

In the coming year we will launch an EHSD-specific Customer Service training video in partnership with Feel Good Video. The

concept of Internal Customer Service will be fostered in training by Staff Development and in internal communications and staff recognitions.

Based on a newly redesigned lobby card, EHSD will publish reports related to internal and external customer experience

4. Service Integration- EHSD aims to develop a holistic approach to helping families thrive by incorporating coordinated and integrated services for our most vulnerable, isolated and/or disadvantaged customers.

The concept of holistic, wrap around and whole person services is a focus for California with two statewide initiatives - CommunityConnect and CalWORKs 2.0. We plan to ultimately provide a new level of support with “wrap around services” for individuals and families. We intend to leverage technology, centralized data sharing and co-located staff to provide increased access, a better and faster service delivery experience and improved utilization rates of our comprehensive suite of services.

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**FY 2018-19
Program Modification List**

Order	Reference to Mand/Disc List	Programs/ Budget units	Services	FTE	Net County Cost Impact	Impact
1	1	Administrative Services	Provides IT support to all areas of the Department and fraud investigation.	(2.0)	(179,833)	Due to reduced program funding in CalWORKs, CalFresh, and WIOA, one vacant Information Technology (IT) position and one vacant Social Services Welfare Fraud Investigator position will be canceled. Due to the steady decline in CalFresh and CalWORKs cases in recent years, one less Welfare Fraud Investigator position is needed.
2	2	Adult Protective Services	Provides social worker response to investigate reports that older or dependent adults are exploited, neglected or physically abused.	5.0	380,476	Additional APS casework support staff 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 federal and state revenue.

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Order	Reference to Mand/Disc List	Programs/ Budget units	Services	FTE	Net County Cost Impact	Impact
3	7	IHSS Administration	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 aged, blind and disabled recipients, allowing them to safely remain in their own homes and avoid institutionalization.	(1.5)	(153,054)	Reduction of 1.5 vacant FTE is due to an anticipated reduction in the IHSS State General Fund allocation compared to the FY 17-18 budgeted allocation. The program is currently under a corrective action plan for failure to meet timelines for assessment and reassessment.
4	11	Child Welfare Services	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.	31.0	2,975,316	Additional Child Welfare Services (CWS) social work supervisors, clerical support staff, and support workers will allow the bureau to respond more timely to reports of abuse and be fully compliant with state mandates. The positions will be supported with additional federal and state revenue.

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Order	Reference to Mand/Disc List	Programs/ Budget units	Services	FTE	Net County Cost Impact	Impact
5	12	Adoption Services	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.	1.0	133,170	An additional supervisor position will allow the adoptions unit to better provide services to children in need of a permanent placement and support reunification efforts. This additional position will be supported with additional federal and state revenue.
6	22	CalWORKs Eligibility and Ongoing Case Management Services	Provides eligibility determination for CalWORKs cash aid, supportive services, and includes ongoing case management.	(27.3)	(2,250,586)	CalWORKs and CalFresh caseloads have steadily declined in recent years. As a result, CalWORKs and CalFresh funding allocations declined, and are projected to be further reduced in FY 18-19. A combination of reduced funding and unfunded cost increases requires a reduction in positions. Of the 52.63 FTE position modifications, 35.63 FTEs are being canceled and 17 are being transferred to programs with available funding. The cancellation of positions may result in delays in CalWORKs and Medi-Cal eligibility determination services and the issuance of CalFresh benefits. Not cancelling these positions would result in a significant net county cost.
	32	CalFresh Eligibility and Ongoing Case Management Services	Provides eligibility determination and ongoing case management for CalFresh benefits for eligible low-income individuals and families.	(19.5)	(1,606,257)	
	36	Medi-Cal Eligibility and Ongoing Case Management	Provides Medi-Cal eligibility determination and ongoing case management for eligible for individuals and families	(5.8)	(477,679)	

Employment and Human Services Health and Human Services

Order	Reference to Mand/Disc List	Programs/ Budget units	Services	FTE	Net County Cost Impact	Impact
7	39	Workforce Innovation & Opportunity Act (WIOA)/ Workforce Services Bureau	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.	(20.0)	Fiscal and program impacts included in Line 8 below	In FY 17-18, the Workforce Development Board's (WDB) One-Stop operations, including staff positions, were located within the Workforce Services Bureau and the costs transferred to WDB. Six positions will be canceled directly due to reduced WIOA funding and fourteen will be canceled or transferred to programs with available funding. See fiscal/program impact in Line #8 below.
8	40	Workforce Innovation & Opportunity Act (WIOA)/Workforce Development Board	Provides direct services to businesses, jobseekers and workers. Services include: job matching and access to wage reimbursements for employers; career counseling, assessments, job training, support services, adult education, and employment services to primarily low-income individuals with barriers to employment.	2.0	(815,639)	In FY 18-19, One-Stop operations will be contracted out for \$1,250,000. In addition to the position adjustments above, two of the impacted positions will be transferred to the WDB. The net fiscal impact of these actions is a reduction of \$815,639. Contracting operations will provide the most services with the limited funds projected to be available in FY 2018-19. Without the contract, several sites would be closed. Customers may experience a reduction in services.
Total:				(37.1)	(1,994,086)	

Employment and Human Services

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General Fund Summary

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	136,711,635	175,170,360	186,707,516	186,707,516	0
Services And Supplies	185,806,606	223,481,921	219,170,464	219,170,464	0
Other Charges	32,604,594	31,934,185	29,232,417	29,232,417	0
Fixed Assets	773,241	905,000	886,300	886,300	0
Expenditure Transfers	(14,677,346)	(16,377,375)	(16,984,909)	(16,984,909)	0
Expense Total	341,218,730	415,114,092	419,011,789	419,011,789	0
Revenue					
Other Local Revenue	110,890,387	130,313,056	133,267,153	133,267,153	0
Federal Assistance	77,626,695	103,926,211	103,466,143	103,466,143	0
State Assistance	57,980,847	84,029,605	85,773,493	85,773,493	0
Revenue Total	246,497,929	318,268,872	322,506,789	322,506,789	0
Net County Cost (NCC):	94,720,801	96,845,220	96,505,000	96,505,000	0
Allocated Positions (FTE)					
	1109.3	1346.1	1344.8	1344.8	0
Financial Indicators					
Salaries as % of Total Exp	40%	42%	45%	45%	
% Change in Total Exp		22%	1%	0%	
% Change in Total Rev		29%	1%	0%	
% Change in NCC		2%	0%	0%	
Compensation Information					
Permanent Salaries	78,814,826	101,993,262	107,806,912	107,806,912	0
Temporary Salaries	2,991,580	2,134,270	1,724,640	1,724,640	0
Permanent Overtime	1,017,781	820,277	821,314	821,314	0
Deferred Comp	588,921	1,108,900	1,262,192	1,262,192	0
Hrly Physician Salaries	168,842	159,586	158,954	158,954	0
Perm Physicians Salaries	2,537,932	3,280,750	4,581,940	4,581,940	0
Perm Phys Addnl Duty Pay	21,189	25,953	16,934	16,934	0
Comp & SDI Recoveries	(135,102)	(239,513)	(197,065)	(197,065)	0
FICA/Medicare	6,052,460	8,197,630	8,670,038	8,670,038	0
Ret Exp-Pre 97 Retirees	297,750	320,140	323,587	323,587	0
Retirement Expense	25,959,801	33,159,340	35,915,862	35,915,862	0
Employee Group Insurance	10,693,493	15,690,956	16,830,450	16,830,450	0
Retiree Health Insurance	3,853,289	4,042,189	4,032,502	4,032,502	0
OPEB Pre-Pay	1,474,600	1,514,134	1,514,134	1,514,134	0
Unemployment Insurance	228,802	187,111	80,255	80,255	0
Workers Comp Insurance	2,267,377	2,897,280	3,286,771	3,286,771	0
Labor Received/Provided	(121,905)	(121,905)	(121,905)	(121,905)	0

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Health and Human Services

Table Description

The table above provides information in aggregate format summarizing expenditures and revenues in the General Fund budget units administered by the Health Services Department. This table includes the General Fund subsidy provided to the Contra Costa Regional Medical Center and Health Centers and the Contra Costa Health Plan, 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.

Health Services Health and Human Services

2018-19 Baseline to 2018-19 Recommended

Budget Unit Description	2018-19 Baseline Service Level			2018-19 Recommended Service Level			GF Change – FY 17/18 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	\$625,707,584	\$606,012,616	\$19,107,752	\$625,707,584	\$606,012,616	\$19,670,497	\$0
EF-2 M-Cal Plan	708,503,066	708,503,066	0	708,503,066	708,503,066	0	0
EF-3 Comm Plan	74,972,774	70,986,486	3,986,288	74,972,774	70,986,486	3,986,288	0
Major Risk Ins. Program	0	0	0	0	0	0	0
Sub-Total Enterprise Funds^(A)	\$1,409,183,424	\$1,385,502,168	\$23,656,785	\$1,409,183,424	\$1,385,502,168	\$23,656,785	\$0
General Fund Units:							
Behavioral Health:							
Mental Health	\$225,913,169	\$208,608,312	\$17,304,857	\$225,913,169	\$208,608,312	\$17,304,857	\$0
Alcohol & Other Drugs	24,579,648	22,644,341	1,935,307	24,579,648	22,644,341	1,935,307	0
Homeless Programs	8,380,456	5,690,897	2,689,559	8,380,456	5,690,897	2,689,559	0
Public Health	72,901,458	51,720,607	21,180,851	72,901,458	51,720,607	21,180,851	0
Environmental Health	22,143,837	22,468,762	(324,925)	22,143,837	22,468,762	(324,925)	0
Detention	25,600,010	1,558,301	24,041,709	25,600,010	1,558,301	24,041,709	0
Conservatorship	4,064,733	877,001	3,187,732	4,064,733	877,001	3,187,732	0
California Children's Services	11,082,920	8,644,664	2,438,256	11,082,920	8,644,664	2,438,256	0
Public Administrator	688,773	293,904	394,869	688,773	293,904	394,869	0
Sub-Total General Fund	\$395,355,004	\$322,506,789	\$72,848,215	\$395,355,004	\$322,506,789	\$72,848,215	\$0
Total General & Enterprise Funds	\$1,804,538,428	\$1,708,008,957	\$96,505,000	\$1,804,538,428	\$1,708,008,957	\$96,505,000	\$0
Other Special Revenue Fund Units:							
	Expenditures	Revenue	Net Fund Cost	Expenditures	Revenue	Net Fund Cost	Change
Emergency Medical Services	\$1,571,549	\$1,571,549	\$0	\$1,571,549	\$1,571,549	\$0	\$0
Ambulance Service Area	5,199,913	5,199,913	0	5,199,913	5,199,913	0	0
Total Special Funds:	\$6,771,462	\$6,771,462	\$0	\$6,771,462	\$6,771,462	\$0	\$0
Grand Total All Funds:	\$1,811,309,890	\$1,714,780,419	\$96,505,000	\$1,811,309,890	\$1,811,309,890	\$96,505,000	\$0

- A. General Fund contribution to the Enterprise Funds is provided through General Fund unit 0465.
 B. Baseline and Recommended budget are equal.

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2017-18 Adopted to 2018-19 Recommended

Budget Unit Description	2017-18 Adopted Budget			2018-19 Recommended Service Level			GF Change – FY 17/18 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	\$625,707,584	\$606,012,616	\$19,670,497	(\$2,704,265)
EF-2 M-Cal Plan	680,094,504	680,094,504	0	708,503,066	708,503,066	0	0
EF-3 Comm Plan	71,203,642	67,467,354	3,986,288	74,972,774	70,986,486	3,986,288	0
Major Risk Ins. Program	100,000	100,000	0	0	0	0	0
Sub-Total Enterprise Funds^(A)	\$1,372,648,670	\$1,346,537,620	\$26,361,050	\$1,409,183,424	\$1,385,502,168	\$23,656,785	(\$2,704,265)
General Fund Units:							
Behavioral Health:							
<i>Mental Health</i>	\$211,700,874	\$194,409,686	\$17,291,188	\$225,913,169	\$208,608,312	\$17,304,857	\$13,669
<i>Alcohol & Other Drugs</i>	33,957,534	33,172,351	785,183	24,579,648	22,644,341	1,935,307	\$1,150,124
<i>Homeless Programs</i>	6,903,915	4,707,061	2,196,854	8,380,456	5,690,897	2,689,559	\$492,705
Public Health	74,673,785	54,258,815	20,414,970	72,901,458	51,720,607	21,180,851	\$765,881
Environmental Health	22,004,070	21,484,275	519,795	22,143,837	22,468,762	(324,925)	(\$844,720)
Detention	24,739,774	1,549,282	23,190,492	25,600,010	1,558,301	24,041,709	\$851,217
Conservatorship	3,700,765	613,034	3,087,731	4,064,733	877,001	3,187,732	\$100,001
California Children's Services	10,443,472	7,780,727	2,662,745	11,082,920	8,644,664	2,438,256	(224,489)
Public Administrator	628,853	293,641	335,212	688,773	293,904	394,869	59,657
Sub-Total General Fund	\$388,753,042	\$318,268,872	\$70,484,170	\$395,355,004	\$322,506,789	\$72,848,215	\$2,364,045
Total General & Enterprise Funds	\$1,761,401,712	1664806492	\$96,845,220	\$1,804,538,428	\$1,708,008,957	\$96,505,000	(\$340,220)
Other Special Revenue Fund Units:							
	Expenditures	Revenue	Net Fund Cost	Expenditures	Revenue	Net Fund Cost	Change
Emergency Medical Services	\$2,493,588	\$1,692,403	\$801,185	\$1,571,549	\$1,571,549	\$0	(\$801,185)
Ambulance Service Area	9,335,364	5,000,676	4,334,688	5,199,913	5,199,913	0	(4,334,688)
Total Special Funds:	\$11,828,952	\$6,693,079	\$5,135,873	\$6,771,462	\$6,771,462	\$0	(\$5,135,873)
Grand Total All Funds:	\$1,773,230,664	\$1,671,499,571	\$101,981,093	\$1,811,309,890	\$1,811,309,890	\$96,505,000	(\$5,476,093)

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 2017-18 Adopted Budget service level with the 2018-19 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
- 0471 – Emergency Medical Services
- 7405 – Ambulance Service Area Zone A (Measure H)
- 7406 – Ambulance Service Area Zone B (Measure H)

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% 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 **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, employees of

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participating employers, In Home Support Services, and a Medicare Cost Plan.

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 90,000 Medi-Cal members since the implementation of the ACA, and now provides comprehensive, quality health coverage to approximately 191,000 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.

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 response and services are available for all people in the County. The EMS Agency is the local governmental agency responsible for providing regulatory and medical oversight of medical dispatch, fire and law first responders, emergency and non-emergency ambulance services. The EMS Division in its capacity as the Local Emergency Medical Services Authority establishes and regulates coordinated EMS Systems of Care known to improve patient care outcomes in trauma, stroke, high-risk heart attack, cardiac arrest and emergency services for children. 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.

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Contra Costa Regional Medical Center & Ambulatory Care Centers

Hospital Enterprise Fund (Enterprise Fund I)	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	362,101,641	374,314,697	407,755,625	407,755,625	0
Services And Supplies	207,892,467	194,692,378	201,674,797	201,674,797	0
Other Charges	278,570	12,429,289	12,631,095	12,631,095	0
Fixed Assets	0	39,814,160	3,646,067	3,646,067	0
Expense Total	570,272,679	621,250,524	625,707,584	625,707,584	0
Revenue					
General Fund Subsidy	23,699,778	22,374,762	19,670,497	19,670,497	0
Other Local Revenue	271,690,842	291,412,511	221,426,669	221,426,669	0
Federal Assistance	41,861,975	41,949,648	52,216,342	52,216,342	0
State Assistance	252,792,266	262,513,603	332,394,076	332,394,076	0
Revenue Total	590,044,860	621,250,524	625,707,584	625,707,584	0
Net Fund Cost (NFC):	(19,772,181)	0	0	0	0
Allocated Positions (FTE)	2474.8	2284.8	2284.8	2285.8	1.0
Financial Indicators					
Salaries as % of Total Exp	63%	60%	65%	65%	
% Change in Total Exp		9%	1%	0%	
% Change in Total Rev		5%	1%	0%	
% Change in NFC		(100%)	35%	0%	
Compensation Information					
Permanent Salaries	158,431,409	160,959,438	180,283,310	180,283,310	0
Temporary Salaries	21,908,324	21,797,001	25,071,930	25,071,930	0
Permanent Overtime	6,993,596	6,336,190	9,114,744	9,114,744	0
Deferred Comp	717,977	665,158	908,454	908,454	0
Hrly Physician Salaries	2,095,085	2,093,826	2,425,822	2,425,822	0
Perm Physicians Salaries	45,166,712	48,989,992	47,288,662	47,288,662	0
Perm Phys Addnl Duty Pay	2,848,843	2,805,682	3,084,332	3,084,332	0
Comp & SDI Recoveries	(687,942)	(562,172)	(562,172)	(562,172)	0
Vacation/Sick Leave Accrual	1,982,754	0	0	0	0
FICA/Medicare	16,077,079	17,972,042	18,044,556	18,044,556	0
Ret Exp-Pre 97 Retirees	680,599	679,694	690,996	690,996	0
Retirement Expense	60,386,096	67,592,976	72,363,415	72,363,415	0
Excess Retirement	117,586	315,332	315,332	315,332	0
Employee Group Insurance	27,708,966	28,738,683	31,112,513	31,112,513	0
Retiree Health Insurance	7,795,100	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	632,083	539,600	129,395	129,395	0
Workers Comp Insurance	6,293,177	4,396,924	6,490,005	6,490,005	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.

Description: Includes the operations of the Contra Costa Regional Medical Center (CCRMC), ambulatory care centers, physician services, emergency medical services, charges from other County departments, department-wide administration, and fixed assets.

Workload Indicator: The recommended FY 2018-2019 budget is based on an average daily inpatient census of 126 patients, and 485,153 annual outpatient visits.

Impact: The recommended budget maintains the current level of services. The budget includes ongoing funding for a renewed Medi-Cal Waiver and includes cost estimates for labor agreements currently under negotiation.

1. Contra Costa Regional Medical Center

Description: A general acute care teaching facility, the 167-licensed bed Contra Costa Regional Medical Center (CCRMC) provides a full range of diagnostic and therapeutic services including medical/surgical, intensive care, emergency, prenatal/obstetrical, and psychiatric services. Ancillary services include pharmacy, rehabilitation, medical social work, laboratory, diagnostic imaging, cardiopulmonary therapy and ambulatory care surgery service. The licensed basic emergency room provides medical and psychiatric evaluation and treatment of urgent cases.

CCRMC provides care to individuals with a variety of insurance coverage including Medicare, Medi-Cal and private insurance. The cost of care provided to these individuals is offset by the fees collected.

CCRMC provides services to individuals who cannot pay because the County has a general duty to provide care for indigents. That duty is specified by the State of California in the Welfare and Institutions Code section 17000. The County Board of Supervisors is authorized to adopt standards of aid and care for the indigent and has done so. The County provides indigent health care through various programs based on the Federal Poverty Level (FPL) guidelines.

Under the Basic Health Care Program (BHC) individuals with income less than 300 percent of the FPL who are not eligible for insurance through the Covered California Program, are eligible for medical services at Contra Costa Regional Medical Center (including referred care to non-County facilities as medically required). There is no age restriction for the BHC Program. Adults must be US citizens and residents of Contra Costa County. Children under the age of 19 are eligible regardless of immigration status.

In November 2010, the federal Centers for Medicare and Medicaid Services (CMS) approved California's Section 1115 "California Bridge to Health Reform" Waiver. A key component of the State's section 1115 Waiver was the Low Income Health Program (LIHP) that expanded coverage for individuals between 19 and 64 years of age, who were US Citizens or legal permanent residents. LIHP consisted of two programs, the Medical Coverage Expansion Program (MCE) and the Health Care Coverage Initiative Program (HCCI). The LIHP program, which ended December 31, 2013, was designed to bridge the care of these individuals from an episodic care approach to comprehensive healthcare coverage.

On January 1, 2014, with the implementation of the Federal Patient Protection and Affordable Care Act (ACA), California expanded Medi-Cal eligibility to include adults with incomes up to 138 percent of the federal poverty level. This was known as the optional expansion. For three years the federal government paid 100 percent of the costs of health care services provided to the newly eligible population. Actively enrolled LIHP/MCE individuals were automatically transitioned to Medi-Cal. LIHP/HCCI members became eligible for coverage through the State's health care exchange.

California's 2010 Medi-Cal Section 1115 waiver "Bridge to Reform" expired in October 2015. Under the Bridge to Reform Waiver, the California Delivery System Reform Incentive Program (DSRIP) has supported the initial steps of transforming and stabilizing the public safety net hospital system. In 2015 California received approval from the Centers for Medicare and Medicaid Services (CMS) to implement a new

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waiver program known as the Medi-Cal 2020 Waiver.

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

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

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

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

Under this new Waiver, the Health Services Department is addressing all aspects of health, including disparities and inequities. The new Waiver places a great deal of importance on addressing issues that affect health in our communities - not just those affecting the patients we serve. Because the Health Services Department is an integrated health system, we

are ideally structured to meet these expectations. The Contra Costa Regional Medical Center and Health Centers will be working with the Contra Costa Health Plan, Behavioral Health, Public Health, and Emergency Medical Services (EMS) to fulfill the healthcare and community health obligations under the Medi-Cal 2020 Waiver.

Hospital and Emergency Care Services Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$296,833,349
Financing:		296,833,349
Net Fund Cost:		0
Funding Sources:		
State	56.9%	\$168,997,257
Misc	35.1%	104,123,508
Federal	7.5%	22,284,090
General Fund (Subsidy)	0.5%	1,428,494
FTE:	963.2	

2. Ambulatory Care Centers

Description: Eleven ambulatory care centers in East, West and Central Contra Costa County provide family practice oriented primary care, geriatrics, dental, rehabilitation, prenatal, pediatric and adult medical services, as well as specialty clinic services. Specialty clinics include: podiatry, infectious disease, eye, dermatology, orthopedics, urology, ENT, gynecology, and other services.

Ambulatory Care Centers Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$148,749,884
Financing:		148,749,884
Net Fund Cost:		0
Funding Sources:		
State	66.7%	\$99,212,485
Misc	18.9%	28,097,019
Federal	14.1%	21,006,533
General Fund (Subsidy)	0.3%	433,847
FTE: 741.3		

3. Physician Services

Description: The interdisciplinary medical staff at Contra Costa Regional Medical Center and Health Centers includes 138 family medicine physicians, as well as family nurse practitioners, pediatricians, internists, dentists, psychiatrists, psychologists and 335 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 service line leadership. We previously created new Ambulatory Care Medical Director, Specialty Care Medical Director, and Hospital Medical Director positions to lead the growth and redesign of our services in response to the expanding patient base under the ACA. We have expanded patient access (additional provider hours, improved access metrics) in both primary care, specialty care and short notice capacity. We have integrated over 30 psychologists into the care of patients in our system and created processes for universal

screening and treatment for substance abuse (SBIRT) and depression (PHQ9) including creating medication-assisted programs for patients with opioid addiction. Additionally, we are improving coordination and information sharing through the Electronic Medical Record (EMR) with other institutions and providers both within and outside of our County to improve access to more medical and support services.

Physician Services Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$118,894,293
Financing:		118,894,293
Net Fund Cost:		0
Funding Sources:		
State	49.7%	\$59,041,318
Misc	42.5%	50,580,487
Federal	7.5%	8,925,719
General Fund (Subsidy)	0.3%	346,769
FTE: 272.4		

4. Emergency Medical Services

Description: This program provides overall coordination of Contra Costa's Emergency Medical System. It regulates emergency ambulance services and the County's trauma, EMS for Children, STEMI (high-risk heart attack) and stroke systems, establishes pre-hospital treatment protocols and certifies pre-hospital personnel, approves and provides medical control and oversight for medical dispatch, paramedic programs and first-responder defibrillation programs, plans and coordinates medical disaster response, and reviews inter-facility patient transfers.

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Emergency Medical Services Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$2,023,656
Financing:		2,023,656
Net Fund Cost:		0
Funding Sources:		
Misc	100.0%	\$2,023,656
FTE: 6.0		

Charges From Other County Departments		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$17,461,387
Financing:		17,461,387
Net Fund Cost:		0
Funding Sources:		
General Fund (Subsidy)	100.0%	\$17,461,387

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:		\$25,467,853
Financing:		25,467,853
Net Fund Cost:		0
Funding Sources:		
Misc	100.0%	\$25,467,853
FTE: 302.9		

Charges from other County departments include:

Auditor	\$1,038,849
Purchasing	\$199,186
County Counsel	\$1,100,000
Human Resources	\$1,933,463
Telecommunication	\$5,270,855
Courier Service (PW-GSD)	\$25,689
Sheriff's Office	\$4,417,356
DoIT	\$1,169,455
Occupancy-owned	\$2,101,401
Occupancy-rented	\$11,492
Travel-Co equip	\$193,641
Total	\$17,461,387

b. Charges from Other County Departments

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

6. Hospital Capital Cost

Description: During the first half of FY 2018-19, we expect to complete the Martinez Inpatient and Martinez Outpatient Pharmacy renovation (this is to comply with the Board of Pharmacy requirements). We also plan to complete the Sterile Processing Sterilizer Replacement project. The expansion of telemetry beds from eight to 30 is expected to be completed by second quarter of FY 2018-19. By the fourth quarter of FY 2018-19, we expect to complete the project to secure the Postpartum and Labor and Delivery units.

During FY 2018-19 we plan to begin construction of the West County Health Center expansion. This will be an 18,000 square feet, two-story, integrated Health Center that offers Behavioral Health and medical services adjacent to the existing West County Health Center.

Capital expenditures for FY 2018-19 are projected to be \$3.0 million for purchases of medical equipment, \$12.6 million for lease payments, and \$600,000 for projects.

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

Hospital Capital Cost		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$16,277,162
Financing:		16,277,162
Net Fund Cost:		0
Funding Sources:		
Misc	68.4%	\$11,134,146
State	31.6%	5,143,016

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CCHP Medi-Cal (Enterprise Fund II) ^A	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	23,087,975	27,748,363	26,796,529	26,796,529	0
Services And Supplies	614,999,843	572,431,903	597,091,462	597,091,462	0
Other Charges	149,214,879	79,914,238	84,615,075	84,615,075	0
Expense Total	787,302,697	680,094,504	708,503,066	708,503,066	0
Revenue					
Other Local Revenue	792,172,322	680,094,504	708,503,066	708,503,066	0
Revenue Total	792,172,322	680,094,504	708,503,066	708,503,066	0
Net Fund Cost (NFC):	(4,869,625)	0	0	0	0
Allocated Positions (FTE)^B	194.0	194.0	180.0	180.0	0.0
Financial Indicators					
Salaries as % of Total Exp	3%	4%	4%	4%	
% Change in Total Exp		(14%)	4%	0%	
% Change in Total Rev		(14%)	4%	0%	
% Change in NFC		(100%)	(190%)	0%	
Compensation Information					
Permanent Salaries	12,079,576	14,938,106	14,423,874	14,423,874	0
Temporary Salaries	2,141,574	1,923,504	2,048,696	2,048,696	0
Permanent Overtime	684,189	681,480	821,786	821,786	0
Deferred Comp	105,006	101,400	134,964	134,964	0
Hrly Physician Salaries	86,638	0	0	0	0
Perm Physicians Salaries	189,649	373,232	385,542	385,542	0
Perm Phys Addnl Duty Pay	4,236	42,804	4,284	4,284	0
Comp & SDI Recoveries	(31,393)	(51,823)	0	0	0
Vacation/Sick Leave Accrual	191,893	0	0	0	0
FICA/Medicare	1,107,849	1,373,873	1,363,165	1,363,165	0
Ret Exp-Pre 97 Retirees	40,295	40,320	42,576	42,576	0
Retirement Expense	3,623,168	4,771,207	4,550,393	4,550,393	0
Employee Group Insurance	1,914,655	2,540,874	1,989,957	1,989,957	0
Retiree Health Insurance	359,702	351,336	419,916	419,916	0
OPEB Pre-Pay	147,959	147,959	147,959	147,959	0
Unemployment Insurance	40,531	48,264	38,856	38,856	0
Workers Comp Insurance	402,450	465,826	424,561	424,561	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-Cal enrollees. Enterprise Fund III is used to account for the premiums and expenditures related to Medicare recipients and employees of participating employers. The Health Plan also acts as the Third Party Administrator for the Contra Costa CARES program.

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 2018/2019 budget is based on an average monthly enrollment of 182,000 Medi-Cal enrollees. Our FY 2018/2019 Medi-Cal enrollment budget increased 1.1% over our FY 2017/2018 Medi-Cal enrollment budget.

Impact: The recommended budget maintains the current level of services.

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.

There are new or expanded benefits and services added to Medi-Cal Managed Care Plans in 2018 and 2019.

- The Case Management Unit continues to manage the non-medical transportation benefit for the entire Medi-Cal population. Transportation services for our members were expanded to include health type services such as pharmacy, dental and mental health.
- Starting on January 1, 2018, CCHP and other Medi-Cal managed care providers began offering a new palliative care benefit for seriously ill members who need assistance with decision-making when their advanced illness continues to decline and they are not yet eligible for hospice.

Palliative care consists of patient and family centered care that optimizes quality of life by anticipating, preventing and treating suffering. The new benefit provides eligible members visits with palliative care physicians, nurses and social workers for symptom control, advanced care planning and care coordination.

In order to qualify for the benefit, members must have a chronic, advanced, life-limiting, illness with either congestive heart failure, chronic obstructive pulmonary disease, cancer or liver disease, to a level of severity that death within a year is plausible.

CCHP has contracted with two community palliative care providers, as well as CCRMC's outpatient palliative care clinic, to ensure our members have access to these services.

- The CCHP Case Management department will utilize the Health Risk Assessment (HRA) for Seniors and Persons with Disabilities (SPDs) to meet the Department

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of Health Care Services (DHCS) requirement of a health assessment for all new Medi-Cal members. The expanded Health Information Form and other health information forms (HIF/MET) will be mailed to all new members. The Health Plan is also required to make three follow-up attempts to secure this information within 45 days of enrollment. Information from the return of the forms will be shared with the member's Primary Care Provider (PCP). CCHP will mail all appropriate resource materials to members based on Social Determinants of Health needs as expressed in the forms completed by new members.

- In 2018, the Department of Health Care Services (DHCS) is requiring all Managed Care Plans to credential all existing and any new provider or vendor that is not already enrolled with DHCS in order for the provider or vendor to participate in our network. This is specific to CCHP's Medi-Cal product line only.
- CCHP is building a new Population Health Management program according to National Committee for Quality Assurance (NCQA) standards, to provide better health for members and lower costs for the Health Plan. This will be accomplished by analyzing our membership and determining interventions to provide in four areas:
 - Keeping members healthy
 - Addressing members with emerging risk in order to lessen future disease burden
 - Improving member safety, including during transition of care
 - Managing multiple chronic illnesses

Interventions with member subgroups in both the Contra Costa Regional Medical Center and Community Provider Network networks needs to begin by July 1, 2018. The program will be evaluated by measures of clinical outcomes, cost/utilization, and member experience, and will be refined annually.

The recommended FY 2018/2019 budget is based on an average monthly enrollment of 158,000 AFDC/CalWORKS and Other Medi-Cal enrollees, excluding SPD's.

Medi-Cal Members Summary (Excluding SPD)		
Service:	Mandatory per DHCS And DMHC Standards	
Level of Service:	Mandatory	
Expenditures:	\$517,084,780	
Financing:	517,084,780	
Net Fund Cost:	0	
Funding Sources:		
Local (Premiums)	100.0%	\$517,084,780
FTE:	180.0	

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.

Welfare and Institutions Code - WIC § 14182(b)-(c), requires CCHP to develop a process to identify the relative health risk of each SPD member. CCHP must use this process to develop individualized care management plans for their SPD members who have been determined to be at higher risk of requiring complex health care services. CCHP must use the Health Risk Assessment tool to comprehensively assess each newly enrolled SPD member's current health risk. The Health Plan is also required to make three follow-up attempts to secure this information within 45 days of enrollment. In addition to the initial Health Risk Assessment for new SPD members, annual reassessments must be completed for all SPD members.

The recommended FY 2018/2019 budget is based on an average monthly enrollment of 24,000 SPD enrollees.

Medi-Cal SPD Members Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		\$187,658,381
Financing:		187,658,381
Net Fund Cost:		0
Funding Sources:		
Local (Premiums)	100.0%	\$187,658,381

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:		\$3,759,905
Financing:		3,759,905
Net Fund Cost:		0
Funding Sources:		
Local (Premiums)	100.0%	\$3,759,905

Charges from other County departments include:

Public Works	\$511,631
Auditor-Controller	\$2,957,422
Information Technology	\$290,852
Total	\$3,759,905

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Contra Costa Community Health Plan (Enterprise Fund III)

CCHP Community Plan (Enterprise Fund III)	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Services And Supplies	73,713,875	69,495,079	73,162,447	73,162,447	0
Other Charges	1,745,256	1,708,563	1,810,327	1,810,327	0
Expense Total	75,459,132	71,203,642	74,972,774	74,972,774	0
Revenue					
General Fund Subsidy	3,986,288	3,986,288	3,986,288	3,986,288	0
Other Local Revenue	77,381,737	71,203,642	74,972,774	74,972,774	
Revenue Total	77,381,737	71,203,642	74,972,774	74,972,774	0
Net Fund Cost (NFC):	(1,922,606)	0	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		(6%)	5%	0%	
% Change in Total Rev		(8%)	5%	0%	
% Change in NFC		(100%)	0%	0%	

Description: The Contra Costa Community Health Plan is a County-operated prepaid health plan available to certain Medicare recipients, In-Home Support Service providers, and employees of participating 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

was a new tax for our commercial business. In FY 2016/2017 the tax was \$7.50 per member

per month, in FY 2017/2018 the tax was \$8.00 per member per month. In FY 2018/2019 the tax will be \$8.50 per member per month.

Workload Indicator: The recommended FY 2018/2019 budget is based on an average monthly enrollment of 9,000 enrollees.

Impact: The recommended budget maintains the current level of services.

1. Commercial Coverage

Description: Provides coordinated comprehensive health benefits from physical check-ups to treatment of major health problems. There is an array of benefits, premiums and co-payments depending on the plan chosen. Premiums are paid by the members or their employers.

The County Employee Plans serve full time, part time and temporary employees and retirees of Contra Costa County, and some plans cover their eligible dependents in the Contra Costa Health Plan. In addition, coverage is available to the state sponsored In-Home Supportive Services (IHSS) providers in Contra Costa County. IHSS providers who join CCHP receive coordinated comprehensive health care services ranging from physical check-ups to treatment of major health problems. Monthly premium costs are shared by the County and the IHSS providers.

Commercial Members Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		\$58,030,156
Financing:		58,030,156
Net Fund Cost:		0
Funding Sources:		
Local (Premiums)	100.0%	\$58,030,156

In-Home Supportive Services and Contra Costa CARES		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		\$16,942,618
Financing:		16,942,618
Net Fund Cost:		0
Funding Sources:		
Local (Premiums)	76.5%	\$12,956,330
General Fund (Subsidy)	23.5%	3,986,288

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 at-risk adult residents of Contra Costa County with incomes less than or equal to 300% 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 pilot program was structured and sized to run for approximately 12 months (dependent on enrollment ramp up) or until the funding was fully utilized.

The results of the pilot indicated a positive trend 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 program has been continued for the past two years through a combination of funding from the County and matching funds from the private

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hospitals.

The FY 2018-19 budget anticipates a case load of 4,400 members per month. Funding for the program will continue as a matching partnership between the County and the private hospitals. A County contribution of \$250,000 is included in the FY 2018-19 budget.

Major Risk Medical Insurance Program (Enterprise Fund IV)

AIM/MRMIP (Enterprise Fund IV)	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Services And Supplies	0	100,000	0	0	0
Expense Total	0	100,000	0	0	0
Revenue					
Other Local Revenue	44,276	100,000	0	0	0
Revenue Total	44,276	100,000	0	0	0
Net Fund Cost (NFC):	(44,276)	0	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		0%	(100%)	0%	
% Change in Total Rev		126%	(100%)	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.

CCHP's participation in the AIM program ended June 30, 2015.

CCHP's participation in the MRMIP was terminated on December 31, 2014.

The FY 2017-18 budget represented a reserve for any potential state reconciliation of the MRMIP program.

Beginning with FY 2018-19, CCHP will no longer budget for these programs.

Major Risk Medical Insurance Program		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		\$0
Financing:		0
Net Fund Cost:		0
Funding Sources:		
Local (Premiums)	0.0%	\$0

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Behavioral Health Division - Mental Health

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	51,851,978	61,602,358	68,599,887	68,599,887	0
Services And Supplies	133,887,198	149,515,268	154,729,918	154,729,918	0
Other Charges	5,165,614	5,572,464	5,571,645	5,571,645	0
Fixed Assets	(8,199)	28,700	0	0	0
Expenditure Transfers	(3,831,345)	(5,017,916)	(2,988,281)	(2,988,281)	0
Expense Total	187,065,246	211,700,874	225,913,169	225,913,169	0
Revenue					
Other Local Revenue	78,524,001	90,813,435	96,901,492	96,901,492	0
Federal Assistance	57,936,083	73,723,857	78,554,691	78,554,691	0
State Assistance	32,775,353	29,872,394	33,152,129	33,152,129	0
Revenue Total	169,235,437	194,409,686	208,608,312	208,608,312	0
Net County Cost (NCC):	17,829,809	17,291,188	17,304,857	17,304,857	0
Allocated Positions (FTE)	458.7	517.9	517.9	517.9	0.0
Financial Indicators					
Salaries as % of Total Exp	28%	29%	30%	30%	
% Change in Total Exp		13%	7%	0%	
% Change in Total Rev		15%	7%	0%	
% Change in NCC		(3%)	0%	0%	
Compensation Information					
Permanent Salaries	29,838,425	35,111,416	38,560,109	38,560,109	0
Temporary Salaries	1,178,641	1,089,655	711,012	711,012	0
Permanent Overtime	158,828	226,631	186,000	186,000	0
Deferred Comp	254,329	377,640	490,728	490,728	0
Hrly Physician Salaries	75,964	73,845	72,780	72,780	0
Perm Physicians Salaries	1,439,810	1,688,976	3,037,037	3,037,037	0
Perm Phys Addnl Duty Pay	5,656	172	8,136	8,136	0
Comp & SDI Recoveries	(35,139)	(114,768)	(114,768)	(114,768)	0
FICA/Medicare	2,397,315	2,953,424	3,277,809	3,277,809	0
Ret Exp-Pre 97 Retirees	107,903	125,596	118,716	118,716	0
Retirement Expense	9,599,298	11,762,778	13,106,562	13,106,562	0
Employee Group Insurance	4,276,569	5,502,087	6,208,192	6,208,192	0
Retiree Health Insurance	1,311,160	1,374,490	1,422,152	1,422,152	0
OPEB Pre-Pay	410,737	410,737	410,736	410,736	0
Unemployment Insurance	87,662	102,201	21,471	21,471	0
Workers Comp Insurance	866,724	1,039,383	1,205,120	1,205,120	0
Labor Received/Provided	(121,905)	(121,905)	(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 2018-19 budget is based on 406,356 visits; an inpatient psychiatric average daily census of 17.0 patients; 204 inpatient clinic visits; 15,074 days in Institute for Mental Disease (IMD); 77,808 days in Board and Cares; and 275 days in State Hospitals.

Impact: The recommended budget maintains the current level of services. The budget includes:

- A three percent cost of living adjustment for the Mental Health Community Based Organization (CBO) Adult, Children, and MHSa contract providers.
- Continuation of funding for the Children and Adult Mobile Crisis program. The children's expanded mobile crisis program details are included under Mobile Response Team. The Adult program details are included under Forensic Mental Health Services.
- Continuation of Health Services funding for Continuum of Care Reform (CCR). The budget also includes \$2,000,000 in Realignment funding from the Employment and Human Services Department (EHSD). Funding from EHSD will be used to enhance existing mental health services to children receiving services from EHSD. Detailed program information for the CCR program is included under Child and Adolescent Services.
- New funding for the CoCo LEAD Plus program. Program details are included under Forensic Mental Health Services.
- Eighteen bed expansion of augmented housing to Older Adult Mental Health consumers. Detailed program description is included under Augmented Board and Cares for Older Adult Mental Health Consumers.

1. Child and Adolescent Services

Description: 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 Services 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 STRTPs in California and the nation.

c. Intensive Day Treatment Services: Therapeutic treatment and activity programs (less than 8 hours per day) for children and adolescents who have behavioral and/or emotional disorders or who are SED, psychosocially delayed or "at high risk." All of these services are attached to residential treatment.

d. Outpatient Clinic Treatment and Outreach Services: Outpatient clinic, school-site and in-home services; including psychiatric diagnostic assessment, medication, therapy, wraparound, collateral support, Family Partnership, and crisis intervention services for 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 Services systems. Community and school-based prevention and advocacy

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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 or adolescent's ability to benefit from their education, stay out of trouble, and remain at home.

f. *Early and Periodic Screening Diagnosis and Treatment (EPSDT) 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):* Provides one-on-one behaviorally focused shadowing of children and adolescents 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 SED children and adolescents and their families in order to prevent acute psychiatric crises and subsequent hospitalization. The Behavioral Health Division is expanding this program in January 2018. With expanding the hours of operation, the team will be better able to respond to the entire County population. The new hours of operation will be from 7 a.m. to 11 p.m.

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 child's or adolescent'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. We have seen an increase of referrals for ERMHS services this past year. As a result of our improved outreach efforts, school counselors are much more aware of ERMHS services and identifying students who may need services at an earlier stage. Services include: individual, group, or family psychotherapy; day treatment services; collateral support; 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 Mandated Claims (SB 90), Medi-Cal and State General Funds. This mandate was suspended in the Budget Act of 2010-2011, and the responsibility to fund these services was transferred from County Mental Health to the local school districts and Special Education Local Plan Areas (SELPAs). An MOU was developed and signed by County Mental Health and the SELPAs, with supporting contracts going before the Board of Supervisors for approval. This budget assumes that the responsibility for funding continued ERMHS Non-Medi-Cal services will remain with the local school districts and SELPAs.

k. *Olivera:* A first step alternative to, as well as a step down from, residential placements that provide a non-public school with Intensive Day Treatment and wrap-around services. The program includes five classrooms – three for the Mt. Diablo Unified School District and two for other SELPAs within Contra Costa.

l. *Katie A. Programming:* Children's Mental Health, in partnership with Child and Family Services, is in its fifth year of development 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.

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

- Create mental health courts;
- Offer specialized training to criminal justice staff in identifying symptoms in order to respond appropriately to people with mental illness;
- Develop programs to promote public safety;
- Develop programs to support intergovernmental cooperation between 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 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. As we are now in the final year of the grant, the agencies will be developing an alternative funding model that will sustain the program for future years.

n. Continuum of Care Reform (CCR): In 2018, 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 Treatment Program (STRTP) model while requiring interagency development of child-serving partnerships. It is currently in development, and Residential Treatment Centers are transitioning to STRTP status while Foster Family Agencies are converting to Resource Family Agencies, providing vitally needed services to our most at-risk youth. Through the Health Services budget, the initial County staff have been hired, and additional staff will be added over the year to bring the County staff level to approximately 22 FTEs for this initiative.

Through an interagency agreement and the reallocation of \$2,000,000 in Realignment funds from Employment and Human Services Department (EHSD) Protective Services, Behavioral Health will receive EHSD dollars as Medi-Cal match funding, and will be able to enhance existing Mental Health Services for children receiving services from EHSD - Children and Family Services (CFS) to support step down in placement care levels and/or to sustain children in family-based care. These funds can only be used for children who are receiving foster care and/or in-home services from EHSD-CFS or for children whose families are involved with Emergency Response and are referred for Mental Health Services by EHSD-CFS. EHSD funding will primarily support services that will be delivered through substantial contracting with provider agencies.

o. Presumptive Transfer: The State passed AB 1299, enacting an initiative to attempt to correct the issue of foster children who were placed out of their county of jurisdiction and were not receiving behavioral health services in a timely manner. AB 1299 allows the county of jurisdiction to transfer the responsibility for the provision of specialty mental health services to the county of residence. Policy and procedures are in development both at the state and local level.

p. Evidenced Based Practices: Children's Mental Health has instituted system wide training in several evidence-based practices (EBPs), including Cognitive Behavioral Therapy, Trauma-Focused Behavioral Therapy, Cognitive Therapy for Depression, Dialectic Behavioral Therapy, and Wraparound Services. Additionally, we have added an EBP for an eating disorders program and are in the early stages of development for that initiative. EBPs 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 promote trauma-focused care regionally.

q. First Hope: Continues to serve prodromal adolescents and young adults showing early signs of psychosis. Also referred to as the Clinical High Risk (CHR) program, the CHR

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program works with young individuals at risk for or experiencing very early symptoms of psychosis prior to a first psychotic episode. First Hope staff perform an extensive initial assessment to determine whether a young person is eligible for services whether in the CHR or First Break program.

r. First Break: Program works with young adults who have had a first psychotic episode within the past 18 months. The budget for the First Break Program has been finalized and it, along with First Hope, will be relocating to a new site. First Break has an approved list of positions and has located a new site pending approval of the transition.

Child & Adolescent Services Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$67,117,426
Financing:		66,308,498
Net County Cost:		808,928
Funding Sources:		
Federal	50.4%	\$33,840,608
Local	46.6%	31,275,734
Transfer	1.8%	1,192,156
General Fund	1.2%	808,928
FTE:	99.0	
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 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, a 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 disorder specialty services provided for CalWORKs participants who are referred by the Employment and Human Services Department to reduce barriers to employment. Services include outpatient services for mental health and substance use disorders plus supportive services for participants and their immediate family members.

h. The Behavioral Health Access Line: 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 Alcohol and Drug counselors, 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, make appropriate referrals to AOT

services for those who meet criteria and refer to other services for those who do not meet criteria. AOT has just completed its second year of implementation.

This unit is currently implementing two new programs:

1) The management and supervision of **CoCo LEAD Plus**, an innovative program funded by Proposition 47 intended to break the cycle of criminalization and repeated incarceration for people with co-occurring disorders in Antioch, CA. This three-year program will partner with the Antioch Police Department, the County Probation Department, the Health, Housing, and Homeless Services Division, and community based organizations.

2) The **Mobile Crisis Intervention Team** will go live in 2018 and provide 24/7 crisis intervention response to consumers experiencing mental health crisis. Mobile crisis teams will be interdisciplinary and will consist of a mental health clinician, a community support worker, and a family nurse practitioner who will provide assessment, brief crisis response, short-term triage, and emergency services to prevent acute psychiatric crises and subsequent hospitalization. The team will coordinate crisis response and 5150s with law enforcement, emergency services, and the fire department. The goal is to decrease 5150s, reduce PES visits, and refer consumers to appropriate services in their communities.

j. Rapid Access: Provide drop-in services at the mental health clinics to clients who have recently been admitted to and subsequently discharged from 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. Older Adult Program: Provides mental health services to Contra Costa's seniors who are 60 years of age or older, including preventive care, linkage and outreach to under-

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served and/or at-risk communities. The Senior Peer Counseling Program reaches out to isolated and mildly depressed older adults (age 55-plus) 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 that provides problem-solving short-term therapy for depression (moderate to severe) treatment to individuals aged 55 plus in a primary care setting. The Intensive Care Management Program provides mental health services to severely mentally ill older adults aged 60 plus 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.

l. Transition Team: Provides short-term intensive case management services and linkage to ongoing services for severely and persistently mentally ill adults ages 18-59 who are in need of mental health services. Transition Team referrals come primarily from inpatient psychiatric hospitals, Psychiatric Emergency Services, 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.

m. Evidence Based Practice (EBPs): In 2017, the adult system of care implemented two EBP Models across all three regions of the Division. After a careful data-driven process examining who we serve and the appropriate effective evidence based treatment models that could serve our consumers, we chose ***Cognitive Behavioral Social Skills Training (CBSST)***, and ***Cognitive Behavioral***

Treatment for Psychosis (CBTP). EBP trainings included training for therapists, Alcohol and Other Drugs (AOD) staff, and peer providers, and were open to Homeless Services staff as well. Planning is underway to identify leadership to support the trainings and implement ongoing supervision of the practice of EBPs. Successful implementation of EBPs requires ongoing consultation and support to the staff putting the model into practice, and is best supported by EBP team 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 ongoing training in best practices with an overall goal to improve outcomes. After careful studying and planning, several outcome measures were identified to use with EBP implementation: the Patient Health Questionnaire (PHQ9), the General Anxiety Disorder (GAD7), the Independent Living Skills Survey (ILSS) and the Recovery Assessment Scale (RAS). The use of these outcome measures will be implemented in 2018.

n. Augmented Board and Cares for Older Adult Mental Health Consumers: The Behavioral Health Division’s Adult System of Care has experienced an increase in older adult mental health consumers needing augmented housing that also provides special supports for activities of daily living and medical care as well as supports for their mental health needs. We plan to increase our bed capacity to add eighteen additional beds for older adult Behavioral Health consumers and are looking at expanding existing contracts and developing contracts with several local facilities that could provide the specialized care our older adults require as well as the support their mental health needs. Case management services would be provided by Older Adult Mental Health.

o. Trauma Informed Systems of Care: Behavioral Health's strategic plan identifies trauma informed care as a priority. Behavioral Health (BH) strives to deliver trauma informed care through the adoption of a strengths based framework for service provision, grounded in an understanding of and responsiveness to the

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impact of trauma on consumer behavioral health and recovery. BH Adult System of Care convenes a monthly "Trauma Informed Collaborative" to coordinate with system partners - Public Health, Employment and Human Services, primary care, and homeless services - on trauma-informed trainings and activities in their respective domains. BH will begin division-wide training for all staff in 2018 in the basics of stress and trauma and its impact on health and well-being.

Adult Services Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$60,450,532	
Financing:	57,515,959	
Net County Cost:	2,934,573	
Funding Sources:		
State	49.4%	\$29,861,874
Federal	34.2%	20,648,240
Local	9.8%	5,944,978
Transfer	1.8%	1,060,867
General Fund	4.9%	2,934,573
FTE: 142.0		
Note: Excludes Support Services costs 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:	\$14,838,108	
Financing:	4,032,460	
Net County Cost:	10,805,648	
Funding Sources:		
State	18.5%	\$2,747,467
Federal	5.0%	742,124
Transfer	3.7%	542,869
General Fund	72.8%	10,805,648
FTE: 83.9		

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:	\$13,219,859	
Financing:	12,240,265	
Net County Cost:	979,594	
Funding Sources:		
Federal	80.6%	\$10,660,273
State	3.3%	438,444
Transfer	1.5%	192,389
Local	7.2%	949,159
General Fund	7.4%	979,594

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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:		\$13,893,611
Financing:		13,025,443
Net County Cost:		868,168
Funding Sources:		
Federal	67.9%	\$9,430,973
Local	25.1%	3,490,126
State	0.8%	104,344
General Fund	6.2%	868,168

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:		\$8,868,520
Financing:		7,960,574
Net County Cost:		907,946
Funding Sources:		
Local	53.3%	\$4,728,101
Federal	36.4%	3,232,473
General Fund	10.3%	907,946
FTE: 21.0		

7. Mental Health Services Act/ Proposition 63

Description: Approved by California voters in November 2004, Proposition 63 imposes a 1% tax on incomes in excess of \$1 million and directs those collections to the provision of mental health services. The Mental Health Services Act (MHSA) has expanded mental health care programs for children, transition age youth, adults, and older adults. Services are client and family driven and include culturally and linguistically appropriate approaches to address the needs of underserved populations. They must include prevention and early intervention as well as innovative approaches to increasing access, improving outcomes and promoting integrated service delivery. The MHSA added Section 5891 to the Welfare & Institutions Code, which reads in part, "The funding established pursuant to this Act shall be utilized to expand mental health services. These funds shall not be used to supplant existing state or county funds utilized to provide mental health services".

The first yearly MHSA Program and Expenditure Plan for Community Services and Supports was approved by the Board of Supervisors and submitted to the State Department of Mental Health on December 22, 2005. The Prevention and Early Intervention component was added in 2009, and the remaining components of Innovation, Workforce Education and Training,

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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 integrated the five components into the MHSAs Three Year Program and Expenditure Plan for FYs 2014-17, and provided an annual plan update in FY 2015-16 and 2016-17.

The MHSAs Three Year Program and Expenditure Plan for FYs 2017-20 was approved and published in June 2017. FY 2018-19 is the first yearly plan update to this three-year plan, and proposes no new significant program additions or deletions for FY 2018-19. For the MHSAs Three Year Program and Expenditure Plan Update for FY 2018-19 (Three Year Plan Update), the required Community Program Planning process concludes with a 30-day public comment period and public hearing in May 2018. Responses to substantive stakeholder input will be incorporated in the final Three Year Plan Update that will be submitted for Board of Supervisors consideration on or after May 2018.

The projected FY 2018-19 MHSAs expenditures are described below.

<u>Program Type</u>	<u>\$ in Millions</u>
Community Support System	\$36.8
Prevention and Early Intervention	8.9
Work Force Education & Training	2.6
Capital Facilities	0.1
Innovation	2.1
Total MHSAs Allocation	\$50.5

Mental Health Services Act		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$50,513,394	
Financing:	50,513,394	
Net County Cost:	0	
Funding Sources:		
Local	100.0%	\$50,513,394
(Transfers from the MHSAs Fund)		
FTE:	172.0	

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Behavioral Health – Alcohol and Other Drugs

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	3,196,898	5,729,428	5,947,419	5,947,419	0
Services And Supplies	13,831,659	29,879,642	20,671,478	20,671,478	0
Other Charges	403	0	0	0	0
Fixed Assets	0	13,500	13,500	13,500	0
Expenditure Transfers	(1,516,694)	(1,665,036)	(2,052,749)	(2,052,749)	0
Expense Total	15,512,267	33,957,534	24,579,648	24,579,648	0
Revenue					
Other Local Revenue	4,689,075	8,087,917	4,949,192	4,949,192	0
Federal Assistance	4,987,239	14,144,689	8,579,134	8,579,134	0
State Assistance	5,104,989	10,939,745	9,116,015	9,116,015	0
Revenue Total	14,781,303	33,172,351	22,644,341	22,644,341	0
Net County Cost (NCC):	730,964	785,183	1,935,307	1,935,307	0
Allocated Positions (FTE)	34.0	53.0	52.0	52.0	0.0
Financial Indicators					
Salaries as % of Total Exp	21%	17%	24%	24%	
% Change in Total Exp		119%	(28%)	0%	
% Change in Total Rev		124%	(32%)	0%	
% Change in NCC		7%	146%	0%	
Compensation Information					
Permanent Salaries	1,706,247	3,291,488	3,506,162	3,506,162	0
Temporary Salaries	97,796	88,347	0	0	0
Permanent Overtime	58,473	65,912	0	0	0
Deferred Comp	26,077	36,439	58,620	58,620	0
Comp & SDI Recoveries	(22,984)	0	0	0	0
FICA/Medicare	138,046	239,994	266,369	266,369	0
Ret Exp-Pre 97 Retirees	5,448	2,173	2,173	2,173	0
Retirement Expense	486,071	870,066	1,011,058	1,011,058	0
Employee Group Insurance	279,343	533,846	584,943	584,943	0
Retiree Health Insurance	265,790	367,147	274,956	274,956	0
OPEB Pre-Pay	102,277	141,811	141,811	141,811	0
Unemployment Insurance	4,956	8,060	1,753	1,753	0
Workers Comp Insurance	49,357	84,145	99,575	99,575	0

Description: To reduce the incidence and prevalence of Substance Use Disorders (SUD) through prevention, intervention, diversion, treatment and recovery services. The Alcohol and Other Drugs service delivery model is based on a network of community based organizations and one county operated program which provide SUD prevention, diversion and treatment programs throughout Contra Costa County. On June 30, 2017, Alcohol and Other Drugs Services (AODS) received a contract from the Federal Centers for Medicare and Medicaid Services (CMS) for the implementation of the Drug Medi-Cal Organized Delivery System (DMC-ODS) Waiver Plan to provide a continuum of care for SUD treatment services to Medi-Cal beneficiaries modeled after the American Society of Addiction Medicine.

At the beginning of the FY 2017-18, Contra Costa County became the 5th county in the State that opted into the Waiver. To participate in the DMC-ODS Waiver the County was required to submit an implementation plan and a fiscal plan that were subsequently approved by the State Department of Health Care Services (DHCS) and CMS on November 2016. The DMC-ODS Waiver operates as a Prepaid Inpatient Hospital Plan requiring counties to provide greater administrative oversight, and implement utilization controls to improve care and maximize efficiency.

With only six months of operation, the DMC-ODS Waiver is a unique opportunity for counties to expand service capacity and the type and quality of available benefits for Medi-Cal beneficiaries who meet medical necessity for SUD. In Contra Costa, AODS is responsible for the implementation and management of the Organized Delivery System which is a comprehensive System of Care approach for providing SUD prevention, diversion, outpatient, intensive outpatient and residential treatment, case management, recovery support services as well as withdrawal management, and Medication Assisted Treatment (MAT) which includes Narcotic Treatment Programs (NTP). A vital function of the DMC-ODS is to provide timely access to a wide range of SUD treatment options to Contra Costa residents who are Medi-Cal eligible in different locations in Contra Costa.

Workload Indicator: The recommended FY 2018-2019 budget is based on an average caseload of 5,092 unduplicated clients served in treatment and 4,834 prevention participants.

Impact: Since the FY 2017-18 was year one of the DMC Waiver, the recommended budget maintains the current level of services relative to the start-up; however, we anticipate a continued expansion of service delivery during FY 2018-19. To that end, based on the assumption that services to Medi-Cal beneficiaries will increase, a gradual and slow increase in staffing levels is expected to occur, proportionate to the expansion of services in FY 2018-19. A key feature of Contra Costa's DMC Waiver is the expansion of services within existing Behavioral Health structures to further integration and leverage resources.

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, marijuana and other drug availability and accessibility, and focus on changing the local conditions and social norms that contribute to AOD use, including unused and non-prescribed medications.

Prevention services are directed at individuals who have not been determined to require treatment of substance use disorders and incorporate Evidence Based Practices (EBP) across service delivery. In order to support and ensure model integrity, AODS Administration is able to access free technical assistance through the DHCS Substance Use Disorders Prevention branch. Ongoing training and monitoring ensure that programs maintain fidelity.

The DHCS require counties to develop a Prevention Strategic Plan for the implementation of SUD prevention services. In 2013, AODS engaged community residents throughout Contra Costa in a Stakeholder Community Needs Assessment to update the County's Five-Year AOD Prevention Strategic Plan, which formulated goals and objectives. The five-year

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period will sunset on June 30, 2018. Accordingly, the Strategic Plan update process started last October 2017, and is expected to culminate in April 2018 with a newly developed Prevention Strategic Plan that will cover the period of 2018-2023. Particular anticipated challenges for prevention services include the legalization of marijuana for recreational purposes in California as well as the impact of the opioid epidemic in Contra Costa, for which a few initiatives are currently in progress.

Prevention Services Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$1,499,595
Financing:		1,499,595
Net County Cost:		0
Funding Sources:		
State	94.1%	\$1,410,555
Local	5.9%	89,040
FTE: 2.6		

2. Access to Information, Screening and Referral to SUD Treatment

Description: Effective July 1, 2017 following the implementation of the DMC-ODS Waiver, the Behavioral Health Access Line became the single point of entry to access SUD services. Substance Abuse Counselors co-located at the Behavioral Health Access Line provide information, ASAM screening and referral to individuals in need of prevention, treatment and recovery services. Prior to admission into any SUD program, beneficiaries receive a face to face ASAM placement assessment to determine medical necessity and to ensure placement at the most appropriate level of care.

Information, Screening and Referral into SUD Services Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$700,616
Financing:		700,616
Net County Cost:		0
Funding Sources:		
State	100.0%	\$700,616
FTE: 7.0		

3. Outpatient and Intensive Outpatient Treatment

Description: Provides Outpatient Drug Free (ODF) or Level 1 and Intensive Outpatient Treatment (IOT) or Level 2 services for adults, youth/adolescents, pregnant women and family members with SUD. Structured programming services consisting primarily of ASAM placement assessment, individual and group counseling and education, case management, and recovery support services. Programs operate on a six-month treatment model and implement evidence based practices including: Matrix, Motivational Interviewing, Cognitive Behavioral Therapy, and Trauma Informed curriculum. The services provided through ODF and IOT are the same, the key difference consists of the number of hours a beneficiary must attend treatment. At the present time, all Outpatient service modalities are provided by community based organizations through a contract with AODS.

Outpatient and Intensive Outpatient Program Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$6,585,470
Financing:		5,973,481
Net County Cost:		611,989
Funding Sources:		
State	43.7%	\$2,879,861
Federal	33.9%	2,229,671
Local	13.1%	863,949
General Fund	9.3%	611,989
FTE:	6.0	

Residential Services Program Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$6,267,691
Financing:		4,944,373
Net County Cost:		1,323,318
Funding Sources:		
State	52.4%	\$3,284,743
Federal	25.8%	1,616,401
Local	0.7%	43,230
General Fund	21.1%	1,323,318
FTE:	19.2	

4. Residential Treatment and Withdrawal Management Services

Description: Residential Treatment or Level 3.1 means a non-institutional, 24-hour non-medical, short-term (up to 90-days with two non-continuous 90 days admissions within 365 calendar days), provides support for youth, men, women, women with their children (perinatal), and detoxification for adults. Beneficiaries receive ASAM placement assessment and structured, individual and group counseling, and education, case management and linkages to recovery support services. Withdrawal Management (WM 3.2) means social model, non-medical detoxification services that includes a set of interventions aimed at managing acute intoxication and withdrawal. As with other covered benefits under the Waiver, placement in residential treatment or is based on medical necessity.

Behavioral Health’s AODS contracts for L3.1 and L3.2 services for men and women, and directly operates Discovery House, a 40-bed residential facility for men.

5. Narcotic Treatment Program

Description: Contracted Narcotic Treatment Programs (NTP) includes outpatient methadone maintenance for the treatment of opioid disorders for adults, including pregnant women and persons at risk of HIV infection through injection drug use.

Narcotic Treatment Program Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$6,883,955
Financing:		6,883,955
Net County Cost:		0
Funding Sources:		
Federal	50.0%	\$3,441,978
Local	50.0%	3,441,977

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6. Special Services – Non-DMC Waiver

Description: Alcohol and Other Drugs Services administers several time-limited federal and state special initiatives and demonstration programs. Towards the end of 2016, DHCS ended a special contract provision that redirected discretionary funds to provide HIV testing and education to SUD beneficiaries. Since then, AODS collaborates with the County’s HIV/AIDS program to maintain services through existing available resources. Some of the programs include:

- a) **Adolescent Treatment:** Through limited discretionary funding, DHCS supports the development of culturally competent SUD treatment for young people.
- b) **SAMHWorks (CalWorks):** The program is a partnership between the Health Services Department and Employment and Human Services Department (EHSD) to provide an array of behavioral health services to CalWorks eligible participants with SUD to reduce barriers to employment. The clients are referred by EHSD.
- c) **Criminal Justice (AB 109) & County Diversion Programs (Driving Under the Influence (DUI) and PC1000):**
With AB 109 designed to largely reduce prison overcrowding, California transferred the responsibility for custody and supervision of certain convicted individuals with lower level offenses to counties.

Although DUI programming is self-paid through client fees, AODS is responsible for monitoring service delivery and performing ongoing audits to ensure adherence to DHCS regulations of all Diversion Programs which include Driving Under the Influence (DUI) and PC1000. AODS offers intakes and referrals in all County courts to all DUI programs.

Special Programs		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$2,330,933
Financing:		2,330,933
Net County Cost:		0
Funding Sources:		
Transfer	88.5%	\$2,063,116
Local	11.5%	267,817
FTE: 5.9		

7. Drug Medi-Cal Waiver System Support

Description: The AODS Administration has a state-mandated responsibility to provide oversight and management of all SUD Waiver treatment and recovery services and Non-Waiver SUD services including primary prevention. Functions include bi-annual on-site program monitoring, personnel administration, program planning and development, contract development and budget negotiation, development of policies and procedures, grant preparation, evaluation, interdivisional and system of care coordination.

FY 2017-18 will be the first year of the Waiver. Drug Medi-Cal operations require a higher level of accountability and oversight regulated by managed care standards. Service expansion for SUD covered benefits for counties that opted into the Waiver, is supported by federal and state funding requiring a 50% non-federal match. Revenues to support the program comprise of Realignment and Substance Abuse Prevention and Treatment Block Grant (SAPT-BG) funds.

As a new program, the Waiver is contingent to evaluation and External Quality Review Organization requirements to demonstrate the effectiveness and efficiency of this historical paradigm change. This category includes a conservative approach to the expansion of highly specialized functions within specific

Behavioral Health structures to maximize resources. For example: addition of staff to Utilization Review and Utilization Management; Quality Improvement, planning and evaluation, data management and information systems, etc.

Drug Medi-Cal Waiver		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$2,386,813
Financing:		2,386,813
Net County Cost:		0
Funding Sources:		
Federal	54.1%	\$1,291,084
State	35.2%	840,240
Transfer	0.5%	12,309
Local	10.2%	243,179
FTE: 11.3		

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Health, Housing, and Homeless Services

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	941,941	1,267,601	1,461,869	1,461,869	0
Services And Supplies	8,308,883	10,105,444	13,642,372	13,642,372	0
Fixed Assets	0	64,800	64,800	64,800	0
Expenditure Transfers	(3,734,247)	(4,533,930)	(6,788,585)	(6,788,585)	0
Expense Total	5,516,577	6,903,915	8,380,456	8,380,456	0
Revenue					
Other Local Revenue	480,645	625,546	598,662	598,662	0
Federal Assistance	2,436,973	3,331,757	4,292,235	4,292,235	0
State Assistance	429,774	749,758	800,000	800,000	0
Revenue Total	3,347,393	4,707,061	5,690,897	5,690,897	0
Net County Cost (NCC):	2,169,185	2,196,854	2,689,559	2,689,559	0
Allocated Positions (FTE)	10.0	11.0	11.0	11.0	0.0
Financial Indicators					
Salaries as % of Total Exp	17%	18%	17%	17%	
% Change in Total Exp		25%	21%	0%	
% Change in Total Rev		41%	21%	0%	
% Change in NCC		1%	22%	0%	
Compensation Information					
Permanent Salaries	592,854	788,637	927,869	927,869	0
Deferred Comp	6,574	13,620	15,660	15,660	0
FICA/Medicare	43,558	58,693	70,982	70,982	0
Ret Exp-Pre 97 Retirees	1,865	1,786	0	0	0
Retirement Expense	179,257	234,484	281,590	281,590	0
Employee Group Insurance	91,956	138,903	135,950	135,950	0
Retiree Health Insurance	5,211	5,211	0	0	0
OPEB Pre-Pay	3,365	3,365	3,003	3,003	0
Unemployment Insurance	1,591	2,003	464	464	0
Workers Comp Insurance	15,710	20,899	26,351	26,351	0

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Description: The Health Housing and Homeless Program (H3) 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, and the only shelter and transitional housing for transition-age youth. H3 administers the Supportive Housing Programs, including the Shelter Plus Care Program, and provides guidance and staff to the Contra Costa Council on Homelessness.

Workload Indicator: The requested FY 2018-19 budget is based on the provision of 80,665 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:** The Council is staffed by H3 and is appointed by the Contra Costa County Board of Supervisors to assist and provide guidance in the development and implementation of long range planning and policy formulation of homeless issues in Contra Costa County.

Administration Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$1,465,065	
Financing:	1,270,985	
Net County Cost:	194,080	
Funding Sources:		
State	54.6%	\$800,000
Federal	20.7%	303,602
Transfer	10.7%	156,583
Local	0.7%	10,800
General Fund	13.3%	194,080
FTE: 8.0		

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 Services Information Line:** In partnership with the Contra Costa Crisis Center, the 211 information line connects 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:** 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.

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c. Coordinated Outreach Referral and Engagement (CORE): Serves as an entry point into the coordinated entry system for unsheltered homeless persons. 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:			\$2,783,455
Financing:			2,091,904
Net County Cost:			691,551
Funding Sources:			
Federal	62.7%		\$1,745,171
Transfer	12.5%		346,733
General Fund	24.8%		691,551

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. 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: 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:			\$4,980,398
Financing:			3,745,118
Net County Cost:			1,235,280
Funding Sources:			
Transfer	45.1%		\$2,244,966
Federal	30.1%		1,500,152
General Fund	24.8%		1,235,280
FTE: 1.0			

4. Supportive Housing Programs

Description: 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.

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b. 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.

c. 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.

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. Pomona Apartments Independent Living Program: Provides longer-term housing and services for 18-24 year old youth experiencing homelessness and/or emancipating foster care. 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:	\$5,099,922	
Financing:	4,724,449	
Net County Cost:	375,473	
Funding Sources:		
Transfer	72.1%	\$3,675,466
Federal	10.7%	548,214
Local	9.8%	500,769
General Fund	7.4%	375,473

Contra Costa Youth Continuum of Services Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$636,061	
Financing:	501,418	
Net County Cost:	134,643	
Funding Sources:		
Transfer	75.8%	\$481,918
Federal	3.1%	19,500
General Fund	21.1%	134,643
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: A fifteen bed emergency shelter and service program located in Richmond that serves transition-age youth

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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, Public Health, 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:		\$321,221
Financing:		262,689
Net County Cost:		58,532
Funding Sources:		
Federal	54.7%	\$175,596
Local	27.1%	87,093
General Fund	18.2%	58,532
FTE: 1.0		

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Public Health

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	39,168,666	60,684,062	61,319,054	61,319,054	0
Services And Supplies	13,572,999	16,332,346	13,987,623	13,987,623	0
Other Charges	58	0	0	0	0
Fixed Assets	657,388	548,000	548,000	548,000	0
Expenditure Transfers	(3,143,096)	(2,890,623)	(2,953,219)	(2,953,219)	0
Expense Total	50,256,015	74,673,785	72,901,458	72,901,458	0
Revenue					
Other Local Revenue	6,759,657	7,510,944	6,556,059	6,556,059	0
Federal Assistance	12,266,400	12,375,908	11,690,083	11,690,083	0
State Assistance	11,199,028	34,371,963	33,474,465	33,474,465	0
Revenue Total	30,225,084	54,258,815	51,720,607	51,720,607	0
Net County Cost (NCC):	20,030,931	20,414,970	21,180,851	21,180,851	0
Allocated Positions (FTE)	330.1	474.4	474.4	474.4	0.0
Financial Indicators					
Salaries as % of Total Exp	78%	81%	84%	84%	
% Change in Total Exp		49%	(2%)	0%	
% Change in Total Rev		80%	(5%)	0%	
% Change in NCC		2%	4%	0%	
Compensation Information					
Permanent Salaries	22,949,261	36,517,224	35,934,051	35,934,051	0
Temporary Salaries	855,491	503,732	808,668	808,668	0
Permanent Overtime	42,184	42,650	84,485	84,485	0
Deferred Comp	178,987	512,751	501,349	501,349	0
Perm Physicians Salaries	406,319	826,383	692,607	692,607	0
Perm Phys Addnl Duty Pay	6,232	11,000	6,950	6,950	0
Comp & SDI Recoveries	(60,546)	(90,000)	(60,546)	(60,546)	0
FICA/Medicare	1,783,570	2,937,142	2,895,704	2,895,704	0
Ret Exp-Pre 97 Retirees	86,881	87,900	99,096	99,096	0
Retirement Expense	7,203,661	10,410,475	11,133,720	11,133,720	0
Employee Group Insurance	3,130,346	6,042,506	6,204,445	6,204,445	0
Retiree Health Insurance	1,248,120	1,262,736	1,270,092	1,270,092	0
OPEB Pre-Pay	630,564	630,564	630,564	630,564	0
Unemployment Insurance	64,755	0	20,030	20,030	0
Workers Comp Insurance	642,840	989,000	1,097,839	1,097,839	0

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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 1,200 sealants and fluoride varnish applications for children; 15,000 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; 1,536 case management appointments and home visits with high-risk pregnant women and babies, and 910 referrals and resources were provided to 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 Support Services

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:** 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. Represents a 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 2017 the OLR was responsible for certifying and registering approximately 10,484 births, including 94 out of hospital births, 7,230 deaths and 51 fetal deaths occurring in the County; issuing 8,528 permits for the disposition of human remains; and providing 49,952 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 44 Declaration of Paternity forms, and issued 105 Medical Marijuana ID cards. (Note the statistics for birth, death and fetal are for those records registered as of December 12,

2017, which is not the grand total for 2017 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, and 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.

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- 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 and Promotoras Navigation Program:** In FY 2016-17 staff conducted: community and health center based outreach to 8,092 community residents to inform them about program services and to promote Medi-Cal and Food stamp enrollment; assisted 709 households with Medi-Cal enrollment, assisted over 2,504 households with linkage to community resource and hands on application assistance to other health and social benefit programs.
 - **The Reentry Health Program:** Provides assistance to the formerly incarcerated through three main program components which include: medical treatment through the Transition Medical Clinic (based at both the West County and Pittsburg Health Centers), the REMEDY support groups (at both the West County and Pittsburg Health Centers), and health navigation, resource linkage and health and social benefit application assistance. In FY 2016-17, 544 West and East County formerly incarcerated persons were provided health navigation support. The Transition Medical Clinics (West County and Pittsburg) provided 248 persons with medical treatment. Three hundred and nineteen persons attended the West County REMEDY and 183 persons attended the East County REMEDY support group sessions.
- **The Oncology Navigation Program:** Provides health navigation, resource linkage, health and social benefit application assistance, emotional and medical visit support to cancer patients. In FY 2016-17, 478 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 2016-17, the African American Health Conductors, Promotoras and Navigators co-facilitated 56 medical group visit series serving approximately 450 CCRMC health center patients. On average, the Diabetes Management patients who attended three or more sessions were successful in lowering their HBA1c levels by .75A1C point. Seventy percent of the We Can patients who attended three or more sessions either lowered or maintained their BMI percentile numbers.
 - **Program Enhancement:** In 2016-2017 all West County Promotoras and African American Conductors and Reentry Staff were trained on the Health Leads REACH software tool. The tool enables the user to screen clients for social needs, to track all actions taken on behalf of the patient, to utilize the tool resource database to link patients to appropriate resources and to track linkage success. A total of 1,092 West County patients were assisted with the Health Leads REACH tool with a 90% linkage success rate.
- 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

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Offices, and several key Community Based Organization (CBO) initiatives to make CCHS resources and expertise available to support these community-led efforts.

provider examination room or wherever patients access our health system.

- f. **Linguistic Access Services Program:** Provides medical interpretation and translation services to patients and clients of Contra 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 24 qualified medical interpreters who speak more than 13 different languages and assist with interpretation for the more than 16,000 encounters that are initiated at CCRMC and Health Centers every month. 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 more than 300 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

Public Health Support Services		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$7,909,943	
Financing:	1,504,845	
Net County Cost:	6,405,098	
Funding Sources:		
Local	10.4%	\$820,000
State	8.7%	684,845
General Fund	80.9%	6,405,098
FTE:	37.5	

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 416,000 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 2,700 meals are delivered to homebound AIDS/HIV clients annually through separate funding. The program also supplies over 10,200 meals annually to one adult day care provider.

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Senior Nutrition Program		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$4,086,098
Financing:		4,054,960
Net County Cost:		31,138
Funding Sources:		
Transfer	44.0%	\$1,796,849
Local	55.3%	2,258,111
General Fund	0.7%	31,138
FTE: 4.3		

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 also respond to media inquiries around communicable disease issues. Isolation and quarantine of persons with communicable disease, when necessary to protect the public, and assurance that persons in contact with a communicable disease receive prophylactic treatment are integral components of these programs. This unit responds to the public on issues of rabies control, working closely with the County Animal Services Department, and also investigates food-borne illnesses, collaborating with the Environmental Health Division. Consultation is provided to physicians, hospital infection control practitioners, residential facilities, workplaces, schools, child care centers, shelters and other community partners on the prevention and control of communicable diseases. Emphasis is placed on early identification and investigation of a communicable disease outbreak or trend, the prevention of transmission, identification of the source, and elimination of that source of disease to reduce the incidence of all communicable disease.

- a. **Disease Investigation and Control Unit:** Responds to lab and provider reports of 84 reportable diseases by investigating the reports, confirming the information, educating the person, providing prophylactic treatment so that the disease does not spread, and providing consultation to medical facilities and providers. As of December 1, 2017, the Disease Investigation and Control Unit received over 6,000 reports of communicable diseases. In addition, staff assisted with over 700 requests for Zika testing. Staff also investigated 42 outbreaks which occurred in a variety of settings including health care facilities, adult residential communities, public pools, restaurants, and schools. One of these outbreak investigations included a high-profile Thanksgiving meal that resulted in 3 deaths. Staff also handled 240 reports of animal bites, some of which needed investigation to ascertain rabies risk. Seventy-five rabies vaccination exemption requests were reviewed and replied to. Finally, staff responded to 46 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.

- 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 2017 (as of November 28, 2017), a total of 6,237 immunizations were given at Public Health clinics, including 475 flu vaccines and 925 Tdap (whooping cough booster) vaccines.

- d. Tuberculosis (TB) Control Program:** Provides Public Health Nurse (PHN) case management for people with active TB, their contacts, and others with TB infection but at high-risk for progression to TB disease. As of December 11, 2017, Contra Costa identified 56 newly diagnosed TB cases, and provided case management services to 95 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 2,509 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 11, 2017, 395 contacts were identified and investigated. Contra Costa continues to have TB cases, which requires careful monitoring and response to reported cases and prevention of further disease through contact investigation and treatment. TB 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 testing for salmonella, TB, botulism, 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 California Emerging Infection Program (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, 2017, the Public Health Lab performed 145,080 clinical and environmental tests.

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Communicable Disease Control Summary		
Service:	Mandatory/Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$8,898,401	
Financing:	5,745,772	
Net County Cost:	3,152,629	
Funding Sources:		
Local	32.8%	\$2,923,000
State	24.8%	2,207,579
Federal	4.1%	368,664
Transfer	2.9%	246,529
General Fund	35.4%	3,152,629
FTE:	47.7	

4. HIV/AIDS and STD Program

Description: The 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 Diseases (STDs) 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 422.2/100,000 residents in 2015 to 462.5/100,000 in 2016. The rate of gonorrhea increased from 118.0/100,000 in 2015 to 139.8/100,000 in 2016. 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 remained 7.6/100,000 in 2016. The rate of primary and secondary syphilis among females was 2.1/100,000 in Contra Costa County in 2016. Although lower than the statewide female rate of 3.7, female syphilis cases remain a priority for follow-up and investigation since syphilis during pregnancy can lead to congenital syphilis among newborns if not properly treated. In addition to providing partner notification and follow-up, the STD team works closely with the HIV surveillance and prevention team to conduct targeted education and risk reduction calls to individuals at high risk for HIV, including linking them to PrEP, a daily pill that helps HIV negative people remain negative.
- 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.

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Targeted rapid HIV test services support healthier behaviors by encouraging people of all ages and orientations to know their HIV status. HIV and Hepatitis C testing services are confidential and quick (results in about 20 minutes). Anonymous HIV testing is also offered every first Tuesday of the month at Todos Santos Park in Concord. The program also provides confidential and quick HIV and Hepatitis C testing in non-traditional sites such as soup kitchens, shelters, substance abuse agencies and parks, and reaches over 1,000 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 2016, the HIV/AIDS and STD program served 784 people with HIV or AIDS. Approximately 91 percent of those served were at or below 300% of the federal poverty level. One hundred and three 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 individuals newly infected with HIV and those lost to care, medication adherence counseling and education, and enrollment in the AIDS Drug Assistance Program. Referrals are provided for food, medical nutrition therapy, transportation assistance, substance use and mental health counseling, home care services, oral healthcare, housing assistance and other emergency assistance. These services allow people to remain in their homes longer, reduce the utilization of emergency medical care, and decrease hospitalizations, thereby reducing health care costs by improving health status. The clinical quality management program monitors approximately 250 individuals at risk for poor health outcomes and provides support to

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. These efforts have expanded the community's 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:	\$4,571,557	
Financing:	3,678,195	
Net County Cost:	893,362	
Funding Sources:		
Federal	55.2%	\$2,522,652
State	21.0%	962,495
Transfer	3.1%	143,048
Local	1.1%	50,000
General Fund	19.6%	893,362
FTE:	33.5	

5. Family, Maternal and Child Health Programs

Description: The Family, Maternal and Child Health (FMCH) Programs work in partnership and collaboratively with community members,

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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; providing training and technical assistance to individuals, health care providers, and community groups on 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. Social service case management links 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 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 the County. The Children's Oral Health Program reaches underserved and uninsured children and their parents, and provides necessary oral health screenings, assessments, treatment 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.

- 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:*** Evidence-based home visiting program in which ongoing services are

provided by a team of Public Health Nurses to low-income first time mothers during pregnancy through two years post-partum. Contra Costa is one of 17 counties receiving federal funding from the Maternal, Infant, and Early Childhood Home Visiting (MIECHV) Program, and is part of the California Home Visiting Program. The NFP Program has several goals, including achieving better pregnancy outcomes, improving the child's health and development, and helping the families become economically self-sufficient by working with parents to develop a vision for their future, plan subsequent pregnancies, continue their education, and find employment. Federal funding is expected through June 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:** 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:** 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:** 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 County's 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:	\$10,192,290	
Financing:	8,740,996	
Net County Cost:	1,451,294	
Funding Sources:		
Federal	76.6%	\$7,809,428
State	8.2%	838,341
Transfer	0.9%	93,227
General Fund	14.3%	1,451,294
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,

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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. These programs are able to provide services to a large patient base as demonstrated below:

- 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 division also provides staffing and management for the Public Health Nursing program, (PHN).

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. 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.

c. Whole Person Care Pilot Program: Community Connect will target Medi-Cal patients who are high-risk, high-utilizers of 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 program delivers 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.

The program provides coordination of services through a three-pronged approach that includes integrated data systems, enhanced and coordinated case management touching 14,400 people in FY18-19, and a sobering center.

Public Health Clinic Services Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$36,935,171
Financing:		27,762,004
Net County Cost:		9,173,167
Funding Sources:		
State	73.6%	\$27,191,431
Local	1.0%	358,269
Transfer	0.6%	212,304
General Fund	24.8%	9,173,167
FTE: 243.1		

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 partners to promote healthy eating, physical activity, and food security, with an emphasis and focus on communities with the greatest health disparities.

The prevention portfolios (Live, Learn, Shop, Work) enables the program to partner and subcontract with local community based organizations to promote synergistic interventions through a variety of settings such as schools, youth-serving organizations, seniors, retailers, and food distribution pantry outlets.

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 supports policies and programs that reduces the overconsumption of unhealthy foods and beverages, increases opportunities for physical activity and enhances the built environment.

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

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Families Coalition for Activity and Nutrition, provides leadership to the Healthy and Active Before 5 Initiative, Afterschool 4 All Collaborative, African American Health Collaborative, and serves on the Leadership Council of the Bay Area Nutrition and Physical Activity Coalition.

c. *Lead Poisoning Prevention Program*

(LPPP): Provides tiered intervention services to children with elevated blood lead levels and their families, as well as outreach and education to County residents, community-based organizations, agencies, and health care providers. Through its services, the number of children with elevated blood lead levels in the County has been steadily decreasing. The LPPP serves hundreds of children yearly, with approximately 200 children on its service list at any one time. LPPP services include: providing culturally and linguistically appropriate education to parents/caretakers about household and occupational sources of lead and making the home lead-safe; making referrals to connect the child and family to needed health services; providing public health nurse case management and home environmental investigation services, as indicated; educating and collaborating with health care providers; and providing lead education to County residents, individually and through collaboration with agencies and organizations.

d. *Injury Prevention and Physical Activity Promotional Projects (IPPP)*

(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 and the Public Works Department in communities throughout Contra Costa.

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, improving access to nutritious foods, and improving park conditions. In the last five years, the program has helped cities bring in over \$1 million in transportation planning grants and over \$30 million in infrastructure grants to build bicycle lanes, fill sidewalk gaps, and improve pedestrian crossings. The program has also worked with cities and community groups to fund over \$1 million in park improvements. 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 West Contra Costa, with a special emphasis on underrepresented minority students. The program also provides youth with internships in public health and community health settings. Annual project activities include: facilitating the Public Health Solutions curriculum, with at least 200 West Contra Costa Unified School District high school juniors across four high school health academies, to increase their knowledge of public health concepts and non-traditional health careers; and coordinating summer internships for a minimum of 35 select

students to gain valuable work experience in public and community health settings.

Community Wellness & Prevention Program Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$3,261,217
Financing:		3,187,054
Net County Cost:		74,163
Funding Sources:		
State	48.8%	\$1,589,774
Federal	30.3%	989,339
Local	18.6%	607,941
General Fund	2.3%	74,163
FTE:	25.5	

Health Services

Health and Human Services

Environmental Health

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	15,191,289	17,208,900	17,942,853	17,942,853	0
Services And Supplies	3,137,279	4,435,660	3,771,693	3,771,693	0
Other Charges	2,273	0	1,500	1,500	0
Fixed Assets	124,052	200,000	210,000	210,000	0
Expenditure Transfers	(51,976)	159,510	217,791	217,791	0
Expense Total	18,402,917	22,004,070	22,143,837	22,143,837	0
Revenue					
Other Local Revenue	18,583,469	21,308,275	22,291,877	22,291,877	0
State Assistance	69,525	176,000	176,885	176,885	0
Revenue Total	18,652,995	21,484,275	22,468,762	22,468,762	0
Net County Cost (NCC):	(250,078)	519,795	(324,925)	(324,925)	0
Allocated Positions (FTE)	96.0	98.0	98.0	98.0	0.0
Financial Indicators					
Salaries as % of Total Exp	83%	78%	81%	81%	
% Change in Total Exp		20%	1%	0%	
% Change in Total Rev		15%	5%	0%	
% Change in NCC		(308%)	(163%)	0%	
Compensation Information					
Permanent Salaries	9,000,483	9,795,094	10,311,510	10,311,510	0
Temporary Salaries	33,374	150,000	75,000	75,000	0
Permanent Overtime	131,662	159,975	225,001	225,001	0
Deferred Comp	61,509	75,000	86,820	86,820	0
Comp & SDI Recoveries	0	(13,747)	(13,747)	(13,747)	0
FICA/Medicare	495,488	592,034	606,312	606,312	0
Ret Exp-Pre 97 Retirees	42,047	47,317	47,317	47,317	0
Retirement Expense	3,727,474	4,506,107	4,610,658	4,610,658	0
Employee Group Insurance	920,038	1,077,104	1,155,947	1,155,947	0
Retiree Health Insurance	411,502	423,354	431,130	431,130	0
OPEB Pre-Pay	100,235	100,235	100,235	100,235	0
Unemployment Insurance	24,555	27,419	5,306	5,306	0
Workers Comp Insurance	242,923	269,008	301,365	301,365	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 \$375,012.

Description: Includes programs to minimize or eliminate disease transmission in a variety of consumer protection areas, to preserve the environmental quality of Contra Costa County, to preserve the health and safety of Contra Costa County residents, and to clean up toxic waste spills and identify responsible parties.

Workload Indicators: The recommended FY 2018-2019 budget is based on a monthly average of 336 hazardous material inspections and 1,323 consumer protection inspections.

Impact: The recommended budget maintains the current level of services.

1. Hazardous Materials Program

Description:

- a. **Emergency Response 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 2,420 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 2,636 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 1,006 underground tanks at 379 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 335 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 Public Works' clean water program 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.

Health Services

Health and Human Services

Hazardous Materials Program Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$10,847,414
Financing:		11,009,878
Net County Cost:		(162,464)
Funding Sources:		
Local Fees	101.5%	\$11,009,878
FTE: 37.0		

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 approves plans for compliance with local, state, and federal requirements, for retail food facilities.
- b. **Recreational Health Programs:** Performs permitting and inspection of public pools, spas and recreational beaches; posts State mercury advisories for 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 approves plans for compliance with local, state, and federal requirements, 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:		\$11,086,423
Financing:		11,248,884
Net County Cost:		(162,461)
Funding Sources:		
Local Fees	99.9%	\$11,071,999
State	1.6%	176,885
FTE: 61.0		

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:		\$210,000
Financing:		210,000
Net County Cost:		0
Funding Sources:		
Local Fees	100.0%	\$210,000

Health Services

Health and Human Services

Detention Facility Programs

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	15,488,280	16,206,072	18,268,148	18,268,148	0
Services And Supplies	10,456,013	10,929,912	9,722,833	9,722,833	0
Other Charges	179	71	1,887	1,887	0
Fixed Assets	0	50,000	50,000	50,000	0
Expenditure Transfers	(2,445,656)	(2,446,281)	(2,442,858)	(2,442,858)	0
Expense Total	23,498,816	24,739,774	25,600,010	25,600,010	0
Revenue					
Other Local Revenue	1,056,422	1,140,962	1,142,731	1,142,731	0
Federal Assistance	0	350,000	350,000	350,000	0
State Assistance	75,115	58,320	65,570	65,570	0
Revenue Total	1,131,536	1,549,282	1,558,301	1,558,301	0
Net County Cost (NCC):	22,367,279	23,190,492	24,041,709	24,041,709	0
Allocated Positions (FTE)^A	91.0	98.9	98.9	98.9	0.0
Financial Indicators					
Salaries as % of Total Exp	66%	66%	71%	71%	
% Change in Total Exp		5%	3%	0%	
% Change in Total Rev		37%	1%	0%	
% Change in NCC		4%	4%	0%	
Compensation Information					
Permanent Salaries	8,470,336	9,397,364	10,888,153	10,888,153	0
Temporary Salaries	612,035	0	0	0	0
Permanent Overtime	621,401	319,528	319,526	319,526	0
Deferred Comp	19,060	37,200	43,020	43,020	0
Hrly Physician Salaries	21,872	0	86,174	86,174	0
Perm Physicians Salaries	563,614	621,755	587,012	587,012	0
Perm Phys Addnl Duty Pay	9,300	14,781	1,848	1,848	0
Comp & SDI Recoveries	(8,597)	(9,952)	0	0	0
FICA/Medicare	704,831	845,538	955,451	955,451	0
Ret Exp-Pre 97 Retirees	31,294	31,187	31,668	31,668	0
Retirement Expense	2,742,132	3,032,274	3,308,849	3,308,849	0
Employee Group Insurance	1,135,397	1,339,815	1,415,806	1,415,806	0
Retiree Health Insurance	230,374	212,909	235,572	235,572	0
OPEB Pre-Pay	34,880	34,880	34,880	34,880	0
Unemployment Insurance	27,438	30,049	26,763	26,763	0
Workers Comp Insurance	272,912	298,745	333,425	333,425	0

A. Does not include temporary or registry employees.

Health Services

Health and Human Services

Description: To provide health services, including medical and behavioral health, to patient-inmates of the County adult and juvenile detention facilities.

Workload Indicators: The recommended FY 2018-19 budget is based on an average detention facilities census of approximately 1,500/day. The recommended budget maintains the current level of services.

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 patient-inmates needing mental health services located in the County's main detention facility in Martinez and the West County Detention Facility. Services include screening and assessment at intake of all patients, and medication management, behavior management, crisis counseling, group education, and brief therapy for appropriate patient-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		
Expenditures:	\$4,647,923		
Financing:	65,570		
Net County Cost:	4,582,353		
Funding Sources:			
State	1.4%	\$65,570	
General Fund	98.6%	4,582,353	
FTE: 16.0			

2. Detention Facility Medical Services

Description: Provides all primary care medical services for patient-inmates in the County's detention facilities, including diagnostic testing,

treatment, nursing care, pharmacy, 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, AB 109 funding was made available to Counties to offset medical services provided to detained AB 109 inmates housed in the Contra Costa County Adult Detention Facilities.

Detention Facility Medical Services Summary			
Service:	Mandatory		
Level of Service:	Discretionary		
Expenditures:	\$20,821,644		
Financing:	1,492,731		
Net County Cost:	19,328,913		
Funding Sources:			
Local	5.5%	\$1,142,731	
Federal	1.7%	350,000	
General Fund	92.8%	19,328,913	
FTE: 72.5			

3. Juvenile Hall Medical Services

Description: Provides primary care medical services to inmates at the Juvenile Hall, including diagnostic testing, treatment, pharmacy, nursing care and physician care.

Juvenile Hall Medical Services Summary			
Service:	Mandatory		
Level of Service:	Discretionary		
Expenditures:	\$1,872,584		
Financing:	1,742,141		
Net County Cost:	130,443		
Funding Sources:			
Transfer (Probation)	93.0%	\$1,742,141	
General Fund	7.0%	130,443	
FTE: 10.4			

Health Services

Health and Human Services

4. Juvenile Justice Facilities (Youth Institutional Mental Health Services)

Description: Provides funding for crisis intervention, medication evaluation and critical consultation by Mental Health Department staff to inmates held at the Orin Allen Youth Rehabilitation Facility and Juvenile Hall.

Juvenile Justice Facilities Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$711,394
Financing:		711,394
Net County Cost:		0
Funding Sources:		
Transfer (Probation)	100.0%	\$711,394

Health Services
Health and Human Services

Conservatorship/Guardianship

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	2,441,300	2,685,860	2,911,832	2,911,832	0
Services And Supplies	1,095,676	998,003	1,129,908	1,129,908	0
Expenditure Transfers	45,668	16,902	22,993	22,993	0
Expense Total	3,582,644	3,700,765	4,064,733	4,064,733	0
Revenue					
Other Local Revenue	101,182	127,636	127,636	127,636	0
State Assistance	375,808	485,398	749,365	749,365	0
Revenue Total	476,990	613,034	877,001	877,001	0
Net County Cost (NCC):	3,105,654	3,087,731	3,187,732	3,187,732	0
Allocated Positions (FTE)	22.0	23.0	23.0	23.0	0.0
Financial Indicators					
Salaries as % of Total Exp	68%	73%	72%	72%	
% Change in Total Exp		3%	10%	0%	
% Change in Total Rev		29%	43%	0%	
% Change in NCC		(1%)	3%	0%	
Compensation Information					
Permanent Salaries	1,383,253	1,462,663	1,708,282	1,708,282	0
Temporary Salaries	59,998	90,844	0	0	0
Permanent Overtime	4,697	181	0	0	0
Deferred Comp	12,099	18,240	25,440	25,440	0
Comp & SDI Recoveries	0	(3,042)	0	0	0
FICA/Medicare	109,191	127,276	130,684	130,684	0
Ret Exp-Pre 97 Retirees	4,871	4,907	5,112	5,112	0
Retirement Expense	433,643	495,643	508,509	508,509	0
Employee Group Insurance	212,822	263,055	310,668	310,668	0
Retiree Health Insurance	120,889	120,349	116,196	116,196	0
OPEB Pre-Pay	57,572	57,572	57,572	57,572	0
Unemployment Insurance	3,894	4,493	854	854	0
Workers Comp Insurance	38,371	43,680	48,515	48,515	0

Health Services

Health and Human Services

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. It also acts as rep-payee for conserved clients whose cases are managed by the MH system. 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 distinct core functions:

Probate Conservatorship: Generally initiated when a patient has no one else who is qualified and willing to act on his/her 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: 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 (T-Con) 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 2018-19 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:		\$4,064,733
Financing:		877,001
Net County Cost:		3,187,732
Funding Sources:		
State	18.4%	\$749,365
Local	3.1%	127,636
General Fund	78.5%	3,187,732
FTE:	23.0	

Health Services
Health and Human Services

California Children's Services

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	8,069,552	9,221,922	9,637,467	9,637,467	0
Services And Supplies	1,475,409	1,220,950	1,444,853	1,444,853	0
Other Charges	0	600	600	600	0
Expense Total	9,544,961	10,443,472	11,082,920	11,082,920	0
Revenue					
Other Local Revenue	493,303	404,700	405,600	405,600	0
State Assistance	7,951,255	7,376,027	8,239,064	8,239,064	0
Revenue Total	8,444,557	7,780,727	8,644,664	8,644,664	0
Net County Cost (NCC):	1,100,404	2,662,745	2,438,256	2,438,256	0
Allocated Positions (FTE)	62.9	64.9	64.7	64.7	0.0
Financial Indicators					
Salaries as % of Total Exp	85%	88%	87%	87%	
% Change in Total Exp		9%	6%	0%	
% Change in Total Rev		(8%)	11%	0%	
% Change in NCC		142%	(8%)	0%	
Compensation Information					
Permanent Salaries	4,672,433	5,294,402	5,604,372	5,604,372	0
Temporary Salaries	135,963	211,692	129,960	129,960	0
Permanent Overtime	536	5,400	5,400	5,400	0
Deferred Comp	28,501	34,170	34,800	34,800	0
Hrly Physician Salaries	71,005	85,741	0	0	0
Perm Physicians Salaries	128,188	143,636	265,284	265,284	0
Comp & SDI Recoveries	(7,837)	(8,004)	(8,004)	(8,004)	0
FICA/Medicare	364,226	418,944	440,194	440,194	0
Ret Exp-Pre 97 Retirees	16,752	18,552	18,504	18,504	0
Retirement Expense	1,527,269	1,741,688	1,841,063	1,841,063	0
Employee Group Insurance	616,072	733,272	751,376	751,376	0
Retiree Health Insurance	247,488	264,000	264,000	264,000	0
OPEB Pre-Pay	122,880	122,880	122,880	122,880	0
Unemployment Insurance	13,360	12,004	2,904	2,904	0
Workers Comp Insurance	132,715	143,545	164,733	164,733	0

Health Services

Health and Human Services

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 4,163 Contra Costa children and youth with serious health care conditions. Twelve percent of these clients are covered by “Straight CCS”, 12% by Medi-Cal TLICP, and 76% by Medi-Cal Title XIX. Case management staff helps assure clients receive the appropriate pediatric specialty care. In collaboration with community physicians, Medical Therapy Program staff provides direct rehabilitation services at five public school sites in Contra Costa County.

Workload Indicators: The recommended budget for FY 2018-19 is based on a monthly average of 4,163 active cases, 864 of whom are in the MTU, and 198 new referrals each month.

Impact: The recommended budget maintains the current level of services.

CCS Program Services Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$11,082,920
Financing:		8,644,664
Net County Cost:		2,438,256
Funding Sources:		
State	74.3%	\$8,239,064
Local	3.7%	405,600
General Fund	22.0%	2,438,256
FTE:	64.7	

Health Services
Health and Human Services

Public Administrator

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	361,731	564,157	618,987	618,987	0
Services And Supplies	41,489	64,696	69,786	69,786	0
Expense Total	403,220	628,853	688,773	688,773	0
Revenue					
Other Local Revenue	202,633	293,641	293,904	293,904	0
Revenue Total	202,633	293,641	293,904	293,904	0
Net County Cost (NCC):	200,587	335,212	394,869	394,869	0
Allocated Positions (FTE)	4.5	5.0	5.0	5.0	0.0
Financial Indicators					
Salaries as % of Total Exp	90%	90%	90%	90%	
% Change in Total Exp		56%	10%	0%	
% Change in Total Rev		45%	0%	0%	
% Change in NCC		67%	18%	0%	
Compensation Information					
Permanent Salaries	201,533	334,975	366,404	366,404	0
Temporary Salaries	18,282	0	0	0	0
Permanent Overtime	0	0	902	902	0
Deferred Comp	1,785	3,840	5,755	5,755	0
FICA/Medicare	16,235	24,585	26,531	26,531	0
Ret Exp-Pre 97 Retirees	690	722	1,001	1,001	0
Retirement Expense	60,996	105,826	113,854	113,854	0
Employee Group Insurance	30,950	60,368	63,123	63,123	0
Retiree Health Insurance	12,754	11,993	18,404	18,404	0
OPEB Pre-Pay	12,090	12,090	12,453	12,453	0
Unemployment Insurance	591	882	711	711	0
Workers Comp Insurance	5,825	8,877	9,848	9,848	0

Description: The Public Administrator protects and manages the estates of decedents 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.

Health Services

Health and Human Services

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:

- Make appropriate arrangements for the interment of the deceased person
- Protect the decedent'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.

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. 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).

Workload Indicator: The recommended budget for FY 2018-19 is based on an average active caseload of 140 cases.

Impact: The recommended budget increases the current level of services and anticipates that the Public Administrator's office will generate about \$293,904 in estate fee revenue during FY 2018-19.

Public Administrator Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$688,773
Financing:		293,904
Net County Cost:		394,869
Funding Sources:		
Estate Fees	42.7%	\$293,904
General Fund	57.3%	394,869
FTE:	5.0	

Emergency Medical Services (SB12)

Emergency Medical Services Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Services And Supplies	1,486,246	2,493,588	1,571,549	1,571,549	0
Expense Total	1,486,246	2,493,588	1,571,549	1,571,549	0
Revenue					
Other Local Revenue	1,864,586	1,692,403	1,571,549	1,571,549	0
Revenue Total	1,864,586	1,692,403	1,571,549	1,571,549	0
Net Fund Cost (NFC):	(378,340)	801,185	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		68%	(37%)	0%	
% Change in Total Rev		(9%)	(7%)	0%	
% Change in NFC		(312%)	(100%)	0%	

Description: The Emergency Medical Services fund also known as SB 12 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.

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:		\$152,916
Financing:		152,916
Net Fund Cost:		0
Funding Sources:		
Court Fines	100.0%	\$152,916

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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:		\$229,690
Financing:		229,690
Net Fund Cost:		0
Funding Sources:		
Court Fines	100.0%	\$229,690

4. Hospitals

Description: Payments to hospitals for emergency room care provided to indigents.

Hospitals Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		\$337,779
Financing:		337,779
Net Fund Cost:		0
Funding Sources:		
Court Fines	100.0%	\$337,779

3. Physicians

Description: Payments to physicians for emergency services provided to indigents.

Physicians Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		\$784,799
Financing:		784,799
Net Fund Cost:		0
Funding Sources:		
Court Fines	100.0%	\$784,799

5. Pediatric Trauma Centers (Richie's Fund)

Description: Reimbursement to physicians and hospitals for uncompensated services provided at pediatric trauma centers.

Pediatric Trauma Centers Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		\$66,365
Financing:		66,365
Net Fund Cost:		0
Funding Sources:		
Court Fines	100.0%	\$66,365

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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)	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	1,369,817	1,011,858	1,678,659	1,678,659	0
Services And Supplies	1,420,612	6,118,781	1,414,221	1,414,221	0
Other Charges	2,138,459	2,204,725	2,107,033	2,107,033	0
Expense Total	4,928,889	9,335,364	5,199,913	5,199,913	0
Revenue					
Other Local Revenue	4,714,429	5,000,676	5,199,913	5,199,913	0
Revenue Total	4,714,429	5,000,676	5,199,913	5,199,913	0
Net Fund Cost (NFC):	214,460	4,334,688	0	0	0
Allocated Positions (FTE)	9.0	9.0	9.0	9.0	0.0
Financial Indicators					
Salaries as % of Total Exp	28%	11%	32%	32%	
% Change in Total Exp		89%	(44%)	0%	
% Change in Total Rev		6%	4%	0%	
% Change in NFC		1,921%	(100%)	0%	
Compensation Information					
Permanent Salaries	915,728	684,253	860,821	860,821	0
Permanent Overtime	39	0	0	0	0
Deferred Comp	10,205	10,728	17,213	17,213	0
FICA/Medicare	68,162	46,529	120,902	120,902	0
Ret Exp-Pre 97 Retirees	2,744	2,327	4,777	4,777	0
Retirement Expense	244,969	177,905	454,590	454,590	0
Employee Group Insurance	101,235	70,479	158,741	158,741	0
Unemployment Insurance	2,468	1,847	3,612	3,612	0
Workers Comp Insurance	24,268	17,790	58,002	58,002	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,

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pre-hospital training, medical oversight; and administrative and levy collection costs funded by Measure H parcel levies collected with property taxes.

Impact: The recommended budget maintains the current level of services.

1. Zone A

Description: Includes support for enhancements in first responder service, equipment and technology; EMS and disaster communications; community CPR, Public Access Defibrillation; specified positions in the Health Services EMS Division to provide program coordination, training, and medical oversight; cardiac arrest, STEMI, stroke, EMS for Children, Trauma Programs, and administrative and levy collection costs. The geographic area encompasses the territory of the San Ramon Valley Fire Protection District (San Ramon, Danville, and surrounding unincorporated areas).

Zone A Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		\$232,863
Financing:		232,863
Net Fund Cost:		0
Funding Sources:		
Measure H	100.0%	\$232,863

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:		\$4,967,050
Financing:		4,967,050
Net Fund Cost:		0
Funding Sources:		
Measure H	100.0%	\$4,967,050
FTE: 9.0		

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CAO's Recommendation

The 2018-19 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 \$3.9 million in expenditures as compared to the FY 2017-18 adjusted budget, which is entirely offset by an anticipated \$4.2 million increase in revenues.

The 2018-19 Recommended budget for all programs and funding sources in the Health Services Department totals approximately \$1.8 billion. Of this amount, \$96.5 million, or 5.3% is County General Fund. The balance is funded by outside revenue, primarily state and federal revenue sources. The County General Fund contribution maintains a subsidy to the Contra Costa Community Health Plan Enterprise Fund III of approximately \$3.9 million and a reduced subsidy in FY 2018-19 to the medical center and clinics of approximately \$23.7 million. The CCHP community health plan FY 2018-19 budget includes a General Fund contribution of \$250,000 for the continuation of the CC CARES program.

For FY 2018-19, the Public Works and Health Services Departments have committed to improving the delivery of maintenance and construction services for the facilities in the County's hospital and clinics. In order to improve management and communication between the departments, especially in the area of prioritization of work, Health Services is adding a Chief of Plant Operations (Exempt) position. Both departments are also conducting ongoing discussions about the structure and staffing required to maintain the Health Services facilities at the needed levels for certification from the appropriate authorities. These interdepartmental discussions may lead to recommendations for structural or staffing changes in one, or both, departments in the future.

The Department budget includes continued partnerships with the Employment and Human Services Department for Continuum of Care

behavioral health services and Whole Person Care Pilot eligibility support services.

The Mental Health services FY 2018-19 budget includes a 3% cost of living for mental health community based organization contract providers. Additionally, the Department has budgeted the expansion of the West County Health Center in the FY 2018-19 budget.

Potential policy and fiscal changes as proposed by the federal administration, pose vast uncertainty for the Department; however, any significant impacts to the FY 2018-19 budget are unknown at this time. Should state and federal allocations impact the FY 2018-19 budget, the Department will return to the Board of Supervisors in the fall with a request for adjustments to the appropriations, as necessary.

The 2018-19 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

The following outcomes represent a mid-year report of the progress made toward reaching the goals identified in the FY 2017-18 budget.

Hospital and Ambulatory Care Centers

Goal: Improve quality and safety measures as outlined in the PRIME, regulatory measures, and accreditation requirements.

Outcome: Successful in meeting all pay for performance PRIME targets and all potential funding for Demonstration Year 12 (2016-2017). The hospital continues to be fully accredited under the Joint Commission Hospital Accreditation program. Two CMS surveys (full and partial) were conducted during 2017. We were successful in submitting the Plans of Correction and we are currently awaiting CMS' response.

Goal: Continue to fully realize the 2015-2020 Strategic Plan with the ambitious goal of creating optimal health for all by working

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together with patients, staff, and the community. In the coming year we continue to work with staff to support the implementation of the Strategic Plan including the alignment of all improvement work with the strategy and 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 avenues to meet community needs.

Goal: Continued advancement of Ambulatory Care Redesign (ACR) work which includes supporting ambulatory care improvement teams in meeting PRIME and other improvement targets in addition to the Advanced Access Model, the Patient Centered Health Home with expansion of alternative models of care.

Outcome: Patient Centered Health Home (PCHH) Model successfully spread to all health centers. Outcome measures for PCHH model continually monitored by ACR team to ensure greater patient access and to leverage appropriate organizational resources. All ambulatory care improvement teams met PRIME project targets in 2017.

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.

Outcome: Our overall goal was met by reducing the total annual interest by approximately \$82k. Calendar year 2016 and 2017 total interest paid was \$514k and \$432k respectively. To meet the goal overtime is still used.

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.

Outcome: Goal met. Through recruiting and contracting with community primary care providers (PCP's), in addition to existing contracted groups who have hired new PCP's to provide care to our members, Provider Relations increased the number of community provider network PCP's by 8.9%.

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.

Outcome: CCHP put into place a data analyst as well as creating and filling a position to build on disease management to create a population health management program in compliance with The National Committee for Quality Assurance (NCQA) standards.

Goal: Quality Management will clear up any deficiencies noted from NCQA Reaccreditation.

Outcome: Our accreditation level was raised to Commendable.

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.

Outcome: CCHP's Quality unit completed our Asthma Performance Improvement Plan, but the provider tool and action plan are still not yet built due to limited availability of physician builders and other Contra Costa Regional Medical Center (CCRMC) priorities. This should be completed by the end of the 2017-18 fiscal year in cooperation with CCRMC.

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 Inc. 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.

Outcome: The DHCS All Patient Refined Diagnosis Related Groups (DRG) and Centers for Medicare and Medicaid Services (CMS) DRG Fee Schedule were implemented and currently 80% of the process is outsourced to our claims adjudicator vendor DocuStream.

The 3M™ fee schedule pricing software was purchased by our vendor, DocuStream, Inc., on our behalf. We intend to incorporate the software inside our electronic health record system (EPIC). In-sourcing will ensure improved control over the claims adjudication process and savings in vendor fees. In-sourcing will also strengthen our auditing program which will support the avoidance of potential regulatory findings from federal and state audits. Our in-sourcing effort is currently at 20% and we expect our end to end CCHP workflow for the APR/DRG pricing to be at 100% by the end of fourth quarter in 2018.

We have developed the training module for our claims examiners and will train 100% of our claims examiners by third quarter 2018, and continue with quarterly training, resulting in a more skilled team. Quarterly training will be our standard practice of ensuring top notch professional claims examiners.

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.

Outcome: The Advice Nurse unit filled two of the four permanent positions as well as adding and filling an additional full time LVN position. Recruitment remains ongoing.

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.

Outcome: Due to numerous implementation challenges with the new phone system, our abandonment and answer rate have not been reduced. However, most of the problems were resolved by January 2018 and Advice Nurse and Member Services will continue to monitor the outcomes.

Goal: CCHP Case Management division will clarify and focus definitions/criteria for our Case Management programs to ensure member needs are met with increased departmental efficiency.

Outcome: This goal has been partially met. The Case Management intake/triage pilot was finalized and is now operational. California Children's Services transitions pilot program was finalized. Roll out and training for additional Case Management programs will be complete by the end of first quarter 2018.

Goal: CCHP Case Management department will implement the expanded Non-Medical Transportation Benefit for all Medi-Cal members beginning July 2017.

Outcome: Program expansion and implementation has occurred. Program continues to outpace growth expectations and volume limits.

Goal: CCHP will advocate for continued coverage for our Medi-Cal Expansion population given our new federal administration threats.

Outcome: CCHP collaborated with data preparation by Local Health Plans of California on the improved health outcomes and decreases in avoidable emergency room visits with the ACA Medi-Cal Expansion members enrolled with CCHP and other non-profit Medi-Cal Health Plans in California. This data was shared with California legislature as well as Congressman DeSaulnier and other congressional representatives who assisted in the Democratic vote to prevent both the House

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and Senate repeal and replace bills during 2017. Therefore, this population of 56,000 CCHP members has retained their Medi-Cal coverage to date.

Goal: CCHP Pharmacy Unit will increase personnel, with the end goal of taking over all prior authorization (PA) business from the prescription benefits manager. Every attempt will be made to make the change fiscally neutral, while improving the effectiveness, accuracy, and workflow of the pharmacy PA process.

Outcome: CCHP Pharmacy Unit was able to recruit and hire an experienced clinical pharmacist during fourth quarter 2017. After fully training the new staff member and working through the logistics of transferring prior authorization function from our prescription benefits manager to the health plan, the operational change was implemented in December 2017. CCHP is now managing 100% of the clinical PA function for all members, which we anticipate will improve the timeliness and accuracy of all clinical decisions. Additionally, a preliminary cost analysis shows that this operational change has completely offset the cost of our new pharmacist, meaning that the personnel addition was cost neutral as planned.

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.

Outcome: Improvements to the CCHP opiate program during 2017 primarily came in the form of new or improved reporting tools. CCHP pharmacy unit has worked with IT to create new reports that improve our ability to spot aberrant opiate behavior (both from the member and provider level). Reports that were substantially improved or created in 2017 include the following: top 25 opiate prescriber report (a report that outlines the top 25 opiate prescribers in the CCHP network by total volume, number of

tablets, and number of total opiate prescriptions - this report is shared with clinical leadership, and is used to educate outlier providers) and improvements to all claims reports so that every report will now calculate a total morphine milligram equivalent (MME) dose if a member is on an opiate (to be used in the future to isolate members on high MME doses and trigger outreach). Coordination with the Case Management Unit has occurred to assist opiate users. Other improvements include preliminary steps to create an opiate/benzodiazepine co-prescribing report as well as improvements to the polypharmacy reporting program. This goal will be continued in 2018.

Mental Health

Goal: Increase access to community-based behavioral health services and primary care, and connect consumers to appropriate services.

Outcome: This goal is in progress. The implementation of the Electronic Health Record (ccLink) on September 26, 2017 helped to improve coordination of care between primary care and behavioral health providers. Phase II of ccLink Implementation in 2018 will include community-based providers. The timeline and scope for Phase II is yet to be determined. Additionally, the Mental Health ACCESS line became integrated with Alcohol and Other Drugs services in Summer 2017. The ACCESS line is now an integrated line, serving callers with both mental health and substance use needs. Callers are connected with appropriate mental health and substance use resources within the existing county-operated clinics as well as with community-based resources.

Goal: Increase coordination of care between system partners: behavioral health services, police department, primary care, public health, and homeless services.

Outcome: Goal is partially met and is an ongoing effort. Comprehensive Coordinated Care is priority number one in the BHS Strategic Plan 2017-2022. To support this priority, Adult System of Care continues to improve coordination of care between system partners; our Mental Health Evaluation Team (MHET)

teams partner with law enforcement; we are developing a Mobile Crisis Response Team which partners with law enforcement, homeless services, and emergency medical services; CoCo Lead Plus, our implementation of Proposition 47 is a collaborative partnership including law enforcement, homeless services, CBOs, and vocational services. Our Transition Team continues to provide intensive services to coordinate care for consumers exiting our hospitals with homeless services, primary care, and public health. The Adult System of Care has been coordinating with public health program "Community Connect" to support our complex needs consumers.

Goal: Decrease PES visits and hospital admissions by ensuring children and their family gain better access to comprehensive outpatient services in a least restrictive setting of treatment.

Outcome: Better access to comprehensive outpatient services resulted in a reduction of Children's hospitalizations last year.

Goal: Decrease hospital visits.

Outcome: Adult system of care will begin to implement a Mobile Crisis Response Team in an effort to support consumers experiencing mental health crises in the community, help them maintain in the community, and prevent 5150s.

Goal: Decrease police contacts.

Outcome: The MHET teams work to support consumers and families who have experienced an acute MH crisis and connect them to appropriate services in the community, thus, reducing emergencies and need for police contact. The Mobile Crisis Response Team of Adult System of Care intends to reduce police contacts and increase access to community services for consumers in need.

Goal: Reduce time to direct services.

Outcome: This is an ongoing goal. The Quality Management Program Coordinator works closely and in collaboration with the Business Intelligence Analytics Team to discuss current, future, and required data elements and how to facilitate the handling of additional requests.

With the transition to ccLink, the Division set out to inventory all data and reporting, prioritize according to those necessary to meet mandates, support day to day operations, and create optional and/or wish list of reports. Several outcome measures have been added to ccLink that the Division is currently using (e.g., LOCUS) or plans on using in the near future (e.g., PHQ-9, CANS) to better enable tracking of outcomes.

Goal: Move Medi-Cal consumers into the System of Care that was previously unknown to us to reduce hospitalization.

Outcome: Goal partially met. The Transition Team coordinates care for consumers needing intensive services who are entering our system for the first time in a variety of settings. Access coordinates with primary care to make appropriate referrals to Adult System of care for services.

Goal: Improve stability of foster home placements by reducing serial placement.

Outcome: Greater success is hoped for with the Continuum of Care framework to support stability and improved behavioral outcomes.

Goal: Reduce the use of Short-Term Residential Programs (STRTPs) to short-term treatment options.

Outcome: This remains a goal and is unchanged from last year.

Goal: Increase the care for foster children in family, home-like, settings.

Outcome: Continuum of Care Reform increases the use of Resource Family Homes which will provide the child with a less institutional and more family-like home.

Goal: The MHSA Community Program Planning Process in FY 2017-18 will focus on bringing opportunities for stakeholder participation to County communities and sub-populations determined to be underserved by the MHSA Three Year Plan quantitative needs assessment.

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Outcome: The MHA Community Program Planning Process was conducted in the communities of Richmond, Martinez and Brentwood during the time period September through December 2017. Approximately 300 stakeholders attended, discussed relevant mental health issues, prioritized needs, and suggested strategies to meet those needs. MHA-funded programs designed to serve communities and sub-populations determined to be underserved presented their services and networked with consumers, family members and other interested individuals.

Goal: Develop two new innovation component concepts into project proposals for Mental Health Services Oversight and Accountability Commission approval.

Outcome: Two new innovative project proposals: Cognitive Behavioral Social Skills Training (CBSST), and Center for Recovery and Empowerment (CORE), were developed with stakeholder participation and approved for implementation by the Mental Health Services Oversight and Accountability Commission in August of 2017.

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).

Outcome: A County-operated Loan Repayment Program was developed with stakeholder participation that will address workforce staffing shortages in psychiatry. A Volunteer Family Support Network Program was developed, also with stakeholder participation, that will provide support to family members and loved ones of consumers of Contra Costa Behavioral Health Services. These two new programs were approved for implementation in June 2017.

Goal: Better communication and coordination of care among health care providers.

Outcome: Goal met. The implementation of the Electronic Health Record (ccLink) on September 26, 2017 helped to improve

coordination of care between all providers within Contra Costa Health Services. Through the implementation of ccLink, we met one of the primary objectives of the projects, "One Patient, One Chart."

Goal: Reduce medication prescribing errors.

Outcome: Goal partially met. We have worked within the Division to improve our system. External pharmacies who serve our Division and their district managers have also come up with strategies to reduce the prescription errors.

As we started County-wide E-prescription in 2016-17, hand-writing and reading errors have reduced significantly.

We have also added a Dosing Alert / Interaction Alert as an additional feature to the E-Prescription system.

As we move toward an EHR, we have added a Clozapine button/tab for patients on Clozapine who require weekly/biweekly/monthly labs to give us access to the Risk Evaluation and Mitigation Strategy (REMS) site to check absolute neutrophil counts (ANC) and lab results. All doctors and nurses are registered on the REMS website as required by State law.

Goal: Improve data and tracking of outcomes.

Outcome: This is an ongoing goal. The Quality Management Program Coordinator works closely and in collaboration with the Business Intelligence Analytics Team to discuss current, future, and required data elements and how to facilitate the handling of additional requests. With the transition to ccLink, the Division set out to inventory all data and reporting, prioritize according to those necessary to meet mandates, support day to day operations, and create optional and/or wish list of reports. Several outcome measures have been added to ccLink that the Division is currently using (e.g., LOCUS) or plans on using in the near future (e.g., PHQ-9, CANS) to better enable tracking of outcomes.

Goal: Improve system efficiency over time.

Outcome: Goal fully met. Implementation of Electronic Health Record in September 2017 will

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serve to improve coordination of care and overall system efficiency.

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.

Outcome: This goal will continue as we move forward with the development of the Continuum of Care. This would include the use of Resource Family Homes and Therapeutic Foster Care in development for 2018.

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.

Outcome: Goal met. Children's hospitalizations are reduced this past year as well as youngsters being involved with the juvenile justice system overall and as first time offenders.

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.

Outcome: There will be an expansion of service via Continuum of Care Reform in 2018 which should help to ameliorate this problem.

Goal: EPSDT is intended to provide a wide array of Specialty Mental Health Services to beneficiaries ages 0 to 21 years old who meet medical necessity criteria for service.

Outcome: Goal met.

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.

Outcome: Goal met.

Goal: To increase the utilization and penetration of Specialty Mental Health Services to children in foster care thereby providing greater stability in foster care.

Outcome: Goal met. Services to this target population have increased.

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.

Outcome: This has been a successful intervention with the implementation of MST, FFT and MDFT best practices.

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.

Outcome: We have implemented a number of best practices and are in the early stages of the development of an eating disorders program. Each best EBP has its own evaluation and outcomes measures which are then applied.

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

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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 2017-18.

Outcome: Training goal fully met. The Adult System of Care implemented two EBPs: CBSST and CBTp. Both trainings included two-day trainings with regular follow-up consultation with the trainers; one year follow up with CBSST; six-month follow-up with CBTp. One hundred staff members, including MHCS and CSWs were trained in CBSST. Fifty MHCS were trained in CBTp. As a result, CBSST groups are being held in all the clinics across the Division and clinicians are providing evidence based treatment using the principles of CBTp with individual clients.

Leadership goal partially met. Champions have been identified in each program. One EBP Team Leader has been appointed. Exploring possibility of an EBP case management model to implement has been postponed. The decision has been to focus on getting these two models well established and staff practicing to fidelity.

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.

Outcome: Goal fully met.

1. Pilot of PHQ9 and GAD7 to use as a standard system-wide outcome measure has started at East County Adult and Discovery House.
2. Two outcome measures to use as part of the implementation of the EBPs CBSST and CBTp were identified. They are: Independent Living Skills Survey for use with CBSST participants with pre-and post-scores; and the Recovery Assessment Scale to be used with consumers receiving CBTp Positive Practices treatment.

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.

Outcome: Goal fully met. A clinician has been identified who will provide a County-wide suicide prevention program in all three adult regional clinics.

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 engaging and linking clients to outpatient services to increase access and decrease utilization of crisis services.

Outcome: Goal fully met. Forensic Mental Health Services continues to serve criminal justice involved clients with behavioral health issues in a variety of programs: MHET, AOT, AB 109 referrals, and competency evaluations. The forensics team is also expanding service delivery to include two new programs: Mobile Response Team and COCO Lead Plus, Proposition 47 implementation.

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.

Outcome: Goal partially met.

1. Behavioral Health Adult system conducted a mapping of service levels as well as studied LOCUS data in attempt to determine value

of use of LOCUS in identifying step down options for clients with improved outcomes.

2. Behavioral Health Adult system has also continued to work on improving the coordination of care between our consumers receiving services in our in-patient unit (4C) and connecting them to vital services in the community. This is a work in progress.

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.

Outcome: Goal fully met. A clinician has been identified who will provide a County-wide suicide prevention program in all three adult regional clinics. The Transition Team continues to provide valuable necessary intensive case management services to individuals needing extra support and linkages to multiple services. They continue to coordinate and provide innovative care for consumers at multiple service entry points.

Alcohol and Other Drugs (AOD)

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.

Outcome:

1. The update of the Strategic Prevention Plan started in late spring 2017 with the community engagement process. At the end of June 2017, the Department of Health Care Services (DHCS) issued new guidelines for the development of Prevention Strategic Plans requiring counties to complete each of the six phases of the Substance Abuse and Mental Health Services Administration (SAMHSA) Strategic Prevention Framework (SPF).

In order to comply with the new guidelines our timelines had to be adjusted. We are currently on the fourth phase of the SPF and we anticipate that we will complete the last two phases by the end of March 2018. It is projected that the completion of the Prevention Strategic Plan will be by the middle of May 2018.

2. This goal will continue through FY 2018-19. We have made significant progress this year, but since opioid related overdoses continue in Contra Costa, a comprehensive approach is critical and necessary. Last year, we continued to support the work of the Medication Education and Disposal Safety (MEDS) coalition by dedicating prevention resources and attending all of the health fairs and activities intended to inform the community about the dangers of Prescription Drug Abuse & Misuse (PDAM). In March, the Board of Supervisors (BOS) declared March as Prescription Drug Abuse & Misuse Prevention month.
3. With the passage of Proposition 64, the County Board of Supervisors asked the Department of Conservation and Development (DCD) to prepare recommendations for the regulation of cannabis in unincorporated Contra Costa. Since then, DCD has convened several interdepartmental workgroups to obtain the input from other County departments that could be impacted by the legalization of recreational marijuana. AODS committed prevention resources for community engagement and mobilization throughout this process.

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Likewise, AODS has also worked closely with the Public Health Division to support the development of a health-related ordinance. At the end of 2017, the BOS requested that DCD conduct town hall meetings to obtain community input regarding the regulatory framework. AODS advocated for the implementation of a youth-specific town hall to ensure that young people have a voice pertaining the potential impact of the regulations or the implications of the legalization of marijuana. All of our school-based programs strengthened the curriculum to include marijuana prevention information for youth and parents. This goal will continue through FY 2018-19.

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.

Outcome:

1. Goal met. We conducted an RFI in April 2017, which added three additional providers to the system of care. Up to the development of this report, 70% of providers are already Drug Medi-Cal certified.
2. This goal will continue through FY 2018-19. We have actively participated in the

interdivisional workgroup with the goal of developing a comprehensive strategy to address several key indicators including the number of prescriptions, number of overdoses, and access to treatment. In December 2017, we supported the submission of the Accelerator Grant application to request one VISTA volunteer who would support the MEDS coalition work. The grant award was received. Furthermore, last January, AOD took advantage of new DHCS regulations that allowed AOD programs to utilize Naloxone, also known as Narcan®, and provided training to all AOD program staff on the utilization of Narcan® to prevent overdoses. Through a partnership with the Public Health's AIDS program, we received 60 Narcan® spray kits, which were distributed following the training. We will continue to monitor data and to advocate for easy access to treatment through the implementation of the Drug Medi-Cal Waiver and the Hub & Spoke Grant that was received by the County's Narcotic Treatment Program (NTP). The Hub & Spoke Grant will provide additional buprenorphine treatment for individuals who are not Medi-Cal eligible, and who have a high co-pay that prevents access to treatment for opioid disorders.

3. This goal will continue through FY 2018-19. Advocacy for the implementation of Recovery Residences has become a goal of the Alcohol and Other Drugs Advisory Board. AOD will continue to monitor funding opportunities to ensure that clients who successfully complete treatment or who are actively involved in outpatient treatment benefit from the safety of properly operated sober living environments.

Health Housing and Homeless Programs

Housing and Services

Goal: Add more permanent supportive housing through various resources that provide rental vouchers and other support services.

Outcome: An additional 12 units of housing was funded in the homeless continuum of care for chronically homeless veterans. Units are

currently leasing, with full occupancy anticipated by March 2018.

Goal: Increase outreach and engagement efforts through the expansion of Coordinated Outreach Referral and Engagement (CORE) outreach teams.

Outcome: There were three CORE teams funded as Coordinated Entry beginning February 2017. To date, there are six CORE teams operational throughout Contra Costa County with a seventh team coming on-line by April 2018.

Goal: Add a Coordinated Assessment Resource (CARE) center in East Contra Costa County to increase homeless services in that area.

Outcome: A location has been identified in the City of Antioch and funding for tenant improvements has been secured. The project is expected to be completed August 2018.

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.

Outcome: Clarity was successfully brought on-line December 2017.

Goal: Develop Coordinated Entry system-wide metrics.

Outcome: Baseline data is currently being gathered for the first operating year of Coordinated Entry. Metrics will be set by July 2018 based on data gathered.

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.

Outcome: Contra Costa continues to engage in the Built for Zero campaign. Staff have attended national trainings and participated in the learning communities offered by Community Solutions. To date, Contra Costa has decreased veteran homelessness by 47%.

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.

Outcome: A full count of persons sheltered and unsheltered in Contra Costa was conducted January 23-26, 2018.

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.

Outcome: Phase II of Coordinated Entry that includes diversion services will launch February 2018.

Goal: Continue long-range planning efforts for the development of permanent supportive housing units located on the former Concord Naval Weapons Station base.

Outcome: Health Housing and Homeless Program, as a CNWS Homelessness Collaborative member, has participated in four meetings this program year to bring housing for individuals experiencing homelessness to the former Navy base.

Goal: Recruit to fill our vacant Council on Homelessness Advisory board seats by end of 2017.

Outcome: Candidates for open seats are being considered by the Council on Homelessness nominating committee January 2018. Selected candidates will be recommended to the Board of Supervisors for appointment to the Council on Homelessness by March 2018.

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Public Health

Goal: EPE Unit

Lay out a timeline for initiation of a comprehensive Community Health Assessment.

Outcome: A timeline for initiation of Comprehensive Community Health Assessment has been completed. Working in partnership with local hospitals and their Community Health Needs Assessment initiative we anticipate initiation of the community wide assessment to begin in the spring of 2018 and be completed in the spring of 2019.

Goal: Clinic Services

Initiate the delivery of services associated with the Whole Person Care Program.

Outcome: The Whole Person Care Program referred to as "Community Connect" has been fully implemented with 14,400 clients enrolled.

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.

Outcome: The two new dental vans were delivered in the fall of 2017 and are currently in the process of being licensed. Once the licensing process is completed, the vans will begin to provide dental services at designated sites throughout Contra Costa County.

Goal: MCAH

Work with CCRMC to outline a training curriculum on SIDS and associated Bereavement and Palliative Care.

Outcome: Collaborative work between MCAH and CCRMC staff resulted in training for perinatal staff in bereavement support for families suffering perinatal loss. Training was held in May 2017 and the goal will continue in next fiscal year with additional training offered to perinatal providers in March 2018.

Goal: MCAH/CWPP

Develop a 3-year violence prevention plan focused on youth ages 13-19.

Outcome: Due to limited capacity, the 3-year plan has yet to be developed. MCAH and CWPP, together with the Public Health EPE unit, will schedule a meeting in the spring of 2018 to identify the priority focus of work for this age group, and to assess organizational capacity to address the needs. Areas of focus to be considered include youth violence related to racism and discrimination, issues of boundaries associated with teen dating, and community concern with gang violence. Partnerships with EHSD and Juvenile Justice to be invited to encourage their participation in the needs assessment and plan development.

Goal: CWPP

Seek adoption of a revised tobacco control ordinance at the County level and two cities, including consideration control measures for multi-resident facilities.

Outcome: Responding to direction from the Board of Supervisors, CWPP's Tobacco Prevention Program worked with other county departments to develop ordinances to protect youth from tobacco influences in the retail environment through regulating sale of flavored tobacco products, requiring a minimum pack size for sale of cigars, and regulating the location of new tobacco retailers. Staff are currently providing two cities in the County with technical assistance on adoption of similar policies. The Department has also responded to direction from the Family and Human Services Committee of the Board of Supervisors to develop an ordinance to create 100% smokefree multi-unit housing which is expected to go to the full Board in early 2018 for consideration.

Goal: HIV/STD

Leverage "data to care" process to decrease re-transmission of HIV among high-risk groups by 10% by 2019.

Outcome: The new process resulted in a decrease of re-transmission of HIV from 14.4% to 6.8% in 2017.

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.

Outcome: The Senior Nutrition Program provided 574,828 meals to 6,674 seniors during FY 2017-18.

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.

Outcome: CCS and CCHP convened and had two meetings with a joint Transition Taskforce. This goal will continue into next fiscal year.

Public Administrator

The Office of the Public Administrator closed 66 cases in FY 2016-17 and has closed 143 cases YTD (July 1, 2017 – January 22, 2018).

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:

- With County Counsel assistance, drafted OWTS ordinance and regulations which was presented to the Board of Supervisors in the spring of 2018.
- In calendar year 2017, processed, reviewed and inspected the construction of ten drinking water wells, nine irrigation wells, one piezometer with casing, nine cathodic protection, six dewatering, and 78 monitoring wells.

- In calendar year 2017, processed, reviewed and inspected the destruction of soil borings, cone penetration test (cpt) boreholes, and soil vapor probes at approximately 435 parcels, and 239 well destructions.
- In calendar year 2017, approved the plans and oversaw the construction of four conventional OWTS, four conventional replacement OWTS, 13 alternative OWTS, seven alternative system replacement OWTS, 31 septic tanks replacements, and 55 septic tank abandonments.
- Inspected and permitted 76 sewage pumper trucks that work for 22 permitted sewage pumper companies.
- Investigated 15 sewage leaks from lateral sewer lines and two OWTS reported leaks.
- Conducted 46 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 28 complaints of stormwater runoff in the unincorporated areas of the 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:

- Investigated 21 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.

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- In 2017, investigated 138 complaints associated with one of the landfills and 26 complaints associated with the compost facility.
- Conducted quarterly inspections at the five closed landfills and eight active Enforcement Agency Notification sites in the LEA jurisdiction.
- Conducted annual inspections at four closed solid waste sites.
- In 2017, investigated 76 garbage complaints, 94 no garbage service complaints, 64 illegal dumpster complaints, and nine animal waste complaints.
- Conducted 455 routine inspections and 39 re-inspections of waste tire generators, and 10 routine inspections of waste tire facilities.
- Commented twice on the Report of Facility Information for the permitted composting facility in West County.
- Conducted 5-year permit reviews for the Acme Landfill and El Cerrito Recycling.
- Reviewed and rejected application for a registration site submitted by Georgia Pacific Gypsum LLC.
- Reviewed amendments to the Report of Facility Information for the Contra Costa Transfer Processing Station and the permit for the Central Processing Facility.
- Conducted required 12 annual inspections of large quantity medical generators. Conducted 156 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 5,793 unannounced, routine inspections, 365 re-inspections, 681 re-placard inspections, and 548 complaint inspections of retail fixed food facilities in 2017.
- Conducted inspections and permitted the cafeterias of 30 skilled nursing facilities, 6 hospitals, and 3-day adult health centers in 2017.
- Conducted 351 permitting inspections and 138 routine inspections of mobile food facilities and investigated complaints of 40 unpermitted food vendors in 2017.
- Conducted 82 inspections of food stands and farmers markets in 2017.
- Reviewed and approved the plans and inspected the construction of 142 new fixed food facilities and 71 food facility remodels in 2017.
- Permitted and inspected 17 cottage food operations Class B and registered 48 cottage food operations Class A in 2017.
- Conducted follow-up action to 50 state notifications of voluntary food recalls affecting 370 food facilities in the county in 2017.
- Reviewed and approved organizer applications for 372 special events with 2,066 temporary food facilities in 2017. Conducted inspections at 244 special events.
- Inspected and permitted 125 vending machines owned and operated by seven vending companies. (Applies only to those vending machines that sell food that is considered potentially hazardous because if not kept cold or hot it is a good host for the growth of pathogens).

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- Conducted 52 Food Safety Refresher Trainings 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 and Korean when needed. Periodically, a training is taught in Vietnamese. Japanese, Mongolian, Portuguese, and Tagalog learners are provided the translated PowerPoint presentation and may attend any of the other language classes. Most training sessions were taught to the maximum number of 30 trainees.
- Compliance conferences are being conducted with Consumer Protection managers and operators receiving a third consecutive yellow placard. The outcome of the compliance is a signed agreement outlining measurable steps that the food facility operator needs to implement aimed at improved food handling practices.
- Conducted five food borne illness outbreak investigations (when a food borne illness from the same facility is reported from two separate households).
- Developed Food Donation web pages within the health services website.

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:

- Wrote and sent the annual letter to city managers and chambers of commerce and emphasized that any event that is advertised to the public requires the organizer to get a temporary food facility permit.
- Sent a letter to more than 600 faith-based organizations informing them about the

importance of food safety when serving food at a public event, and the need to get a temporary food facility permit.

- Recreational health website was revamped to make much more user friendly.
- Participated in career fairs at four state universities.
- 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.

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.

Outcome:

- All the managers except one are members of the CCCDEH and participate on policy committees.
- The Director of EH is currently serving as the president-elect of CCDEH. A manager currently serves on the California Retail Food Safety Coalition.
- One of our veteran staff is serving on the Bay Area Food Technical Advisory Committee.
- The manager who started a greater Bay Area roundtable for plan review continues to co-lead this very active group.
- The Solid Waste Team continues to participate in the CalRecycle Roundtables.
- A manager and staff participate on the Body Art Technical Advisory Committee.

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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.

Outcome:

- Reviewed and approved the plans and inspected the construction of 142 new fixed food facilities and 71 food facility remodels in 2017.
- Reviewed and approved the plans and inspected the construction of nine new public pools/spas and 53 pool/spa remodels or equipment changes in 2017.

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 1,318 routine inspections of seasonal pools, 354 routine inspections of year round pools, 108 re-inspections, and 326 re-openings of pools closed for major violations in 2017.
- Reviewed and approved the plans and inspected the construction of nine new public pools/spas and 53 pool/spa remodels or equipment changes in 2017.
- Provided four pool operator trainings for 90 attendees.
- Conducted seven rounds of sampling of Discovery Bay water starting in June due to blue green algae concerns. Also responded to 34 complaints of blue green algae in Discovery Bay water. Based on cyanotoxin testing results, posted no entry notices for humans or pets at Discovery Bay 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 updated one permit, conducted 10-year reviews of four systems, and amended the permit for three small water systems in FY 2017-18.
- Issued enforcement actions to a small water system which had water quality violations in 2017-2018.
- Conducted 27 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:

- Thirty-one body art facilities were inspected, and 245 body artist registrations were active in 2017.
- Permitted and inspected one temporary body art facility in 2017.
- Processed 30 new body art facility applications in 2017.

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, storm water, and complaint investigations.
- Complaint and food and pool facility evaluations are processed from the front desk, to the supervisor, to the inspection, back to the supervisor, and then to clerical staff and Finance without the use of paper.
- Processing of catering permits and inspections are now tracked electronically, and inspected using an electronic official inspection report.
- Plan reviews for food, pool, and body art facilities are now electronically tracked, inspections are conducted using an electronic inspection checklist, allowing the issuance of the permit to operate within five working days after the approval of the construction inspections. Website also provides information for applicants so they know where their project is in the plan review process.
- Time off requests and overtime approvals are now completed and tracked electronically.
- Massage parlor inspections are tracked and completed through EC.
- Food and pool facility evaluation processes needed when there is a change of ownership have been streamlined to provide the official permit to operate when the client comes in five days after the approval of the facility evaluation. It used to take a maximum of 30 days for the applicant to receive their official permit to operate.
- Special events processing and inspector assignments are now tracked electronically.

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.

Outcome: Goal is in progress. Department revisions to job classification proposals are under review.

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 response to the Sonoma, Napa and Lake County fires.
- Three EH staff volunteered to spend three weeks assisting with the debris removal and recovery efforts by Sonoma County.

Additional outcomes in other program areas:

- Inspect and approve for business 15 massage parlors in the cities of San Ramon and Walnut Creek.
- Inspected and submitted required reports to the state at four Superior Court holding cells and four county detention facilities.
- Inspected one organized camp.

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- Implemented the pharmaceutical takeback ordinance development.
- Reviewed and commented on 92 land use documents from the 19 cities and unincorporated area planning departments.

Hazardous Materials

Goal: California Accidental Release Prevention Program: Complete 12 California Accidental Release Prevention Program audits for FY 2017-18.

Outcome: Eight inspections have been performed for FY 2017-18.

Goal: Unannounced Inspections: Perform 10 unannounced inspections during FY 2017-18.

Outcome: Five unannounced inspections have been performed in FY 2017-18.

Goal: Aboveground Petroleum Storage Act Program: Inspect approximately 112 facilities that are covered by this program during FY 2017-18.

Outcome: 102 Aboveground Petroleum Storage Act Program inspections were performed in FY 2017-18.

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.

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 FY 2017-18 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.

Outcome: 703 Hazardous Materials Business Plan Program inspections were performed in FY 2017-18.

Goal: Hazardous Waste Generator Program: Complete 37.5% of all of the facility inspections during FY 2017-18 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: 681 Hazardous Waste Generator inspections were performed in FY 2017-18.

Goal: Underground Storage Tank Program: Complete an inspection of all underground storage tank facilities in FY 2017-18. Approximately 383 facilities are subject to the underground storage tank regulations.

Outcome: 356 Underground Storage Tank Program inspections were performed in FY 2017-18.

Detention Facilities Programs

Goal: Enhance and develop new ccLink reporting functions.

Outcome: Critical operational reports identified and created.

Goal: Develop and formalize a process for identifying “Incompetent to Stand Trial” (IST) patients that are incarcerated in the County’s adult detention facilities.

Outcome: Process developed to identify IST patients that are incarcerated in the County’s adult detention facilities. Information distributed weekly to Detention Health and Custody leadership.

Goal: Review current Detention Health Services operational workflows using the Lean Management Principles and Model for Improvement to develop standard work to

provide better patient-centered care and outcomes.

Outcome: Current state and future vision for care provided in Detention facilities was developed during Value Stream Mapping event in August 2017. Five additional week-long rapid improvement events have addressed key areas for improvement including intake, emergent mental health, and specialty care.

Goal: Develop educational standards and training curriculum for Detention Health Services staff. Systematically evaluate the quality and effectiveness of professional nursing, mental health and ancillary health care staff practices. Identify, design, and develop training activities for Detention Health Services staff.

Outcome: Nursing education program/training curriculum was developed for 2017, which outlined training courses given at Detention to address key learning improvement areas for staff. Courses were given and nursing and other staff attended from all the facilities.

EMS

Goal: Update the County ambulance ordinance.

Outcome: The Ordinance continues to be reviewed at the County Counsel level and is anticipated to go to the Board of Supervisors for approval by the end of 2018.

Goal: Alliance Emergency Ambulance contract performance management.

Outcome: This requires ongoing active management and 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 assure clinical and operational area performance requirements.

Goal: Pursue the prehospital electronic patient care health care information exchange.

Outcome: The EMS Agency intends to apply for the Centers for Medicare (CMS) prehospital

electronic patient care health care exchange grant. 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 with hospitals.

Goal: Support health care coalition medical health partner emergency preparedness and MHOAC (Medical Health Operating Area Coordinator) programs associated with the CMS Emergency Preparedness Rule and Assistant Secretary for Preparedness and Response Hospital Preparedness and Public Health Emergency Preparedness Program.

Outcome: The EMS Agency is responsible for coordinating the medical health operating area resources in event of any emergency impacts the EMS or medical health care system.

Goal: Implement a new program of paramedic intra-facility transport.

Outcome: The Alliance Advance Life Support (ALS) paramedic intra-facility transport program is going through the approval process and is anticipated to be available by March 2018.

Goal: Expand first medical response skills with law and fire-EMS partners.

Outcome: The EMS Agency is working with local fire, law enforcement, behavioral health, public health and homeless programs to support the mobile crisis team activities and new restoration center.

Goal: Update of the County EMS multi-casualty incident plan.

Outcome: 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. Stakeholders will be

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trained on the updated plan prior to the end of 2018.

Goal: Establish Emergency Department Approved for Pediatrics program as part of the County EMS for Children Program.

Outcome: State regulation approval delays have impacted the update of our local EMSA for Children Program activities.

Administrative and Program Goals

Hospital and Ambulatory Care Centers

- Development and tracking of quality and safety measures as outlined in PRIME, regulatory measures and accreditation requirements.
 - Meet or exceed California Federal Medicaid requirements for PRIME which will improve the health of the population, the patient experience and customer satisfaction, and reduce per capita costs.
 - Initiation of specialty care redesign to improve access for patients and meet benchmark and outcome metrics consistent with PRIME Medicaid waiver.
 - Integration of Behavioral Health and Primary Care. This will 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.
 - Redesign of ambulatory care. 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.
- Focus on 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.
 - 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 improves patients' health outcomes.

Contra Costa Health Plan

- The CCHP Pharmacy Unit will collaborate with the medical director to meet with major clinical partners in the Community Provider Network and Contra Costa Regional Medical Center providers, community-based network providers, local and regional pain specialists, regional safe prescribing coalitions, public health, and others to expand upon the established opiate program. Expansion of the opiate program will include convening a focused pharmacy and therapeutics committee meeting dedicated to discussing pain management objectives, and establishing utilization controls regarding quantity limits for initial fills of immediate release opiates, establishing a methodology to spot members above an established morphine milligram equivalent (MME) dose, and placing limits on opiate/benzodiazepine co-prescribing.
- CCHP's Authorization Unit will continue to reduce referral turnaround time for the Community Network Providers (CPN) to less than five days.
- CCHP's low to moderate mental health benefit will include additional mentoring and assisting the behavioral health program to

meet the Department of Health Care Services (DHCS) delegation requirements.

- Develop and implement an educational program for the case managers to increase and enhance their knowledge and documentation skills to meet new National Committee for Quality Assurance best practice guidelines and develop and implement standardized revised orientation process for new hires during the fiscal year.
- Home and community-based services will implement and operate the new Palliative Care benefit with contracted palliative care providers and the Contra Costa Regional Health Center outpatient palliative care clinic.
- Case Management will operationalize the new expanded Health Information and Risk Assessment process for all Medi-Cal enrollees.
- CCHP is building a new Population Health Management program, according to National Committee for Quality Assurance standards to provide better health for the members and lower costs for the Health Plan. This will be accomplished by analyzing our membership and determining interventions to provide in four areas:
 - Keeping members healthy.
 - Addressing members with emerging risk in order to lessen future disease burden.
 - Improving member safety, including during transitions of care.
 - Managing multiple chronic illnesses.

Interventions with clinical leaders in the Contra Costa Regional Medical Center and Community Provider Network should begin no later than July 1, 2018. The program will be evaluated by measures of clinical outcomes, cost/utilization, and member experience, and will be refined annually.

- CCHP Quality Unit will improve the rate of hypertension control in African American members with a performance improvement project following the Department of Health Care Services (DHCS) mandated methodology and in collaboration with the Contra Costa Regional Medical Center and Public Health.
- CCHP Quality Unit will increase the rate of nephropathy screening or treatment for diabetics with a performance improvement project following the Department of Health Care Services (DHCS) mandated methodology.
- Implement a daily audit workflow that measures the productivity of each claims examiner based on an average of 85,000 claims monthly.
- Develop production standards and measures to prepare for timeliness and accuracy standards for claims examiners.
- Engage in provider joint operations meetings to provide feedback on top claim errors to ensure clean claim rates are high, and education on how to submit claims that must have prior authorization or are in need of a medical review.
- Implement a CCHP oversight process for provider appeals and payment disputes to ensure we meet the required 15-day response time period. On a quarterly basis, measure our results in meeting the 15-day time period.
- Decrease the provider appeals and payment disputes by 3%. Design and share quarterly metrics with providers that have high appeals or payment dispute inquiries. Target these providers for education.
- Ensure that provider appeals are captured in the utilization management workflow and provider payment disputes are captured in the claims management workflows.
- Implement a technological solution for reducing the volume of rejected encounters

Health Services

Health and Human Services

due to incorrect/missing National Provider Identifier (NPI) numbers to ensure that claims are paid timely to meet 95% criteria or higher.

- Develop medical information reports for network providers that identify members that have not received annual appointments to ensure preventive care measures are taken by a visit to their physician. Post quarterly reports to give primary care providers feedback on their members who have not received annual health care.

Regarding the screening and enrollment of network providers, the Department of Managed Health Care's (DHCS) All Plan Letter (APL) 17-019 mandates that Managed Care Plans (MCPs) "CCHP" network providers must enroll in the Medi-Cal program either via DHCS or via CCHP's internal process that meets APL 17-019 requirements.

CCHP has approximately 1,380 providers that need to be screened and enrolled via DHCS or CCHP. CCHP will notify these providers in January of their options and send applications to those who choose to enroll through CCHP. Follow-up will occur to make sure each current and future provider enrolls via DHCS or CCHP.

Mental Health

- The use of Evidence Based Practices EBPs in the Adult System of Care. Behavioral Health plans to continue implementation of EBPs, CBSST and CBTp. A monthly EBP/Outcomes workgroup meets to monitor system wide implementation and the use of outcome measures to support implementation. Monthly consultation for providers with the trainers will continue. Behavioral Health plans to have "refresher" trainings in CBSST and CBTp as well as trainings for new staff. EBP team leaders will be identified in Adult programs. The goal here is to develop "train the trainer" capacity and maintain a community of practice that supports professional growth and development and provides quality on-going training in best practices.

- Implement system-wide outcome measures, the Patient Health Questionnaire (PHQ9) and Generalized Anxiety Disorder (GAD7).

A current pilot at East County Adult and Discovery House will provide valuable learning as to viability of these instruments and subsequent implementation system-wide throughout the adult system of care. The goal will be to implement by the end of 2018 throughout the entire adult system. Also, we will be implementing two specific outcome measures as part of our EBP implementation: the Independent Living Skills Survey-ILSS for consumers participating in CBSST groups and the Recovery Assessment Scale-RAS for consumers receiving CBTp.

- Expand services for BH consumers with criminal justice involvement. The Forensic Mental Health Services will be implementing two new programs in 2018: the Mobile Crisis Intervention Team and CoCo Lead Plus, Proposition 47. The goal will be to develop and implement these programs to provide deeply needed services to BH consumers.
- Implement Suicide Prevention Treatment County-wide in all three regional adult clinics. A clinician has been hired to provide this much needed service that we hope will decrease use of crisis services, decrease suicide attempts and decrease suicide.
- 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. The Adult system will continue to convene "coordinating levels of care" – CLOC - workgroup to map service levels and identify step down options for clients with improved outcomes.
- Coordination of care between 4C in-patient and system of care. BH continues to

improve coordination of care for consumers discharging from CCRMC 4C/inpatient and linking them as smoothly as possible with vital services in the community. BH hosts a weekly multi-disciplinary Bed Review committee which reviews consumers who have been hospitalized to develop discharge plans to community resources. BH also meets for "mini Bed Review" later that same week on the 4C-inpatient unit to help support discharge plans for clients admitted after the large Bed Review meeting. The goal is to improve and support linkage to vital services in the community.

- Coordination of Care between Adult System of Care and long term residential care facilities. When long term psychiatric care is needed, our consumers have access to these vital services. When treatment is successfully completed and consumers are ready to return to the community, careful planning and coordination is needed to assure as smooth a transition to services in the community. This includes the appropriate residential level of care, as well as mental health services, and vocational supports.
- 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.
- Increase bed capacity for older adult mental health consumers. The Adult system of care has experienced a marked increase in Older Adult MH consumers needing augmented housing that also provides special supports for activities of daily living (ADLs) and medical care. We would like to increase our bed capacity for these Older Adult consumers. This will decrease long wait lists for much needed services and assure that our consumers are getting linked to appropriate levels of care.
- Trauma informed system of care training. Conduct division-wide trainings in "Trauma 101: the basics of trauma and stress, and their impact on health and wellbeing". Trauma impacts all of us. Research reveals a correlation between trauma and increased health risks. It is a growing public health concern. Increased awareness of the processes of trauma and how we can manage stress in the workforce will hopefully increase overall work satisfaction and, thus, increase overall service delivery to consumers. A trauma informed system is a compassionate system that is responsive to all its members and supports mental health and wellbeing.
- Implement the Innovative Project, Cognitive Behavioral Social Skills Training (CBSST). This project will establish a clinical team to deliver CBSST to mental health consumers residing in augmented board and care facilities.
- Implement the Innovative Project, Center for Recovery and Empowerment (CORE). This project will establish a community based program of intensive clinical intervention for youth experiencing both mental health issues and substance use disorders.
- Implement a County-operated Loan Repayment Program that will address identified workforce staffing shortages in psychiatry.
- Implement a Volunteer Family Support Network Program that will provide support to family members and loved ones of consumers of Contra Costa Behavioral Health Services.
- Improve timely access to care to network providers for outpatient mental health services, and reduce barriers to accessing care (continue to monitor/strive for low abandoned calls rates on Access Line, continue outreach follow up calls to ensure connection to provider, address barriers with providers).
- Improve timely access to care for Substance Use Services (increase SUD calls handled on Access Line).

Health Services

Health and Human Services

Alcohol and Other Drugs (AOD)

- Complete the County's SUD Prevention Strategic Plan for the period 2018-2023 by May 2018.
- In partnership with other divisions, develop a response to the opioid epidemic in Contra Costa County.
- Continue efforts to support successful implementation of the Organized Delivery System (ODS) Drug Medi-Cal (DMC) Waiver.
- Increase SUD system capacity for services for youth and Spanish speaking clients.
- Implement Electronic Health Records (EHR) in AODS in compliance with the requirements of 42 CFR Part 2.
- Promote the Operation Standards for Recovery Residences also known as Sober Living.
- Develop and submit a grant proposal for the implementation of a Driving Under the Influence (DUI) Court with support from the superior court.

Health Housing and Homeless Programs

Housing and Services

- Secure a suitable site to build 50 units of micro-housing and services for single adults experiencing homelessness and utilizing multiple programs at high rates within our healthcare system.
- Increase outreach and engagement efforts through the expansion of Coordinated Outreach Referral and Engagement (CORE) outreach teams.
- Add a Coordinated Assessment Resource (CARE) center in East Contra Costa County to increase homeless services in that area.

- Launch a marketing and fundraising campaign targeting individual and corporate donations to create a flexible pool of funding (Housing Security Fund) that can support persons experiencing homelessness regain housing throughout Contra Costa County

Data/Evaluation

- Conduct a comprehensive, first-year evaluation of the Coordinated Entry system.
- Develop Coordinated Entry system-wide metrics.

Policy/Planning/Systems Development

- 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.
- By 2019 implement Phase III of the Coordinated Entry system that includes system-wide coordinated assessment and assignment of emergency shelter and transitional housing for individuals experiencing homelessness.
- Continue long-range planning efforts for the development of permanent supportive housing units located on the former Concord Naval Weapons Station base.

Public Health

Epidemiology Planning and Evaluation Unit

- Work collaboratively with each of the three non-profit hospital systems to complete a comprehensive community health assessment by the early spring of 2019.
- In partnership with all Divisions of CCHS, the Alameda-Contra Costa Medical Society and local advocacy groups, deliver a Blueprint for addressing the Opioid Epidemic in Contra Costa County.

Communicable Disease Program

- Create and disseminate a periodic communicable disease newsletter to community partners. Topics may include local disease data, emerging issues, changes in disease reporting, etc.

Community Wellness and Prevention Program (CWPP)

- Tobacco Prevention Project: Provide technical assistance to at least three cities within Contra Costa County to develop and implement community policies aimed at reducing youth tobacco influences and decreasing youth smoking.
- Nutrition and Physical Activity Promotion: Work collaboratively with community and local government agencies to improve the nutrition and physical activity environment for SNAP-Ed eligible populations by developing and implementing policy, systems, and environmental changes that make the healthy choice the easy choice.
- Public Health Solutions Project: Work collaboratively within CCHS, and with students, teachers, and community-based agencies to develop a health career pathway program based on national best practice models.

Family Maternal and child Health Program (FMCH): Work collaboratively with CCHS Facilities Services and the City of San Pablo on the development of a new WIC Clinic.

- Clinic Services: (1) Maintain enrollment in the Community Connect program at 14,400 Medi-Cal beneficiaries; and (2) expand mobile dental services in Central and East County as new dental vans are equipped and staffed.
- HIV/STD: Develop and implement a peer-based mentorship and resource navigation program for our HIV+ medical case management clients by August 2018.

California Children's Services

- Work collaboratively with Contra Costa Health Plan as youth transition (age) out of CCS and over to commercial health insurance coverage.

Public Administrator

- Close 90% of cases within one year after the date of issuance of letters.
- In an effort to reduce inappropriate or incomplete referrals, provide at least 3 trainings at hospitals, nursing homes and/or mortuaries educating individuals on when the Public Administrator should be notified and how to submit a complete referral.
- Research options and recommend a comprehensive, web-based case management system that will allow the Office of the Public Administrator to manage cases more efficiently.
- Redesign the Public Administrator's website to provide increased functionality.
- Increase the amount of the Public Administrator's revolving fund so that the office is able to meet necessary expenses and fees prior to collecting money in an estate.

Environmental Health

- 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.
- Ensure that solid waste is properly treated and disposed. Obtain Board of Supervisor

Health Services

Health and Human Services

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.

- Food Program - Improve food safety. Provide consistent and user-friendly information about retail food establishment inspection results. Efficiently process, with primary concern for public safety, new plans for food facilities. 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.
- 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.
- 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.
- Increase health and safety for users of pools, including spray grounds and water features. Efficiently process, with primary concern for public safety, new plans for public pools. Train staff on and incorporate

new pool operation state regulations contained within Titles 22 and 24. Input routine inspection results into revised report on tablet either in the field or in the office.

- 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.
- 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.
- 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.
- 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.
- 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.
- Oversee the implementation of the Safe Drug Disposal Takeback Ordinance, including beginning an inspection program.

- Pass a health ordinance for cannabis retail and edible manufacturing, and begin implementation.

Hazardous Materials

- As of January 1, 2018, the Hazardous Materials Specialists are conducting all of their field inspections electronically by using tablets and statewide checklists for each of the programs. The goal is for all of the Specialists to use the tablets to assist them in their inspections.
- New CalARP Program regulations for refineries became effective on October 1, 2017. These regulations are modeled after the County's Industrial Safety Ordinance. The goal is to determine the differences, develop guidance and implement the new audit questions for these new regulations.
- Perform 10 unannounced inspections during FY 2018-19.
- Aboveground Petroleum Storage Act Program: New requirements for tanks in underground areas are now effective. The goal is to implement these changes into the inspections.
- Update the Inspection and Enforcement Plan for all of the programs. This is now being done with the assistance of County Counsel. The end product will be a model for all Certified Unified Program Agencies in the state.
- This year the Hazardous Materials Programs are being evaluated by CalEPA and the other Boards, Departments and Offices that have oversight of the programs. The ultimate goal is to have no deficiencies, and for this evaluation to have less than ten deficiencies.

Detention Facilities Programs

- Redesign Detention Health Services to provide community-level standard of care for

patients based on changes developed and tested in rapid improvement events.

- Optimize ccLink functionality for detention environment.
- Develop and implement expanded quality and safety program tailored for Detention Health.
- Develop ongoing mechanism for patient/family feedback about care experience.

Conservatorship

- The Public Guardian shall initiate an investigation within two business days of receiving a Probate referral.
- The Public Guardian will try to visit conserved individuals monthly, consistent with the Judicial Counsel best practices recommendation.
- Public Guardian staff shall maintain requisite training certification.

EMS

- Develop and implement EMS operational, clinical performance and utilization data reporting systems supporting stakeholder improvement initiatives.
- Continue to monitor East County and West County emergency ambulance service delivery areas for disparities associated with fire station closures (East County) and hospital closures (West County).
- Re-establish Contra Costa Critical Care Paramedic (CCTP) intra-facility transport (IFT) program. The Contra Costa County CCTP program sunset several years ago with limited oversight transferred to Alameda County EMS. This program will be re-established within Contra Costa to assure no conflicts arise associated with Alliance ALS IFT service line exclusivity rights.

Health Services

Health and Human Services

- Increase medical health partner emergency preparedness capability. The EMS Agency continues to be responsible for coordinating the medical health operating area resources in the event any emergency impacts the EMS or the medical health care system.
- Implement a new program of paramedic intra-facility transport. This new service line for paramedic intra-facility transport was delayed by 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.
- 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.
- 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.
- 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.
- Complete and conduct the RFP process for the San Ramon Valley exclusive emergency ambulance operating area.

FY 2018-19 Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	5	Administrative Services Summary	Facilities Maintenance	1.0	\$0	Add one new Chief of Plant Operations position. Funding will be appropriated in the future as structural and staffing plans emerge.

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	938,109	1,068,083	1,129,826	1,129,826	0
Services And Supplies	180,910	336,358	271,365	271,365	0
Expenditure Transfers	8,116	7,602	8,852	8,852	0
Expense Total	1,127,135	1,412,043	1,410,043	1,410,043	0
Revenue					
Other Local Revenue	81,250	97,000	105,000	105,000	0
State Assistance	233,146	188,043	188,043	188,043	0
Revenue Total	314,396	285,043	293,043	293,043	0
Net County Cost (NCC):	812,739	1,127,000	1,117,000	1,117,000	0
Allocated Positions (FTE)	9.5	9.5	9.5	9.5	0
Financial Indicators					
Salaries as % of Total Exp	83%	76%	80%	80%	
% Change in Total Exp		25%	0%	0%	
% Change in Total Rev		(9%)	3%	0%	
% Change in NCC		39%	(1%)	0%	
Compensation Information					
Permanent Salaries	583,831	639,033	665,240	665,240	0
Temporary Salaries	0	26,500	56,500	56,500	0
Deferred Comp	12,300	17,190	13,590	13,590	0
FICA/Medicare	44,816	48,886	50,891	50,891	0
Ret Exp-Pre 97 Retirees	2,006	2,367	2,367	2,367	0
Retirement Expense	178,798	200,008	206,056	206,056	0
Employee Group Insurance	70,733	87,848	91,871	91,871	0
Retiree Health Insurance	30,538	30,801	30,804	30,804	0
OPEB Pre-Pay	7,718	7,718	7,718	7,718	0
Unemployment Insurance	1,590	1,406	333	333	0
Workers Comp Insurance	5,780	6,326	4,457	4,457	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:		\$1,294,042
Financing:		293,043
Net County Cost:		1,000,999
Funding Sources:		
State	14.5%	\$188,043
Misc. Current Svc	8.1%	105,000
General Fund	77.4%	1,000,999
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:		\$116,001
Financing:		0
Net County Cost:		116,001
Funding Sources:		
General Fund	100.0%	\$116,001

CAO's Recommendation

The department's baseline budget fully funds on-going services for FY 2018-19. Total expenditures have increased by \$2,000. Baseline costs for services and supplies have been reduced by \$64,993 and are mainly due to utilizing a web-based claims submittal system and eliminating appropriations for one-time purchases in FY 2017-18. Revenues are anticipated to increase by \$8,000 and will support the continued production of "Veterans' Voices", a televised outreach program for Veterans. The additional funding comes from grant funds made available by Proposition 63 (Mental Health Services Act).

The County Administrator is recommending no reduction to the Veterans Service Department baseline budget, which will allow the department to maintain services in FY 2018-19.

Veterans Service Health and Human Services

Performance Measurements

During the 2016-17 fiscal year, the Veterans Service Department processed \$7,798,011 in retroactive and lump sum monetary benefits for Veterans. New recurrent benefits totaled \$781,456. These figures show a slight decrease in new recurrent benefits as compared to FY 2015-16 and is due to a decrease in the number of Veterans applying for benefits.

College Tuition Fee Waivers remain a static benefit that is afforded to dependents of Veterans with a service connected disability rating. In 2016-2017 our office processed 471 tuition fee waivers. These applications represented \$2,442,828 in additional benefits to Veteran dependents.

The department conducted 7,818 interviews, 67 field visits and participated in 51 outreach events which resulted in 2,738 claims being filed. Interviews conducted represent a 7.5% increase over last year's reported data. Expanding its hours of operation has resulted in increased service levels to Veterans: 22.5% increase for East County and 40% increase in West County. The Tri-Valley area also experienced a 32.5% increase due to growing public awareness.

Department staff continue to attend 10 Veterans Treatment Courts per year and provide information and referral sources for Veterans participating in the treatment court.

Claims are now being received by the VA on the same day versus an average of five days in prior fiscal years. The implementation of the digital-to-digital process has made the claims submittal process more efficient and as a result, the department anticipates an estimated \$40,000 reduction in the cost of services and supplies for FY 2017-18.

With the implementation of AB 935 (Driver's Licenses: Veteran Designation) in November 2015, the department completed 882 DMV Veterans Status Verification Forms in FY 2016-17. These verifications resulted in an additional 228 claims being filed and 98 awards for VA benefits.

For the fifth year, 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 a growing number of Veterans and an increasing level of complexity regarding physical and mental disabilities, including:

1. 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.
2. Continue to improve upon our participation and support of the Veterans Treatment Court and Mentor programs. The goal of these programs are to enable Veterans to receive proper treatment to include behavioral health versus incarceration. The mentor program helps Veterans reintegrate into society through non-clinical peer-to-peer interaction.
3. Implement guidelines established in FY 2016-17 for outreach and field interviews to seniors, housebound Veterans and those Veterans who are participating in VA rehabilitation programs and community living centers.
4. Continue to support ongoing clients with recurring needs that include, updating disability evaluations, filing of new disability and death claims based upon presumptive disabilities, and service-related deaths respectively.
5. Continue to refine our strategic plan and veteran service representative, executive secretary and clerical work manuals to ensure that the office staff has the most current resources available to them. The manuals include guidelines for system usage, claims tracking, monitoring outreach, and report utilization.

Veterans Service

Health and Human Services

6. Improve upon clear and concise procedures as they relate to the digital device-to-device claim submittal, case management, and awards receiving system through the California Department of Veterans Affairs and the federal government's web-based system, VetPro.

County of Contra Costa Law & Justice



Functional Group Summary *Law and Justice*

Table Description

This table presents information in aggregate format summarizing General Fund expenditures, revenues, and net County costs for the **Law and Justice Functional Group**. Included is data for the following departments: Animal Services, Conflict Defense,

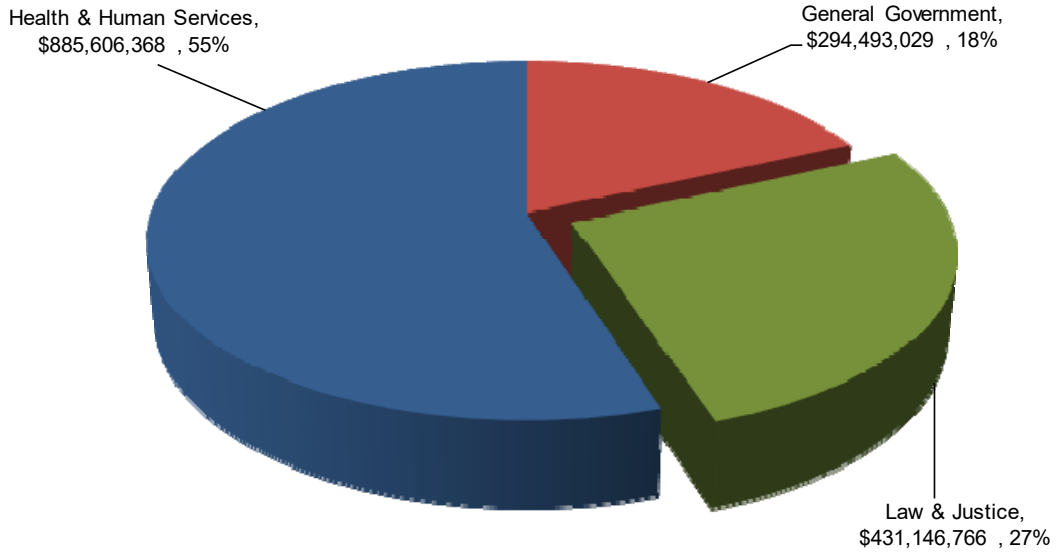
District Attorney, Justice Systems Development/ Planning, Probation, Public Defender, Public Safety Realignment, Sheriff-Coroner, and Superior Court Related Functions.

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	309,716,000	341,298,255	354,376,679	349,853,395	(4,523,284)
Services And Supplies	50,289,715	61,247,600	50,751,247	50,751,247	0
Other Charges	22,411,609	25,622,634	25,346,486	25,346,486	0
Fixed Assets	5,908,091	3,206,675	2,553,784	2,553,784	0
Expenditure Transfers	723,728	450,062	1,425,524	2,641,854	1,216,330
Expense Total	389,049,143	431,825,226	434,453,720	431,146,766	(3,306,954)
Revenue					
Other Local Revenue	112,692,763	114,847,501	112,775,170	113,759,273	984,103
Federal Assistance	9,012,030	10,596,858	9,836,026	9,836,026	0
State Assistance	96,887,451	96,565,358	102,698,467	102,698,467	0
Revenue Total	218,592,243	222,009,717	225,309,663	226,293,766	984,103
Net County Cost (NCC):	170,456,900	209,815,509	209,144,057	204,853,000	(4,291,057)
Allocated Positions (FTE)	1,800.4	1,819.8	1,807.8	1,826.8	19.0
Financial Indicators					
Salaries as % of Total Exp	80%	79%	82%	81%	
% Change in Total Exp		11%	1%	(1%)	
% Change in Total Rev		2%	1%	0%	
% Change in NCC		23%	0%	(2%)	
Compensation Information					
Permanent Salaries	144,696,791	165,279,783	173,894,113	171,956,366	(1,937,747)
Temporary Salaries	7,095,490	4,870,308	4,785,827	4,785,827	0
Permanent Overtime	17,927,735	12,555,437	12,536,608	12,536,608	0
Deferred Comp	584,486	911,004	940,277	924,677	(15,600)
Comp & SDI Recoveries	(817,624)	(515,549)	(515,549)	(515,549)	0
FICA/Medicare	6,323,894	6,668,329	6,576,745	6,661,087	84,342
Ret Exp-Pre 97 Retirees	978,890	1,033,000	1,032,197	1,032,197	0
Retirement Expense	86,872,988	101,268,953	106,001,406	103,675,941	(2,325,465)
Excess Retirement	143,658	170,705	170,705	170,705	0
Employee Group Insurance	20,149,335	23,332,277	23,858,565	23,584,779	(273,786)
Retiree Health Insurance	12,968,430	13,247,045	13,392,375	13,392,375	0
OPEB Pre-Pay	4,920,566	4,920,566	4,920,566	4,920,566	0
Unemployment Insurance	450,089	350,576	86,996	113,513	26,517
Workers Comp Insurance	7,299,366	7,083,916	6,573,942	6,492,397	(81,545)
Labor Received/Provided	121,905	121,905	121,905	121,905	0

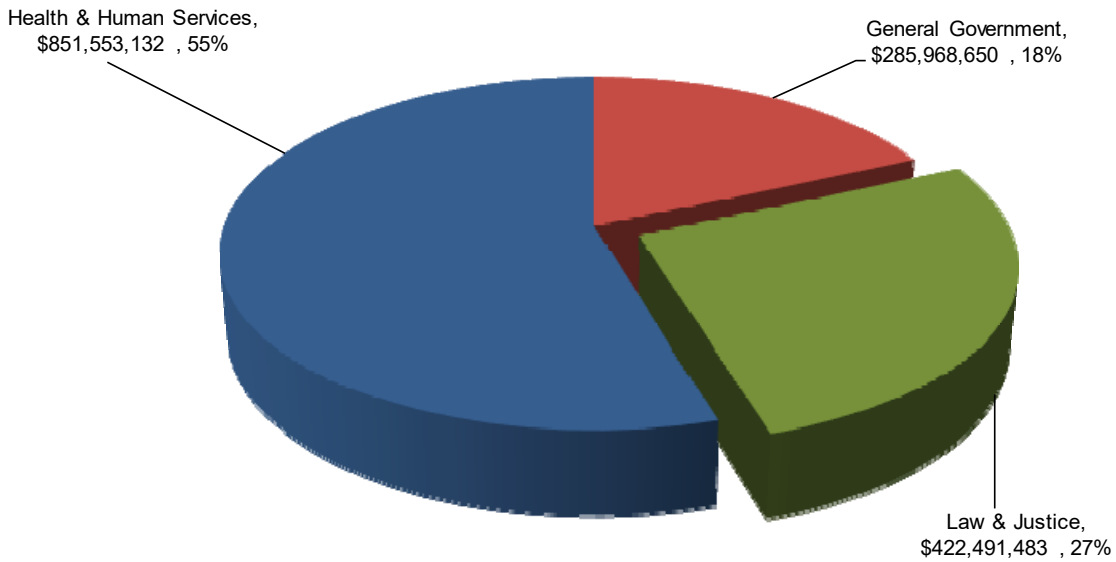
Functional Group Summary

Law and Justice

FY 2018-19
Recommended General Fund Expenditures



FY 2017-18
Recommended General Fund Expenditures



Animal Services
Law and Justice

Beth Ward, Director

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	7,096,075	9,193,300	9,138,155	9,138,155	0
Services And Supplies	3,850,930	2,933,742	2,571,406	2,571,406	0
Other Charges	9,984	47,015	10,000	10,000	0
Fixed Assets	126,186	5,500	0	0	0
Expenditure Transfers	311,438	428,293	574,046	574,046	0
Expense Total	11,394,613	12,607,850	12,293,607	12,293,607	0
Revenue					
Other Local Revenue	7,475,904	7,817,364	7,594,607	7,594,607	0
Revenue Total	7,475,904	7,817,364	7,594,607	7,594,607	0
Net County Cost (NCC):	3,918,709	4,790,486	4,699,000	4,699,000	0
Allocated Positions (FTE)	84.0	89.0	77.0	77.0	0.0
Financial Indicators					
Salaries as % of Total Exp	62%	73%	74%	74%	
% Change in Total Exp		11%	(2%)	0%	
% Change in Total Rev		5%	(3%)	0%	
% Change in NCC		22%	(2%)	0%	
Compensation Information					
Permanent Salaries	3,571,749	4,985,514	4,782,791	4,782,791	0
Temporary Salaries	548,259	139,584	139,584	139,584	0
Permanent Overtime	121,948	50,000	50,000	50,000	0
Deferred Comp	19,029	63,480	56,280	56,280	0
Comp & SDI Recoveries	(79,651)	(4,549)	(4,549)	(4,549)	0
FICA/Medicare	305,023	382,582	365,092	365,092	0
Ret Exp-Pre 97 Retirees	11,916	17,733	17,733	17,733	0
Retirement Expense	1,055,057	1,520,585	1,442,289	1,442,289	0
Employee Group Insurance	541,738	965,263	945,542	945,542	0
Retiree Health Insurance	379,293	379,775	415,966	415,966	0
OPEB Pre-Pay	203,727	203,727	203,727	203,727	0
Unemployment Insurance	11,144	11,002	2,402	2,402	0
Workers Comp Insurance	406,844	478,603	721,298	721,298	0

Animal Services

Law and Justice

Department Description

The preceding table presents information in aggregate format summarizing expenditures, revenues, and net County costs for four General Fund budget units administered by the Animal Services Department. Included are data for the following cost centers:

- 3333 – Animal Services Field Services
- 3334 – Animal Services Center Operations
- 3338 – Animal Services Administration
- 3344 – Animal Services Community Services

For FY 2018-19, the Animal Services Department restructured both its cost center structure and department divisions to better assess and manage expenditures, revenues and net County cost.

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 the County's shelters.

The department will prioritize lifesaving as its guiding principal. It 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.

Field Services

Description: Enforce state laws and County ordinances in the unincorporated area of the County and the cities that have agreements with the County to address emergency service calls through the 911-dispatch function, as well as provide non-emergency service calls, and provide daily animal services to 18 contract cities, including unincorporated areas of the County, as listed:

- Assist police or fire and public citizen emergencies to handle animal-related concerns.
- Assist on search warrants to subdue animals safely.
- Enforce and educate the public on state laws and County ordinances regarding animal welfare.
- Investigate allegations of inhumane treatment towards animals. These investigations may result in criminal charges, but often, result in owner education and veterinary care.
- Investigate animal bites and state mandated quarantine of the biting animal.
- Investigate potentially dangerous or dangerous animal incidents.
- Rescue trapped or injured animals.
- Impound strays from the field. These include sick and injured animals that require emergency care.
- Respond to calls to contain loose livestock and transport them to a safe enclosure.
- Remove dead animals. This is a non-mandated service and one of the most widely asked for among the jurisdictions. Dead animals (domestic and wild) are picked up from public roadways and private property.

Field Services		
Service:		Mandatory
Level of Service:		Discretionary
Expenditure:		\$4,406,384
Financing:		3,231,634
Net County Cost:		1,174,750
Funding Sources:		
City Contract	59.0%	\$2,602,304
Other Revenue	14.3%	629,330
General Fund	26.7%	1,174,750
FTE:	24.0	

Center Operations

Description: Provide compassionate, temporary husbandry and veterinary care to homeless, abandoned, and lost animals during their stay at the Martinez and Pinole shelters. Strive to enhance the lives of these pets while they await placement into caring homes.

1. Shelter Services

Description: Provide appropriate, compassionate care for the community's animals by meeting the standards outlined in the Five Freedoms for the duration of their stay.

- Sanitize and disinfect as appropriate for a shelter environment to control disease and provide a healthy living environment.
- Provide enrichment, as appropriate based on each species' needs.
- Conduct intake processing for the health and safety of the animal and the rest of the shelter population.
- Maintain a rabies control program.
- Humanely euthanize animals, by injection.
- Provide owner requested euthanasia, as appropriate or alternative resources
- Support other County departments as appropriate for the transportation or transfer of animals from one facility to another.

2. Medical Services

Description: Provide medical, surgical, emergency, and post-surgical care to animals during their stay, within the reasonable bounds of financial and resource limitations of a municipal, open admission shelter.

- Facilitate inter/intrastate transfers for placement.
- Offer low-cost vaccination clinics, including at cost rabies vaccines.
- Provide emergency/urgent care to stray, abandoned, or lost animals from the community.
- Provide foster services as appropriate until the resident animal can be re-homed.
- Provide rechecks for adopted animals to support the transition before adopters find their own regular veterinarian.

3. Spay/Neuter Clinic

Description: Provide low-cost pet spay/neuter services to the public, as well as fulfill the mandate to have all adopted animals spayed and neutered prior to adoption.

Center Operations	
Service:	Mandatory
Level of Service:	Mandatory
Expenditures:	\$3,686,698
Financing:	1,827,304
Net County Cost:	1,859,394
Funding Sources:	
City Contract	43.5% \$1,602,304
Other Revenue	6.1% 225,000
General Fund	50.4% 1,859,394
FTE: 30.0	

Administration Services

Description: Provide the support required for the ongoing operations of the department. This includes human resource functions, fiscal management, data management, contract management, and general business operations including providing customer services for members of the public.

1. Personnel

Description: Manage and maintain personnel files and compliance with County policies to ensure the department utilizes best practices for equal opportunity employment and other personnel actions.

2. Finance

Description: Provide general management of the department's financial information and accounts by creating and maintaining internal controls.

Animal Services

Law and Justice

3. Customer Services

Description: Manage and maintain licensing program for dogs. Licensing is a registration process to assist in the identification of lost animals and is a locally mandated program to support the registration of rabies vaccinations and rabies control throughout the County. The department uses a computerized system to identify owners who have vaccinated their dogs and cats against rabies but who have not obtained a license. To streamline the process, the department recently began utilizing a scanning software to upload rabies certificates from veterinary offices.

This area also provides customer service to members of the public through the department's phone system, online or in-person at each of the Animal Service shelters.

Administration Services		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$3,853,267	
Financing:	2,535,669	
Net County Cost:	1,317,598	
Funding Sources:		
City Contract	26.0%	\$1,000,000
Other Revenue	39.8%	1,535,669
General Fund	34.2%	1,317,598
FTE:	20.0	

Community Services

Description: Provide public information, media relations, and community education. The team also provides department, specific program, individual animal marketing support, and manages the admissions and adoptions program. The Community Services Division is also responsible for recruiting, training and managing the department's volunteers through its volunteer program.

1. Volunteer Program

Provide volunteer recruitment, animal/owner reunification, and animal enrichment, along with supporting other department divisions with volunteer services, as requested.

2. Admissions and Adoptions

Manage the department's adoption and transfer programs to ensure positive outcomes for the animals in its care. The Admissions and Adoptions Division also oversees the department's Pet Retention Program, which is focused on keeping pets in their loving homes.

3. Community Education

Provide public information and humane education on animal welfare and services. The Community Education Division develops educational content, leads public presentations, and oversees the dissemination of departmental information.

4. Marketing

Markets and promotes the department's services. The Marketing Division also manages the department's online and external presence through written materials.

Community Services		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$347,258	
Financing:	0	
Net County Cost:	347,258	
Funding Sources:		
General Fund	100.0%	\$347,258
FTE:	3.0	

Miscellaneous Program
(Non-General Fund)

Animal Benefit Fund

Description: In 1988, the Animal Services Department created the Animal Benefit Fund. The purpose of the Animal Benefit Fund was originally to allow the 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 impounded animals. These donations have come in the form of grants and donors, along with over-the-counter donations.

Animal Benefit Fund Summary	
Service:	Discretionary
Level of Service:	Discretionary
Expenditures:	\$510,000
Financing:	300,000
Net Fund Cost:	210,000
Funding Sources:	
Non-restricted Donations	58.8% \$300,000
Fund Balance	41.2% 210,000

CAO's Recommendation

The Recommended Budget funds Baseline expenditures for FY 2018-19. Additionally, an appropriation of \$210,000 from the Animal Benefit Fund will support animal welfare programs, including a new Dog Walking Program.

Historically, the department has absorbed projected increases to operating expenses by relying on significant increases to the allocation of general purpose revenue, slight increases from contract city and other revenue, salary savings from holding positions vacant, and

support from the Animal Benefit Fund and the department's community partners.

Over the last five years, the Animal Services Department's allocation of general purpose revenue grew by over 43%. This growth has been supplemented by allocations of one-time appropriations. However, these increases cannot be maintained. The department anticipates an additional \$218,934 in city contract revenue in FY 2018-19. City contract revenues are determined on a per capita basis. A slight increase in the County's population, as determined by the California State Department of Finance, in concert with a fee increase of \$0.17 per capita will provide an increase in city contract revenue. This alone will not be sufficient to offset the department's operating expenses.

Instead of eliminating the unfunded positions in the budget, the department projected unrealistic revenues to balance. Therefore, for several years' salaries and benefits, staffing levels, and revenues were overstated. The department has carried at least 11 vacant positions from year to year since 2013. This practice has led to an inaccurate view of the department's service delivery costs and as a result, has negatively impacted its ability to sustain current operations while the County's population and service demands continue to grow.

As part of the development of the recommendation for the FY 2018-19 budget, staff performed a detailed review of the department's prior year budgets and rebuilt the operating budget to a level that supports mandated service requirements.

The department will complete its current revenue study and provide recommendations to the County Administrator on how it may address its funding gaps. The department's priority is to continue to readjust its business model to ensure it maintains required service delivery levels while supporting its mission of protecting the health, safety and well-being of all people and animals in the community.

Animal Services

Law and Justice

Performance Measurement

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.

Measurement: In June 2017, the department created a comprehensive performance report that accurately measured its key metrics, including the rate of adoptions and transfers to transfer partners. The report shows significant improvement in the areas of Live Release Rate (up 18% since 2014), adoptions (up 19% since 2014) and reduced euthanasia rate (down 71% since 2014). This data highlights the increase in positive outcomes to promote and identify new homes for sheltered animals impounded into the department's care.

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.

Measure: The department increased public surgery resources by working closely with Tony LaRussa's Animal Rescue Foundation, Fix Our Ferals, PAWsitively Safe, SNIP and PawFund. The department also increased the volume of shelter animals who were spayed/neutered by evaluating and improving current processes for altering adopted animals. These improvements in turn expedited adoption processing by allowing animals to go home the same day they are adopted. This also helps to reduce costs by decreasing the overall length of stay for adopted animals. These efforts were accomplished while maintaining surgery and vaccine services to the public.

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.

Measurement: The department has educated its staff on the Five Freedoms model. The department has also improved its standards of care by replacing 95% of cat housing enclosures to meet the needs of our cat population within the Veterinary Association best practices for feline husbandry. At the Pinole shelter, care standards are being created to reduce the animal's length of stay and to provide adequate living spaces/exercise for impounded dogs, cats and rabbits.

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.

Measurement: In January 2018, the department hosted a customer service training with SkillPath® for staff. The training focused on emotional intelligence and motivational interviewing skills for staff to utilize when engaging with the public and our non-profit partners. Additional training will be offered to staff to continue to support its strong and welcoming customer service model to clients.

Administrative and Program Goals

Enhance department's employee training by utilizing the County's Target Solutions (TS) training system

The TS training system provides federal and state mandated training requirements and can also be utilized to increase both department staff knowledge and skills around animal welfare best practices and professional development opportunities for staff.

Improve on Field Service targeted response times and call dispositions

The department will review and update its Field Services call prioritization process.

Animal Services *Law and Justice*

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 who need additional support and services, while seeking a new home.

Network with community partners to provide options for low-cost animal welfare services for County residents.

The County lacks spay and neuter service options, in addition to low-cost veterinarian and other animal care services for County residents. The department will prioritize its efforts in collaborating with veterinarians, behaviorists, feral cat colonies and others to identify low-cost option.

FY 2018-19 Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	5	Animal Benefit Fund (ABF)	Services & Supplies	0.0	\$210,000	Appropriation to support Animal Benefit Fund welfare programs, including the new Dog Walking Program that was established in FY 2017-18.
			Totals	0.0	\$210,000	

Animal Services
Law and Justice

Conflict Defense Law and Justice

Conflict Defense

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	0	1,488	1,271	1,271	0
Services And Supplies	4,891,360	4,816,512	5,005,729	5,005,729	0
Expense Total	4,891,360	4,818,000	5,007,000	5,007,000	0
Net County Cost (NCC):	4,891,360	4,818,000	5,007,000	5,007,000	0
Financial Indicators					
Salaries as % of Total Exp	0%	0%	0%	0%	
% Change in Total Exp		(1%)	4%	0%	
% Change in NCC		(1%)	4%	0%	
Compensation Information					
Temporary Salaries	0	1,488	1,271	1,271	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 to defendants that are unable to be represented by the County Public Defender. 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. In FY 2017-18, that upward trend has begun to stabilize following the Public Defender's decision to no longer refer certain felony case clients to the Bar Association for representation.

The Recommended Budget provides for the continuation of services with the Bar Association in FY 2018-19 and sufficient appropriations to fund the terms of the Bar Association's contract with the County.

The level of service for this program is mandated pursuant to constitutional requirements. Should the recommended expenditure 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:		\$5,007,000
Financing:		0
Net County Cost:		5,007,000
Funding Sources:		
General Fund	100.0%	\$5,007,000

**Conflict Defense
Law and Justice**

District Attorney Summary

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	35,787,937	38,274,873	38,766,563	40,293,459	1,526,896
Services And Supplies	5,187,752	4,435,990	4,498,085	4,498,085	0
Other Charges	35,147	40,152	35,270	35,270	0
Fixed Assets	36,374	0	5,000	5,000	0
Expenditure Transfers	(773,187)	(976,839)	(1,004,523)	(1,004,523)	0
Expense Total	40,274,023	41,774,176	42,300,395	43,827,291	1,526,896
Revenue					
Other Local Revenue	6,585,777	4,811,040	5,116,105	5,636,309	520,204
Federal Assistance	627,634	178,974	178,974	178,974	0
State Assistance	17,062,692	17,161,662	17,462,008	17,462,008	0
Revenue Total	24,276,103	22,151,676	22,757,087	23,277,291	520,204
Net County Cost (NCC):	15,997,919	19,622,500	19,543,308	20,550,000	1,006,692
Allocated Positions (FTE)	205.5	205.5	205.5	219.5	14.0
Financial Indicators					
Salaries as % of Total Exp	89%	92%	92%	92%	
% Change in Total Exp		4%	1%	4%	
% Change in Total Rev		(9%)	3%	2%	
% Change in NCC		23%	0%	5%	
Compensation Information					
Permanent Salaries	20,187,036	22,761,443	23,496,766	24,387,502	890,736
Temporary Salaries	2,201,784	488,136	488,136	488,136	0
Permanent Overtime	390,669	273,299	272,870	272,870	0
Deferred Comp	176,783	226,008	209,261	209,261	0
Comp & SDI Recoveries	(30,025)	0	0	0	0
FICA/Medicare	1,368,914	1,551,611	1,373,778	1,461,979	88,201
Ret Exp-Pre 97 Retirees	84,940	83,218	82,415	82,415	0
Retirement Expense	7,552,495	8,634,775	8,810,838	9,059,023	248,185
Excess Retirement	10,073	0	0	0	0
Employee Group Insurance	2,109,431	2,507,070	2,390,812	2,646,074	255,262
Retiree Health Insurance	1,011,349	1,034,903	1,000,803	1,000,803	0
OPEB Pre-Pay	379,186	379,186	379,186	379,186	0
Unemployment Insurance	60,384	49,969	11,579	40,077	28,498
Workers Comp Insurance	284,918	285,254	250,119	266,133	16,014

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	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	35,466,437	37,861,328	38,346,136	39,873,032	1,526,896
Services And Supplies	5,168,438	4,430,300	4,489,375	4,489,375	0
Other Charges	35,147	40,152	35,270	35,270	0
Fixed Assets	36,374	0	5,000	5,000	0
Expenditure Transfers	(432,373)	(677,853)	(709,604)	(709,604)	0
Expense Total	40,274,023	41,653,927	42,166,177	43,693,073	1,526,896
Revenue					
Other Local Revenue	6,585,777	4,811,040	5,116,105	5,636,309	520,204
Federal Assistance	627,634	178,974	178,974	178,974	0
State Assistance	17,062,692	17,161,662	17,462,008	17,462,008	0
Revenue Total	24,276,103	22,151,676	22,757,087	23,277,291	520,204
Net County Cost (NCC):	15,997,919	19,502,251	19,409,090	20,415,782	1,006,692
Allocated Positions (FTE)	204.0	204.0	204.0	218.0	14.0
Financial Indicators					
Salaries as % of Total Exp	88%	91%	91%	91%	
% Change in Total Exp		3%	1%	4%	
% Change in Total Rev		(9%)	3%	2%	
% Change in NCC		22%	0%	5%	
Compensation Information					
Permanent Salaries	20,059,824	22,538,943	23,266,183	24,156,919	890,736
Temporary Salaries	2,140,942	488,136	488,136	488,136	0
Permanent Overtime	390,669	273,299	272,870	272,870	0
Deferred Comp	175,923	224,088	207,341	207,341	0
Comp & SDI Recoveries	(30,025)	0	0	0	0
FICA/Medicare	1,354,598	1,534,485	1,358,418	1,446,619	88,201
Ret Exp-Pre 97 Retirees	84,451	80,658	79,855	79,855	0
Retirement Expense	7,509,376	8,562,618	8,737,197	8,985,382	248,185
Excess Retirement	10,073	0	0	0	0
Employee Group Insurance	2,085,616	2,471,111	2,351,055	2,606,317	255,262
Retiree Health Insurance	978,006	994,185	964,116	964,116	0
OPEB Pre-Pay	364,590	361,873	361,873	361,873	0
Unemployment Insurance	59,871	49,476	11,464	39,962	28,498
Workers Comp Insurance	282,523	282,456	247,628	263,642	16,014

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:	\$26,483,250
Financing:	16,399,317
Net County Cost:	10,083,933
FTE:	139.0

2. Special Prosecution

Description: Addresses specific areas of criminal activity. Funding for many of the units comes 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 fictitious auto insurance claims in the county.

b. Consumer Protection Unit – Investigates and prosecutes unfair and unlawful business practices in violation of Business and Professions Code Sections 17200 and 17500. The Consumer Protection Unit receives and reviews consumer complaints from the general public and other governmental agencies and seeks to redress violations of consumer protection laws.

c. 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.

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. 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.

f. Family Violence Unit – Incorporates several distinct vertical prosecution units: Sexual Assault, which prosecutes all felony sexual assaults against adults and children and all child abuse cases, Elder Abuse, which prosecutes both financial and physical elder abuse cases and Domestic Violence.

g. Vertical Prosecution Units – For 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: Homicide, Gangs, Family Violence Unit and Special Operations Units as mentioned previously.

Special Prosecution Summary	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$4,465,868
Financing:	4,161,411
Net County Cost:	304,457
FTE:	21.0

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:	\$5,261,077
Financing:	434,275
Net County Cost:	4,826,802
FTE: 19.0	

4. Victim/Witness Advocacy

Description: The Victim/Witness Assistance Program provides constitutionally and statutorily mandated services to empower victims of crime through advocacy and support. Advocates give a voice to victims in the criminal justice system at all stages of the court proceedings. They provide crisis intervention, orientation to the criminal justice system and pursue restitution on behalf of victims and the Victims Compensation Fund.

Victim/Witness Advocacy Summary	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$1,448,544
Financing:	1,191,986
Net County Cost:	256,558
FTE: 14.0	

5. Administration

Description: Responsible for operations, fiscal, personnel, procurement, facilities management, and resource development related to the department.

Administration Summary	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$4,962,232
Financing:	18,200
Net County Cost:	4,944,032
FTE: 13.0	

6. AB 109 Program

Description: Public Safety Realignment Act transfers responsibility for supervising specific low-level inmates and parolees from CDCR to counties, including parole revocation proceedings. Funding provides a Realignment Coordinator, victim advocates and support staff who work collaboratively with other criminal justice partners to prevent crime and support victims in its aftermath.

AB 109 Program Summary	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$2,104,792
Financing:	2,104,792
Net County Cost:	0
FTE: 12.0	

District Attorney

Law and Justice

District Attorney Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$44,402,677
Financing:		23,986,895
Net County Cost:		20,415,782
Funding Sources:		
Sales Tax	32.0%	\$14,229,641
Intergov Rev	12.6%	5,599,109
Misc State Aid	6.9%	3,051,367
Transfers	1.6%	709,604
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%	20,415,782
FTE: 218.0		

Public Assistance Fraud Budget

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	321,500	413,544	420,427	420,427	0
Services And Supplies	19,314	5,690	8,710	8,710	0
Expenditure Transfers	(340,814)	(298,986)	(294,919)	(294,919)	0
Expense Total	0	120,248	134,218	134,218	0
Net County Cost (NCC):	0	120,248	134,218	134,218	0
Allocated Positions (FTE)					
	1.5	1.5	1.5	1.5	0.0
Financial Indicators					
Salaries as % of Total Exp	0%	344%	313%	313%	
% Change in Total Exp		0%	12%	0%	
% Change in Total Rev		0%	0%	0%	
% Change in NCC		0%	12%	0%	
Compensation Information					
Permanent Salaries	127,212	222,500	230,583	230,583	0
Temporary Salaries	60,842	0	0	0	0
Deferred Comp	860	1,920	1,920	1,920	0
FICA/Medicare	14,316	17,126	15,361	15,361	0
Ret Exp-Pre 97 Retirees	489	2,560	2,560	2,560	0
Retirement Expense	43,119	72,158	73,641	73,641	0
Employee Group Insurance	23,816	35,959	39,757	39,757	0
Retiree Health Insurance	33,343	40,718	36,687	36,687	0
OPEB Pre-Pay	14,596	17,313	17,313	17,313	0
Unemployment Insurance	513	493	115	115	0
Workers Comp Insurance	2,395	2,798	2,490	2,490	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:		\$429,137
Financing:		294,919
Net County Cost:		134,218
Funding Sources:		
Transfers	68.7%	\$294,919
General Fund	31.3%	134,218
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:		\$737,137
Financing:		500,000
Net Fund Cost:		237,137
Funding Sources:		
Fines/Forfeitures	67.8%	\$500,000
Fund Balance	32.2%	237,137

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:		\$433,067
Financing:		313,012
Net Fund Cost:		120,055
Funding Sources:		
General Fines	72.3%	\$313,012
Fund Balance	27.7%	120,055

2. Narcotics Forfeiture

Description: State law requires that the District Attorney Office's use the portion of distributed forfeited narcotics assets for enhancement of prosecution.

Narcotics Forfeiture Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$122,000
Financing:		122,000
Net Fund Cost:		0
Funding Sources:		
Seizures	100.0%	122,000

4. DA Federal Forfeiture – Dept of Justice

Description: Federal law requires that the District Attorney Office's use the portion of distributed forfeited narcotics assets for enhancement of prosecution.

Federal Forfeiture-Dept of Justice Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$16,800
Financing:		16,800
Net Fund Cost:		0
Funding Sources:		
General Fines	100.0%	16,800

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:	\$560,000	
Financing:	560,000	
Net Fund Cost:	0	
Funding Sources:		
Recording Fees	100.0%	\$560,000

6. Supplemental Law Enforcement Services Fund (SLESF) – Criminal Prosecution

Description: As provided by AB 3229 (Chapter 134, Statutes of 1996), the State supplements otherwise available funding for local public safety services (“COPS”). These funds are used locally to enhance prosecution of domestic violence cases. Under AB 109 Public Safety Realignment, SLESF allocations are now subsumed under the County’s Local Revenue Fund for Public Safety Realignment.

SLESF – Criminal Prosecution Summary		
Service:	Mandatory	
Level of Service:	Mandatory	
Expenditures:	\$483,326	
Financing:	483,326	
Net Fund Cost:	0	
Funding Sources:		
Public Safety Realign	100.0%	\$483,326

6. 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:	\$316,058	
Financing:	316,058	
Net Fund Cost:	0	
Funding Sources:		
Public Safety Realign	100.0%	\$316,058

CAO’s Recommendation

The District Attorney’s Office FY 2018-19 Recommended Budget increases expenditure appropriations by \$2,053,115, or 4.9% and increases estimated revenue by \$1,125,615, or 5.1%, resulting in an increase in net County cost of \$927,500, or 4.7% over the FY 2017/18 Budget.

The increases to expenditure appropriations are due to projected salary and benefit increases for existing employees and the addition of fourteen (14) new positions. A listing of positions is included in the Program Modification List at the end of this section.

The increases in estimated revenue are concentrated in three primary areas; \$520,204 in Consumer Fraud and OSHA/Environmental special fund revenue to fund three (3) of the fourteen (14) new positions identified above, a \$300,346 increase to estimated Proposition 172 sales tax revenue and \$171,739 in increased Public Safety Realignment revenue related to AB 109 and Post-Release Community Supervision (PRCS) operations.

In summary, the Recommended Budget funds all increases to the Baseline Budget, adds fourteen (14) additional positions in the department 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 her 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 submitted 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 also investigates and prosecutes public corruption as well as enforces 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. We focus resources on them to try to 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 counter-productive "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. Ceasefire is a 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 dropped 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.

District Attorney

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(D) Safe Streets Task Force

In collaboration with the FBI, the Office has formulated a countywide task force to fight violent crime on a countywide 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 collaborates 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 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. The court places parents 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 collaborative court monitors parents' progress. If, after twelve months, the children are attending school, the charges are dismissed. This collaboration between the schools and the courts allows families to benefit from resources available through both systems.

(F) Human Trafficking

Plans are underway to establish a Human Trafficking Unit. The Human Trafficking unit's mission is to develop an effective and comprehensive approach to every type of human trafficking. We will work collaboratively to support victims and hold offenders accountable, using education, community involvement, and legal tools.

The Office has sponsored a Human-Trafficking Awareness campaign in 2014 through January 2018. 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 in its 2nd annual Day of Action.

(G) Alternatives to Prosecution

Working in collaboration with law enforcement and criminal justice partners, we will explore and develop alternatives to the prosecution of misdemeanor offenses, and low-level, non-violent crimes. We will also explore alternatives for mental illness and homelessness.

(H) Realignment (AB 109)

In October 2011, the Legislature drastically changed the sentencing and punishment structure in California. Most individuals convicted of felonies are in county jail, instead of 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 sentencing alternatives.

(I) Proposition 47

The recently enacted Proposition 47 changed all drug possession cases from felonies to misdemeanors. Inmates became eligible for resentencing, which requires a thorough review of criminal history and risk assessment, to assess dangerousness to the public.

(J) Bail Reform

In January, the *Humphrey* decision ordered judges in the state to stop relying on the conventional bail schedule for criminal offenses, especially in cases where a defendant does not pose a substantial safety. The ruling also compels judges to consider bail alternatives like electronic monitoring with ankle bracelets. *Humphrey* requires an inquiry about ability to pay, and consideration of nonmonetary alternatives to money bail. The District Attorney's office anticipates a significant increase in workload in order to prepare for and attend hearings, as well as an increase in victim witness support services associated with the hearings.

(K) Proposition 64

In November 2016, the voters passed Proposition 64, the Medicinal and Adult-Use Cannabis Regulation and Safety Act. The Act

legalizes use of cannabis, and includes the ability for individual to have prior marijuana convictions dismissed and the records sealed. There will be a significant increase in workload as the District Attorney's office establishes a protocol with the court and the defense bar for review, filing and granting of petitions.

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 continue to be 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, 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. Over 90% of the Office budget is allocated to salaries and benefits, therefore, 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) Training

The District Attorney's office engaged in an office wide "strategic planning conversation." We learned that there is a significant need for increased training for all employees (clerical, attorney, victim witness, and management). We are establishing a training oversight committee that will coordinate a comprehensive training program for the entire office.

**District Attorney
Law and Justice**

**FY 2018-19
Program Modification List**

Order	Reference to Mand/Disc List	Program Name	Service	FTE	Net Fund Cost Impact	Impact
1	1	Mainline Prosecution	Adds five (5) Case Preparation Assistant positions	5.0	\$457,492	Creation of a Discovery Compliance unit to ensure compliance with <i>Brady v. Maryland</i> obligations
2	1	Mainline Prosecution	Adds five (5) Clerk Experienced Level positions	5.0	\$315,440	Increased clerical staffing due to requirements of new case management system implementation
3	1	Mainline Prosecution	Adds one (1) Deputy District Attorney-Basic position	1.0	\$233,760	Additional staff assigned to Mainline Prosecution
4	2	Special Prosecution	Adds one (1) DA Senior Inspector position	1.0	\$0	Additional staff assigned to Special Operations unit and funded by Consumer Protection Fraud special fund
5	2	Special Prosecution	Adds one (1) DA Senior Inspector position	1.0	\$0	Additional staff assigned to Special Operations unit and funded by Environmental/ OSHA special fund
6	2	Special Prosecution	Adds one (1) Forensic Accountant	1.0	\$0	Additional staff assigned to Special Operations unit and funded by Consumer Protection Fraud special fund Environmental/ OSHA special fund
			Total General Fund	14.0	\$1,006,692	

Justice Systems Development/Planning

Law and Justice

Summary Law and Justice Budgets

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	352,214	550,345	783,494	783,494	0
Services And Supplies	1,574,640	13,205,642	2,401,226	2,401,226	0
Expenditure Transfers	(295,721)	(97,881)	(43,227)	(43,227)	0
Expense Total	1,631,132	13,658,106	3,141,493	3,141,493	0
Revenue					
Other Local Revenue	138,340	361,118	351,493	351,493	0
State Assistance	1,077,398	980,000	1,000,000	1,000,000	0
Revenue Total	1,215,738	1,341,118	1,351,493	1,351,493	0
Net County Cost (NCC):	415,394	12,316,988	1,790,000	1,790,000	0
Allocated Positions (FTE)	3.0	5.0	5.0	5.0	0.0
Financial Indicators					
Salaries as % of Total Exp	22%	4%	25%	25%	
% Change in Total Exp		737%	(77%)	0%	
% Change in Total Rev		10%	1%	0%	
% Change in NCC		2,865%	(85%)	0%	
Compensation Information					
Permanent Salaries	209,417	301,383	482,951	482,951	0
Temporary Salaries	0	51,264	0	0	0
Deferred Comp	2,820	4,620	6,420	6,420	0
FICA/Medicare	14,772	23,056	36,246	36,246	0
Ret Exp-Pre 97 Retirees	780	973	973	973	0
Retirement Expense	68,782	97,259	147,477	147,477	0
Employee Group Insurance	36,283	51,480	88,502	88,502	0
Retiree Health Insurance	10,034	10,232	10,173	10,173	0
OPEB Pre-Pay	7,275	7,275	7,275	7,275	0
Unemployment Insurance	565	663	241	241	0
Workers Comp Insurance	1,487	2,140	3,236	3,236	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	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	352,214	550,345	783,494	783,494	0
Services And Supplies	667,505	11,093,529	1,401,226	1,401,226	0
Expenditure Transfers	(295,721)	(97,881)	(43,227)	(43,227)	0
Expense Total	723,997	11,545,993	2,141,493	2,141,493	0
Revenue					
Other Local Revenue	138,340	361,118	351,493	351,493	0
Revenue Total	138,340	361,118	351,493	351,493	0
Net County Cost (NCC):	585,658	11,184,875	1,790,000	1,790,000	0
Allocated Positions (FTE)	3.0	5.0	5.0	5.0	0.0
Financial Indicators					
Salaries as % of Total Exp	49%	5%	37%	37%	
% Change in Total Exp		1,495%	(81%)	0%	
% Change in Total Rev		161%	(3%)	0%	
% Change in NCC		1,810%	(84%)	0%	
Compensation Information					
Permanent Salaries	209,417	301,383	482,951	482,951	0
Temporary Salaries	0	51,264	0	0	0
Deferred Comp	2,820	4,620	6,420	6,420	0
FICA/Medicare	14,772	23,056	36,246	36,246	0
Ret Exp-Pre 97 Retirees	780	973	973	973	0
Retirement Expense	68,782	97,259	147,477	147,477	0
Employee Group Insurance	36,283	51,480	88,502	88,502	0
Retiree Health Insurance	10,034	10,232	10,173	10,173	0
OPEB Pre-Pay	7,275	7,275	7,275	7,275	0
Unemployment Insurance	565	663	241	241	0
Workers Comp Insurance	1,487	2,140	3,236	3,236	0

Description: Develops, coordinates, and installs automated information systems for justice departments including project management, training and technical assistance. Plans and manages the implementation of the case management information system for the District Attorney, Public Defender and Probation

departments. Coordinates regularly with the Superior Court and local law enforcement agencies on system upgrades, testing, and troubleshooting. Plans, maintains and coordinates countywide justice systems and interfaces – currently, the All County Criminal Justice Information Network (ACCJIN), the

Justice Systems Development/Planning

Law and Justice

Justice Automated Warrant System (JAWS), and the Law & Justice Information System (LJIS).

Law & Justice Systems Development Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$ 2,184,720
Financing:		394,720
Net County Cost:		1,790,000
Funding Sources:		
Charges for Serv	9.0%	197,273
Misc Revenue	9.0%	197,447
General Fund	82.0%	1,790,000
FTE: 5.0		

Justice Systems Development/Planning *Law and Justice*

Vehicle Theft Program

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Services And Supplies	907,135	2,112,113	1,000,000	1,000,000	0
Expense Total	907,135	2,112,113	1,000,000	1,000,000	0
Revenue					
State Assistance	1,077,398	980,000	1,000,000	1,000,000	0
Revenue Total	1,077,398	980,000	1,000,000	1,000,000	0
Net County Cost (NCC):	(170,264)	1,132,113	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		133%	(53%)	0%	
% Change in Total Rev		(9%)	2%	0%	
% Change in NCC		(765%)	(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:		\$ 1,000,000
Financing:		1,000,000
Net County Cost:		0
Funding Sources:		
Vehicle License Fees	100.0%	\$ 1,000,000

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:			\$1,508,560
Financing:			1,177,250
Net Fund Cost:			331,310
Funding Sources:			
Fines & Forfeits	22.5%	\$	340,000
Participant Fees	55.5%		837,250
Fund Balance	22.0%		331,310
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:			\$270,000
Financing:			270,000
Net Fund Cost:			0
Funding Sources:			
Penalty Assessments	100.0%	\$	270,000
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:			\$27,885,959
Financing:			26,195,608
Net Fund Cost:			1,690,351
Funding Sources:			
Public Safety Realign	94.0%	\$	26,195,608
Fund Balance	6.0%		1,690,351
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:	\$483,326	
Financing:	483,326	
Net Fund Cost:	0	
Funding Sources:		
Misc Revenue	100.0%	\$ 483,326
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:	\$9,528,633	
Financing:	9,528,633	
Net Fund Cost:	0	
Funding Sources:		
Public Safety Realign	100.0%	\$9,528,633
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:	\$400	
Financing:	400	
Net Fund Cost:	0	
Funding Sources:		
Fines & Forfeitures	100.0%	\$400
Fund 115400		

Justice Systems Development/Planning

Law and Justice

CAO's Recommendation

The County Administrator's Office (CAO) is in the process of replacing the integrated legacy mainframe justice system that serves the Justice Partners (District Attorney, Public Defender, and Probation) and the Superior Court. The Superior Court is likewise in the early stages of a project to replace the County's legacy mainframe court management and calendaring system, beginning with its traffic case management system.

In addition to the project to replace the County's justice case management systems, the CAO has made it a top priority to replace the County's nearly obsolete warrant management system, a system upon which the Sheriff, the Superior Court and all local law enforcement agencies rely on a daily basis.

Migrating mainframe systems to modern case management systems are complex projects that involve coordination among not only the County's justice partners but also with multiple vendors, the Superior Court, the California Department of Justice, Office of the Sheriff, and the 20+ local law enforcement agencies that file cases with the District Attorney's office and rely on the County's automated warrant system and justice data network. Each project is multifaceted, labor-intensive, and spans many months and, sometimes, years. As the duration of these projects lengthens, the continued availability of key department subject matter experts diminishes, as only so much of their time can be devoted to automation projects and they, at some point, will get diverted onto primary mission duties. Likewise, if an automation project is allowed to languish, the County also risks losing vendor support, as vendors are generally paid only as progress is made. For these reasons, staff strive to accomplish automation projects as rapidly as possible and avoid delays and loss of momentum.

To implement and support these projects, the County Administrator's Office draws from several resources:

- Law & Justice Information Systems (LJIS) Division of the County Administrator's Office.

- Department of Information Technology (DoIT)
- Contract project management consultants
- System Vendors
- Subject matter experts from the operating departments

Until last year, the County's LJIS Division comprised only three staff. Due to the emergent need for more resources, the Board of Supervisors, in 2017, authorized two additional positions for the Division.

DoIT provides programming and other technical support to the CAO LJIS Division and the Superior Court on the County's legacy mainframe justice system and with the export of legacy data destined for the new systems.

Due to the complexities of managing multiple projects, and due to the age and condition of the County's legacy system data, it was imperative that the individual systems configuration and roll-out be executed in planned and coordinated phases that make the most efficient use of the County's limited staff resources and also ensure that the systems will perform and exchange data as necessary. The absolute necessity for high-level coordination of these systems is why the LJIS Unit exists, and under the auspices of the County Administrator's Office, in lieu of having each Justice Partner implement its own system. The LJIS Manager, under the direction of the County Administrator and working with the Justice Partners, determines the priorities and sequencing of the projects.

The Baseline Budget is reduced from the current year budget by \$10,516,613 due primarily to the removal of prior-year fund balance in the amount of \$8,394,875 from Law & Justice Systems Development and \$1,132,113 from the Vehicle Theft program. All year-end balances for the law and justice networks and projects are carried forward to the new budget year to finance the continuing development and maintenance of these coordinated multi-department and regional systems.

Justice Systems Development/Planning

Law and Justice

The balance of the reduction results from a combination of adjustments:

- a decrease of \$1.3 million in outside professional services;
- an increase to salaries of \$284,472 for cost-of-living increases and full-year funding of staff positions that were added in 2017; and
- miscellaneous other adjustments that resulted in a net expense increase of \$25,903.

The Recommended Budget is equivalent to the Baseline Budget.

Performance Measurement

Warrant Management System

- Completed competitive bidding process and selected new system provider to replace obsolete system.
- Completed contract negotiations and executed contract.

District Attorney and Probation Department Case Management Systems

- Analyzed, researched, and resolved production issues; maintained system tables; supported interfaces; defined, designed, and tested bug fixes, enhancements, and reports for justice partners.

Maintain and modernize other justice data systems

- ***Law and Justice Information System (LJIS) Mainframe*** - Analyzed, researched, and resolved production issues; maintained system tables; supported interfaces; defined, designed, and tested bug fixes, enhancements, and reports for justice partners.

- ***Legacy warrant management system*** - Analyzed, researched, and resolved production issues; maintained system tables; supported interfaces; defined, designed, and tested bug fixes, enhancements, and reports for law enforcement partners.
- ***Disposition Reporting*** - Analyzed and produced juvenile disposition reports.

Administrative and Program Goals

- Maintain business partner satisfaction through system support, consulting, and recommendations.
- Foster justice partner collaboration through technology.
- Complete move to new office facility.
- Complete hiring and training of programmer and QA analyst.
- Maintain a safe work environment.

Warrant Management System

- Finalize and roll out business resumption plan for legacy warrant management system.
- Enhance daily activity reports (ARIES) for law enforcement agencies.
- Implement phase 1: core functionality design, development, data conversion, testing, training, and roll out.
- Implement phase 2: advisements, jail management system interface, and miscellaneous features.
- Begin phase 3: geocoding agency beats.

District Attorney and Probation Department Case Management Systems

- Test and upgrade District Attorney case management system to version 6.2.

Justice Systems Development/Planning

Law and Justice

- Implement phase 1 of the Adult Probation case management system: core functionality design, development, legacy data conversion, testing, training, and roll out.
- Begin conversion and implementation of Juvenile District Attorney and Probation case management systems.

Maintain and modernize other justice data systems

- Define, design, select, and begin implementation of an application monitoring system.
- Formalize data-sharing agreements and start requirements analysis for the justice system message broker.

Probation Department Summary

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	53,771,428	61,045,495	62,965,749	62,054,616	(911,133)
Services And Supplies	7,789,859	9,159,673	9,226,117	9,226,117	0
Other Charges	6,214,322	8,659,805	8,534,805	8,534,805	0
Fixed Assets	85,887	0	0	0	0
Expenditure Transfers	(427,922)	(420,915)	(218,123)	(218,123)	0
Expense Total	67,433,574	78,444,057	80,508,548	79,597,415	(911,133)
Revenue					
Other Local Revenue	18,206,397	20,322,290	18,535,880	18,664,437	128,557
Federal Assistance	1,228,474	2,200,000	1,432,762	1,432,762	0
State Assistance	10,537,967	9,469,731	13,200,216	13,200,216	0
Revenue Total	29,972,838	31,992,021	33,168,858	33,297,415	128,557
Net County Cost (NCC):	37,460,736	46,452,036	47,339,690	46,300,000	(1,039,690)
Allocated Positions (FTE)	356.5	366.5	366.5	367.5	1
Financial Indicators					
Salaries as % of Total Exp	80%	78%	78%	78%	
% Change in Total Exp		16%	3%	(1%)	
% Change in Total Rev		7%	4%	0%	
% Change in NCC		24%	2%	(2%)	
Compensation Information					
Permanent Salaries	23,373,447	27,437,257	29,210,910	28,786,969	(423,941)
Temporary Salaries	1,443,898	1,315,000	1,315,000	1,315,000	0
Permanent Overtime	2,128,829	811,000	811,000	811,000	0
Deferred Comp	138,690	212,760	273,180	257,580	(15,600)
Comp & SDI Recoveries	(151,896)	(47,000)	(47,000)	(47,000)	0
FICA/Medicare	662,981	594,681	640,418	656,648	16,230
Ret Exp-Pre 97 Retirees	198,824	180,717	180,717	180,717	0
Retirement Expense	17,597,567	21,201,291	22,221,372	21,873,499	(347,873)
Excess Retirement	69,694	147,028	147,028	147,028	0
Employee Group Insurance	3,554,222	4,377,482	4,735,351	4,599,510	(135,841)
Retiree Health Insurance	2,392,118	2,469,617	2,463,091	2,463,091	0
OPEB Pre-Pay	1,294,036	1,294,036	1,294,036	1,294,036	0
Unemployment Insurance	71,458	47,077	14,587	13,763	(824)
Workers Comp Insurance	1,545,926	1,586,290	315,083	311,799	(3,284)
Labor Received/Provided	(548,365)	(581,742)	(609,023)	(609,023)	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 Programs Budget

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	27,692,151	30,952,773	32,648,833	32,506,992	(141,841)
Services And Supplies	2,719,254	3,979,841	3,815,066	3,815,066	0
Other Charges	19,627	34,805	(40,195)	(40,195)	0
Fixed Assets	85,887	0	0	0	0
Expenditure Transfers	(509,537)	(481,603)	(365,125)	(365,125)	0
Expense Total	30,007,381	34,485,816	36,058,578	35,916,737	(141,841)
Revenue					
Other Local Revenue	11,421,065	12,191,866	11,212,671	11,341,228	128,557
Federal Assistance	612,843	1,200,000	432,762	432,762	0
State Assistance	806,052	1,173,599	1,252,398	1,252,398	0
Revenue Total	12,839,960	14,565,465	12,897,831	13,026,388	128,557
Net County Cost (NCC):	17,167,421	19,920,351	23,160,747	22,890,349	(270,398)
Allocated Positions (FTE)	187.0	182.0	182.0	183.0	1.0
Financial Indicators					
Salaries as % of Total Exp	92%	90%	91%	91%	
% Change in Total Exp		15%	5%	0%	
% Change in Total Rev		13%	(11%)	1%	
% Change in NCC		16%	16%	(1%)	
Compensation Information					
Permanent Salaries	12,151,196	13,841,640	15,124,017	15,066,527	(57,490)
Temporary Salaries	236,510	0	0	0	0
Permanent Overtime	184,819	75,000	75,000	75,000	0
Deferred Comp	58,177	107,400	118,320	116,520	(1,800)
Comp & SDI Recoveries	(2,796)	0	0	0	0
FICA/Medicare	320,915	342,082	360,446	379,975	19,529
Ret Exp-Pre 97 Retirees	102,153	92,717	92,717	92,717	0
Retirement Expense	9,018,134	10,479,195	11,404,093	11,327,876	(76,217)
Excess Retirement	26,170	0	0	0	0
Employee Group Insurance	1,825,749	2,153,740	2,277,553	2,249,868	(27,685)
Retiree Health Insurance	2,392,118	2,469,617	2,463,091	2,463,091	0
OPEB Pre-Pay	1,294,036	1,294,036	1,294,036	1,294,036	0
Unemployment Insurance	33,624	13,925	7,544	7,520	(24)
Workers Comp Insurance	721,617	787,067	162,944	164,790	1,846
Labor Received/Provided	(670,270)	(703,647)	(730,928)	(730,928)	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, Change of Plea reports, Restitution reports and assessment and recommendation reports for sentencing.
FTE: 20.0
- 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** - Probation staff supervise a daily average of 2,200 felons convicted of violent and serious crimes, and monitors the specific and general conditions of probation, ordered by the court as well as provides the opportunity for services directly related to the clients identified needs.
FTE: 22.0
- 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) completed 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 who are released from prison and under the supervision of the Probation Department. Those sentenced to local commitments for crimes that would have resulted in prior prison sentences are also released from jail

and placed on probation supervision. Those clients released from prison and jail after completing a term for violation their parole are also place on probation supervision.

The need to coordinate and ensure services are available has been developed and continues to be refined. The goal is to ensure the client has the best possible chance to avoid further negative contact with the justice system. This could not occur without proper staffing and effective interventions developed in the community with enhanced partnerships. The State's AB109 Public Safety Realignment funds this program.
FTE: 14.0

- f. **Pre-Trial** – The Pretrial Program utilizes an evidence based risk assessment tool on an average of 900 pretrial defendants to inform release decisions for adult defendants and provides for presentence supervision in the community. The Pretrial unit works collaboratively with the Office of Reentry & Justice, the Public Defender, the District Attorney, and the Sheriff's Office to provide information for Own Recognizance Pretrial release for Defendants at arraignment. If released the Pretrial program also provides community supervision for approximately 300 pretrial defendants per year. The Pretrial program is funded through AB109, Public Safety Realignment.
FTE: 4.0
- g. **Vehicle Theft** – Vehicle theft is a 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. A Deputy Probation Officer assigned to the program provides close supervision to a caseload of offenders convicted of auto theft. This program is funded by State vehicle license fees.
FTE: 1.0

h. 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

i. 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

j. 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

k. Drug Enforcement – Intensive monitoring of drug usage and supervisors of 75 offenders annually.

FTE: 2.0

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 – Probation staff conducts initial investigation into alleged offenses,

processes petitions (charges) for court consideration as well as provide recommendation for the Court to consider detention or release from custody.

FTE: 5.0

b. Investigation – Probation staff conduct 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 – Deputy Probation Officers represent 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 – Probation staff supervise 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: 11.0

e. Placement – Probation staff formulate alternative living plans for approximately 220+ youth, who cannot remain at home or attend local schools because of serious delinquency or behavioral problems. Staff provide case management to aid in daily living and treatment for youth above the age of 18 who have been deemed Nonminor Dependents as a result of AB-12. Probation staff also actively participate in and plan for changes to the Continuum of Care Reform in collaboration with Children and Family Services and the Department of Social Services.

FTE: 9.0

Probation

Law and Justice

f. School Probation Officers – Probation staff provide case management services for juveniles referred by school districts as well as those on active probation. This program is funded through the Juvenile Justice Crime Prevention Act (JJCPA), and increases the presence of probation officers on school campuses throughout the County.
FTE: 10.0

g. Community Probation – Deputy probation officers join with various police jurisdictions to provide intensive supervision to high-risk youth and provide referral opportunities for the youth and their family. Funding is provided by the JJCPA.
FTE: 5.0

h. Youthful Offender Treatment Program (YOTP)/Girls in Motion (GIM) – DPOs provide in custody transition services and out of custody monitoring for those youth in the treatment programs. Intense supervision and service opportunities are provided to ensure compliance and provide for meaningful interventions in the community.
FTE: 5.0 YOTP; 1.0 GIM

3. Other Services

a. Training – Probation staff ensure state mandated Standards and Training for Corrections (STC) training requirements. Staff also establish and coordinate approved training for Probation staff.
FTE: 3.0

b. Field Support Services – Probation staff provide 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: 18.0

Probation Programs Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$36,281,862
Financing:		13,391,513
Net County Cost:		22,890,349
Funding Sources:		
State	22.2%	\$8,066,455
AB109 Realignment	10.3%	3,736,116
Title IV-E	1.4%	500,000
Federal	1.2%	432,762
Transfers	1.0%	365,125
Charges for Service	0.8%	291,055
General Fund	63.1%	22,890,349
FTE:	183.0	

Juvenile Facilities Budget

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	26,079,278	30,092,721	30,316,917	29,547,625	(769,292)
Services And Supplies	2,616,571	2,377,817	2,519,359	2,519,359	0
Other Charges	21,186	0	0	0	0
Expenditure Transfers	81,615	60,688	147,002	147,002	0
Expense Total	28,798,650	32,531,226	32,983,278	32,213,986	(769,292)
Revenue					
Other Local Revenue	4,949,291	5,830,424	5,023,209	5,023,209	0
State Assistance	9,359,920	8,019,132	11,542,818	11,542,818	0
Revenue Total	14,309,211	13,849,556	16,566,027	16,566,027	0
Net County Cost (NCC):	14,489,438	18,681,670	16,417,251	15,647,959	(769,292)
Allocated Positions (FTE)	169.5	184.5	184.5	184.5	0
Financial Indicators					
Salaries as % of Total Exp	91%	93%	92%	92%	
% Change in Total Exp		13%	1%	(2%)	
% Change in Total Rev		(3%)	20%	0%	
% Change in NCC		29%	(12%)	(5%)	
Compensation Information					
Permanent Salaries	11,222,251	13,595,617	14,086,893	13,720,442	(366,451)
Temporary Salaries	1,207,388	1,315,000	1,315,000	1,315,000	0
Permanent Overtime	1,944,010	736,000	736,000	736,000	0
Deferred Comp	80,513	105,360	154,860	141,060	(13,800)
Comp & SDI Recoveries	(149,101)	(47,000)	(47,000)	(47,000)	0
FICA/Medicare	342,066	252,599	279,972	276,673	(3,299)
Ret Exp-Pre 97 Retirees	96,671	88,000	88,000	88,000	0
Retirement Expense	8,579,433	10,722,096	10,817,279	10,545,623	(271,656)
Excess Retirement	43,525	147,028	147,028	147,028	0
Employee Group Insurance	1,728,474	2,223,742	2,457,798	2,349,642	(108,156)
Unemployment Insurance	37,834	33,152	7,043	6,243	(800)
Workers Comp Insurance	824,309	799,223	152,138	147,008	(5,130)
Labor Received/Provided	121,905	121,905	121,905	121,905	0

Probation

Law and Justice

1. Probation Facilities

Description: Probation Facilities offer a continuum of court-ordered custodial care and treatment services for juveniles ordered into custody by the court.

- a. **Juvenile Hall** – The John A. Davis Juvenile Hall is a maximum security facility is designed for the mandated detention of youths before and after court hearings. Approximately 1,000 juveniles are booked annually. The Juvenile Hall contains two treatment units.

FTE: 138.5

- 1. Girls in Motion (GIM) - GIM is a gender-specific countywide effort for girls that provide local programming services in a safe and controlled environment. Both cognitive and trauma-based treatment enrich the secure program. Referrals to local resources and collaborative supervision methodology are utilized upon transition from custody.

- 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: 41.0

- c. **Home Supervision (HS)** – The HS program is an alternative to detention for youth who could otherwise be in custody pre or post disposition. Probation staff use electronic monitoring/GPS as a tool to provide intensive supervision to youth released to the community.

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:	\$32,213,986	
Financing:	16,566,027	
Net County Cost:	15,647,959	
Funding Sources:		
State	50.6%	\$16,300,027
Federal	0.8%	264,000
Misc Revenue	0.1%	2,000
General Fund	48.5%	15,647,959
FTE:	184.5	

Care of Court Wards Budget

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Services And Supplies	2,454,034	2,802,015	2,891,692	2,891,692	0
Other Charges	6,173,509	8,625,000	8,575,000	8,575,000	0
Expense Total	8,627,543	11,427,015	11,466,692	11,466,692	0
Revenue					
Other Local Revenue	1,836,041	2,300,000	2,300,000	2,300,000	0
Federal Assistance	615,631	1,000,000	1,000,000	1,000,000	0
State Assistance	371,995	277,000	405,000	405,000	0
Revenue Total	2,823,667	3,577,000	3,705,000	3,705,000	0
Net County Cost (NCC):	5,803,877	7,850,015	7,761,692	7,761,692	0
Financial Indicators					
% Change in Total Exp		32%	0%	0%	
% Change in Total Rev		27%	4%	0%	
% Change in NCC		35%	(1%)	0%	

Description: Probation provides court-ordered custodial care outside of County facilities and medical care for juvenile residents within County facilities.

- a. Out-of-Home Placement** – Probation manages federal, State and County funding for the board and care costs of minors placed in private residential care by the Juvenile Court.
- b. Division of Juvenile Justice (DJJ) Fees** – Probation pays fees to the DJJ for the incarceration cost of juveniles placed under the care and control of the state.
- c. Medical Services in Juvenile Facilities** – Probation pays fees to the Health Services Department for rendering medical service to the residents of Juvenile Hall and the Orin Allen Youth Rehabilitation Facility.

Care of Court Wards Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$11,466,692
Financing:		3,705,000
Net County Cost:		7,761,692
Funding Sources:		
Reimbursements	20.1%	\$2,300,000
Federal	8.7%	1,000,000
State	3.5%	405,000
General Fund	67.7%	7,761,692

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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:		\$4,692,483
Financing:		4,692,483
Net Fund Cost:		0
Funding Sources:		
State	100.0%	\$4,692,483

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:		\$111,900
Financing:		73,578
Net Fund Cost:		38,322
Funding Sources:		
Misc Revenue	65.8%	\$73,578
Fund Balance	34.2%	38,322

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:		\$4,584,144
Financing:		4,584,144
Net Fund Cost:		0
Funding Sources:		
State	100.0%	\$4,584,144

CAO's Recommendation

The Probation Department's FY 2018-19 Recommended Budget increases expenditure appropriations by \$1,153,358, or 1.4%. This includes salary and benefit costs. Additionally, the Department is anticipating continued increases to estimated revenue by \$1,305,394, or 4.1%, resulting in a decrease in net County cost of \$152,036, or 0.3%.

The Department is anticipating increased cooperating costs attributable a recent bail Court decision (*In re Humphrey*) and Proposition 63. The Department will need additional resources to meet the increased workload. The Department plans to utilize previously unfilled positions to address the anticipated changes.

The Community Corrections Partnership has recommended funding increases for the AB109 programs operated by the Probation Department at the FY 2017-18 staffing levels.

The Recommended Budget funds the increased costs in the Baseline Budget and services with minimal impact to the Department. There is no impact to the department's continued vacancy factor of \$911,133.

Performance Measurement

Complete the implementation of a case management system (CMS).

Probation continues to work with cFive, formerly Capita Technologies, as their case management system vendor. Probation expects to go live with the Adult side of the CMS by spring/summer 2018. Development continues on the Juvenile side of the CMS system with the anticipated roll out of the entire system by 2019/2020.

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 continues to work

closely with the University of Cincinnati Corrections Institute (UCCI) to implement Core Correctional Practices (CCP) in the Juvenile Hall. The Orin Allen Youth Rehabilitation Facility has implemented CCP and a new Behavior Management System (BMS). The Field Services division has undergone an extensive and thorough evaluation of adherence to EBP and a five year strategic plan for implementation is currently being developed with the guidance and coaching of UCCI. The Department continues to strive to 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 Department 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. The Probation Department is expanding the successful efforts of the AB 109 collaboration to the Adult General Supervision and Specialized services population.

Implementation of a Peer Support Program

The Contra Costa County Probation Department implemented 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. The Peer Support Program is not an element of the Employee Assistance Program (EAP), nor is it a substitute for professional

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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 continue to 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. Currently the Department has trained ten peer support staff and anticipates more training in 2018 to enhance the program.

Enhanced Services

The Probation Department has provided enhanced services to the Superior Court by collaborating in and assigning Deputy Probation Officer staff to the Mandatory Domestic Violence Court and the newly created Veterans' Court. Staff in both courts provide specialized supervision and service referrals to both populations who have specific individualized needs.

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.

Complete the implementation of a computerized case management system.

Analyze all programs for enhancement opportunities presented by new technology.

In FY 18-19, the Probation Department plans to hire a Data Analyst. As the new case management system is rolled out, the Data Analyst will monitor and review probation programs in relation to department data. The Data Analyst will work collaboratively with Probation management to identify strategies to improve future services for Probation clients.

Continue to develop best practices and, as a standardized case management system comes on line, use it to measure and validate programming.

Develop a new and enhanced Juvenile Justice Crime Prevention Act and Youthful Offender Block Grant Consolidated Annual Plan.

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FY 2018/19
Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	13	Juvenile Investigation/ Supervision/ Special Services	Increase Vacancy Factor	0.0	(265,135)	Establish a vacancy factor equivalent to two Deputy Probation Officer positions within the department budget. This will have a minimal impact on department operations.
2	4	Juvenile Hall	Establish Vacancy Factor	0.0	(769,292)	Establish a vacancy factor equivalent to eight Juvenile Institution Officer positions within the department budget. This will have a minimal impact on department operations.
3	8	Adult Investigations & Supervision	Decrease staff	0.0	(128,557)	Decrease 66% of staff time dedicated to SB 678 due to the addition of two FTE in Administration/Personnel/Info Tech.
4	14	Field Support Services	Decrease staff	(1.0)	(71,489)	Eliminating one vacant Clerical position will have minimal impact on the department.
5	19	Administration/ Personnel/Info Tech	Increase staff	2.0	194,783	Adding a Data Analyst and an Accounting position will enhance the department's data collection and evaluation activities.
			Total	1.0	1,039,690	

Public Defender Summary

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	21,067,231	23,040,778	24,296,440	25,098,188	801,748
Services And Supplies	2,744,933	3,295,426	3,001,400	3,001,400	0
Fixed Assets	88,060	0	0	0	0
Expenditure Transfers	(431,197)	(387,230)	(435,854)	(435,854)	0
Expense Total	23,469,028	25,948,974	26,861,986	27,663,734	801,748
Revenue					
Other Local Revenue	2,043,222	2,663,083	3,163,001	3,498,343	335,342
Federal Assistance	73,497	180,412	180,412	180,412	0
State Assistance	49,603	48,479	52,979	52,979	0
Revenue Total	2,166,322	2,891,974	3,396,392	3,731,734	335,342
Net County Cost (NCC):	21,302,706	23,057,000	23,465,594	23,932,000	466,406
Allocated Positions (FTE)	109.3	115.3	115.3	123.3	8
Financial Indicators					
Salaries as % of Total Exp	90%	89%	90%	91%	
% Change in Total Exp		11%	4%	3%	
% Change in Total Rev		33%	17%	10%	
% Change in NCC		8%	2%	2%	
Compensation Information					
Permanent Salaries	12,802,800	14,088,505	14,803,957	15,279,978	476,021
Temporary Salaries	1,103,479	1,181,775	1,126,775	1,126,775	0
Permanent Overtime	3,733	0	0	0	0
Deferred Comp	126,670	134,736	132,096	132,096	0
Comp & SDI Recoveries	(5,921)	0	0	0	0
FICA/Medicare	934,675	1,044,382	973,120	1,018,275	45,155
Ret Exp-Pre 97 Retirees	44,375	52,543	52,543	52,543	0
Retirement Expense	3,930,983	4,403,755	4,698,516	4,825,578	127,062
Excess Retirement	28,854	23,677	23,677	23,677	0
Employee Group Insurance	1,161,615	1,176,072	1,610,890	1,741,575	130,685
Retiree Health Insurance	560,146	565,994	550,416	550,416	0
OPEB Pre-Pay	217,825	217,825	217,825	217,825	0
Unemployment Insurance	36,970	30,135	7,404	21,994	14,590
Workers Comp Insurance	121,027	121,380	99,219	107,454	8,235

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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:	\$4,215,517
Financing:	0
Net Fund Cost:	4,215,517
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: 13.0

Investigations Summary	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$1,879,723
Financing:	0
Net Fund Cost:	1,879,723
FTE: 13.0	

3. Criminal Defense

Description: Provides management, administrative support, and oversight of all Departmental functions.

FTE: 66.8

Criminal Defense Summary	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$14,619,915
Financing:	1,178,173
Net Fund Cost:	13,441,742
FTE: 66.8	

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:	\$4,395,018
Financing:	0
Net Fund Cost:	4,395,018
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: 16.5

- 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 program, in partnership with Law Enforcement, to reduce the numbers of arraignment court failures-to-appear.

- h. **Stand Together Contra Costa** – A rapid response and community education pilot project to support safety and justice for immigrant families in Contra Costa County.

Public Defender Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$28,099,588	
Financing:	4,167,588	
Net County Cost:	23,932,000	
Funding Sources:		
Public Safety Realignmt	8.6%	\$3,128,443
Transfers	1.5%	435,854
Intergov Revenue	0.9%	603,291
General Fund	89.0%	23,932,000
FTE: 123.3		

AB 109 Program Summary	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$3,128,443
Financing:	3,128,443
Net Fund Cost:	0
FTE: 16.5	

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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:		\$316,058
Financing:		316,058
Net Fund Cost:		0
Funding Sources:		
Intergov Revenue	100.0%	\$316,058

CAO's Recommendation

The Public Defender's FY 2018-19 Recommended Budget increases net County cost by \$875,000, or 3.8%, which reflects the addition of four positions. The Office of the Public Defender has seen substantial growth as there has been a steady increase of mandated services as the result of new legislation and recent court rulings. These new statutory and constitutionally mandated obligations include evidentiary bail hearings in the wake of *In re Humphrey*, Youthful Offender Parole Hearings and juvenile transfer hearings. The following additions to the management and support staff will oversee and facilitate the expanded programs and additional responsibilities: Reclassification of a Deputy Public Defender IV to Assistant Public Defender in the Administration unit; Investigator I in the Investigations unit; and two Deputy Public Defenders II and one Clerical, Experienced Level in the Adult and Criminal unit. The Community Corrections Partnership (CCP) has recommended funding an additional

temporary Special Assignment Deputy Public Defender and full-time Legal Assistant for the Failure to Appear (FTA) Reduction program. The CCP also funded one full-time Legal Assistant, for the Pre-trial project in the Pittsburg Court and one full-time Clerk-Experience Level position for the Reentry Program Support, which enables the expansion of their outreach to the greater community. In addition, the Recommended Budget includes additional revenue authorized by the CCP for existing positions authorized in the Public Defender's Office.

At a total cost of \$335,759, these activities are entirely offset by public safety realignment revenue and therefore have zero net county cost associated with them.

The budget is balanced with no vacancy factor.

Performance Measurements

Managed Representation for Juvenile Transfer Hearings Mandated by Proposition 57

Proposition 57, passed by voter initiative, provides for a specialized hearing for juvenile cases for which the District Attorney requests a transfer to adult court. Previously, the District Attorney was permitted to file these cases directly in adult court without need of a hearing. The hearing provided by Proposition 57 allows a judge to find that the juvenile's case should remain in juvenile court, which significantly changes the length of time that the young person may be incarcerated.

The Office of the Public Defender has thus far been able to manage these cases without need of additional resources by spreading the cases out among existing staff. Currently we have concluded one hearing, and have ten hearings pending which we hope to conclude in the coming year. We will continue to monitor the number of new transfer hearing requests filed by the District Attorney to see if we can manage the cases within our existing staffing level.

Developed Protocols for Youthful Offender

Hearings (YOPH)

The Department was able to develop protocols to begin fulfilling new obligations for Youthful Offender Parole Hearings. Under the new statutory scheme, clients who were under the age of 25 at the time they committed their offense are eligible for a specialized parole hearing based on a new, accelerated timeline. At these hearings, the parole board must consider evidence about the young person that will assist them in assessing the young person's growth and maturity subsequent to the offense date.

We have assigned a senior attorney to oversee our YOPH obligations to our former clients. To date we have identified approximately 325 former clients who have future YOPH hearing dates, and have identified the clients whose cases need immediate attention. We anticipate an average of 12 hearings per year going forward.

Continued Efforts to Divert the Mentally Ill out of County Jail

The Department continues to focus attention on the need to divert mentally ill and incompetent persons out of the criminal justice system and into treatment. We have had preliminary discussions with the District Attorney about expanding diversion efforts for this population. In addition, we were successful in working with the court to assign a dedicated judge to handle mental health caseloads, including hearings for clients who are incompetent to stand trial and those who are referred to mental health court. As a result, we have seen a more cohesive and comprehensive approach to behavioral health calendars and cases.

Worked with the Courts and District Attorney's Office to bring down Misdemeanor Caseloads

Over the past year, in part through the expansion of our early representation program, we have been able to identify and address some systemic problems with the processing of misdemeanor cases through the court system. By identifying these issues, such as unnecessary delays between citation and case-filing, we have been able to identify solutions for streamlining and

improving the flow of cases. While misdemeanor caseloads remain high, requiring the referral of overload cases to the conflicts panel, we are hopeful that we will see these caseloads go down as we continue to discuss alternatives with our justice partners.

Realigned Management Duties to Improve and Streamline Staff Supervision

The Department has successfully facilitated a realignment of management functions so as to provide better supervision and oversight of line staff and department functions. This process is ongoing and will continue into the coming year.

Improved Digital File Storage System and Develop timeline for Introduction of Case Management System

This effort is still underway. Our Department is waiting for development of the case management system to be completed for the District Attorney and the Probation Department before we can begin work on our system.

Expanded use of Text-Message Court Reminders to Improve Court Appearance Rates

This year, the Office of the Public Defender expanded the use of text message court notification reminders through our partnership with Uprust. The SMS reminder services provided by Uprust allow data to be managed via an encrypted and authenticated website accessed by the Department. The Uprust system sends automated court date reminders at regular intervals before a court date, in line with best practices and in an effort to increase court appearance rates and avoid unnecessary incarceration for our clients. Through this system, attorneys are able to message their clients confidentially and the system provides text message alerts to attorneys when clients text back into the Uprust system. In the last year, we piloted the use of text reminders with our Richmond Office clients, our Early Representation Program clients in Pittsburg and Richmond, and with the Office's Pretrial Services clients.

For each of these groups, we were able to increase court appearance rates for those

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enrolled in text message reminders. This year we completed the back-end integration between LJIS and Uptrust so that court dates are now automatically updated on a daily basis by LJIS after a client is enrolled in the Uptrust system. We worked on troubleshooting any system errors as we launched this integration. The completion of this integration will allow us to expand the use of Uptrust to enroll all out of custody Public Defender clients for text notification reminders and attorney communication in the next year.

- Launch Stand Together Contra Costa
- Begin YOPH hearings; investigate and collect mitigation evidence for upcoming hearings
- Manage new, expanded bail hearings required by the *Humphrey* decision
- Oversee the design and launch of the juvenile office at the Walnut Creek courthouse

Administrative and Program Goals

FY 2018-19 Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	1	Administration	Salaries and Benefits	0.0	\$20,000	Reclassify one Deputy Public Defender IV Position to Assistant Public Defender
2	2	Investigations	Salaries and Benefits	1.0	\$119,751	Addition of one full-time Investigator I for the Holistic Defender/Recidivism Reduction program
3	3	Criminal Defense	Salaries and Benefits	1.0	\$62,137	Addition of one full-time Clerk-Experience Level position
4	3	Criminal Defense	Salaries and Benefits	2.0	\$264,518	Addition of two full-time Deputy Public Defender II positions for the Evidentiary Bail Hearings
5	4	AB 109 Public Safety Realignment	Salaries and Benefits	4.0	\$0	Addition of one temporary Deputy Public Defender- Special Assignment position for the Failure to Appear (FTA) Program, two full-time Legal Assistants positions for the FTA and Pre-trial programs and one full-time Clerk-Experience Level position for the Reentry Program Support as recommended by the Community Corrections Partnership and the Public Protection Committee.
			Total	8.0	\$466,406	

Public Safety Realignment Law & Justice

Public Safety Realignment Summary

2011 Local Revenue Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Expenditure Transfers	155,785,496	168,365,457	174,785,496	174,785,496	0
Expense Total	155,785,496	168,365,457	174,785,496	174,785,496	0
Revenue					
Other Local Revenue	26,207	3,160,604	0	0	0
State Assistance	161,041,532	165,204,853	173,095,145	173,095,145	0
Revenue Total	161,067,739	168,365,457	173,095,145	173,095,145	0
Net Fund Cost (NFC):	(5,282,242)	0	1,690,351	1,690,351	0
Financial Indicators					
% Change in Total Exp		8%	4%	0%	
% Change in Total Rev		5%	3%	0%	
% Change in NFC		(100%)	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
0296 – 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:			\$58,823,286
Financing:			57,132,935
Net Fund Cost:			1,690,351
Funding Sources:			
State Aid			
Realignment	97.1%	\$57,132,935	
Fund Balance	2.9%	1,690,351	

Support Services Summary			
Service:			Mandatory
Level of Service:			Discretionary
Expenditures:			\$115,962,210
Financing:			115,962,210
Net Fund Cost:			0
Funding Sources:			
State Aid			
Realignment	100.0%	\$115,962,210	

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 2018-19 Recommended Budget projects a countywide allocation of \$173,095,145 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 \$4,729,688, or 2.8%, increase from the FY 2017-18 Budget. 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.

In addition, the Recommended Budget does not include \$3,160,604 in one-time fund balance appropriated in FY 2017-18 for previously authorized capital projects.

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 public safety and health & human services departments 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	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	190,814,140	208,327,330	217,546,078	211,605,283	(5,940,795)
Services And Supplies	22,825,795	21,962,957	22,147,088	22,147,088	0
Other Charges	464,024	711,219	1,220,469	1,220,469	0
Fixed Assets	5,571,584	3,201,175	2,548,784	2,548,784	0
Expenditure Transfers	2,327,376	1,884,634	2,533,205	3,749,535	1,216,330
Expense Total	222,002,918	236,087,314	245,995,625	241,271,160	(4,724,465)
Revenue					
Other Local Revenue	71,406,504	71,704,357	72,071,018	72,071,018	0
Federal Assistance	7,082,424	8,037,472	8,043,878	8,043,878	0
State Assistance	68,090,495	68,870,486	70,806,264	70,806,264	0
Revenue Total	146,579,423	148,612,315	150,921,160	150,921,160	0
Net County Cost (NCC):	75,423,496	87,475,000	95,074,465	90,350,000	(4,724,465)
Allocated Positions (FTE)	1042.1	1038.5	1038.5	1034.5	-4.0
Financial Indicators					
Salaries as % of Total Exp	86%	88%	88%	88%	
% Change in Total Exp		6%	4%	(2%)	
% Change in Total Rev		1%	2%	0%	
% Change in NCC		16%	9%	(5%)	
Compensation Information					
Permanent Salaries	84,552,343	95,705,681	101,116,738	98,236,175	(2,880,563)
Temporary Salaries	1,654,037	1,545,061	1,567,061	1,567,061	0
Permanent Overtime	15,282,557	11,421,138	11,402,738	11,402,738	0
Deferred Comp	120,494	269,400	263,040	263,040	0
Comp & SDI Recoveries	(550,130)	(464,000)	(464,000)	(464,000)	0
FICA/Medicare	3,026,510	3,060,717	3,188,090	3,122,846	(65,244)
Ret Exp-Pre 97 Retirees	638,055	697,816	697,816	697,816	0
Retirement Expense	56,668,103	65,411,287	68,680,913	66,328,074	(2,352,839)
Excess Retirement	35,037	0	0	0	0
Employee Group Insurance	12,746,045	14,254,910	14,087,469	13,563,577	(523,892)
Retiree Health Insurance	8,615,490	8,786,524	8,951,926	8,951,926	0
OPEB Pre-Pay	2,818,517	2,818,517	2,818,517	2,818,517	0
Unemployment Insurance	269,184	211,330	50,782	35,035	(15,747)
Workers Comp Insurance	4,937,897	4,608,949	5,184,987	5,082,477	(102,510)

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	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	101,162,849	105,877,259	114,636,729	108,855,055	(5,781,674)
Services And Supplies	11,639,448	11,209,156	11,211,878	11,211,878	0
Other Charges	439,874	445,767	955,017	955,017	0
Fixed Assets	1,346,424	1,328,065	1,268,410	1,268,410	0
Expenditure Transfers	2,137,154	1,457,750	2,035,253	3,251,583	1,216,330
Expense Total	116,725,750	120,317,997	130,107,287	125,541,943	(4,565,344)
Revenue					
Other Local Revenue	39,032,151	38,636,840	39,108,802	39,108,802	0
Federal Assistance	592,700	1,970,192	1,976,598	1,976,598	0
State Assistance	37,871,578	38,487,974	39,537,169	39,537,169	0
Revenue Total	77,496,429	79,095,006	80,622,569	80,622,569	0
Net County Cost (NCC):	39,229,321	41,222,992	49,484,719	44,919,375	(4,565,344)
Allocated Positions (FTE)	510.1	503.5	503.5	500.5	-3.0
Financial Indicators					
Salaries as % of Total Exp	87%	88%	88%	87%	
% Change in Total Exp		3%	8%	(4%)	
% Change in Total Rev		2%	2%	0%	
% Change in NCC		5%	20%	(9%)	
Compensation Information					
Permanent Salaries	43,549,286	46,884,156	51,725,934	48,938,192	(2,787,742)
Temporary Salaries	986,306	1,023,187	1,045,187	1,045,187	0
Permanent Overtime	6,413,600	4,921,114	4,902,714	4,902,714	0
Deferred Comp	85,068	172,140	154,980	154,980	0
Comp & SDI Recoveries	(248,745)	(457,000)	(457,000)	(457,000)	0
FICA/Medicare	1,692,486	1,729,311	1,858,632	1,802,579	(56,053)
Ret Exp-Pre 97 Retirees	322,479	376,090	376,090	376,090	0
Retirement Expense	28,101,897	30,573,462	33,691,153	31,364,177	(2,326,976)
Excess Retirement	35,037	0	0	0	0
Employee Group Insurance	6,267,306	6,774,236	7,001,302	6,504,010	(497,292)
Retiree Health Insurance	8,615,490	8,786,524	8,951,926	8,951,926	0
OPEB Pre-Pay	2,818,517	2,818,517	2,818,517	2,818,517	0
Unemployment Insurance	135,001	100,530	25,935	13,158	(12,777)
Workers Comp Insurance	2,389,120	2,174,993	2,541,358	2,440,524	(100,834)

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: 56.0

Administrative Services Bureau Summary	
Service:	Discretionary
Level of Service:	Discretionary
Expenditures:	\$26,476,170
Financing:	1,697,980
Net County Cost:	24,778,190
FTE: 56.0	

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. The Patrol Services Division includes estimated revenue of \$37,863,930 related to Proposition 172 sales tax revenue for use in the Field Operations Bureau.

FTE: 224.0

(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:	\$52,387,464
Financing:	66,010,320
Net County Cost:	(13,622,855)
FTE: 224.0	

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: 55.0

(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.

Investigation Division	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$13,397,895
Financing:	1,319,292
Net County Cost:	12,078,603
FTE:	55.0

of crime scenes for the collection and reservation of evidence in criminal cases.

(2) The Controlled Substance Analysis/Drug, Alcohol and Toxicology Unit has three major functions: the analysis of controlled substances seized by law enforcement officers; the analysis of blood, breath, and urine samples for the presence of alcohol 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.

Forensic Services Division	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$14,766,393
Financing:	7,401,301
Net County Cost:	7,365,092
FTE:	64.5

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: 64.5

(1) The General Criminalistics Unit is responsible for the analysis of diverse types of physical evidence and for the examination

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).

Sheriff-Coroner

Law and Justice

FTE: 101.0

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:		\$125,541,944
Financing:		80,622,569
Net County Cost:		44,919,375
Funding Sources:		
Sales Tax	30.2%	\$37,863,930
Charges for Serv	21.5%	26,954,866
Reimbursements	9.0%	11,277,795
Federal Aid	1.6%	1,976,598
State Aid	1.3%	1,673,239
Misc. Revenue	0.6%	694,641
Fines/Forfeitures	0.1%	150,000
Licenses & Permits	0.0%	31,500
General Fund	35.7%	44,919,375
FTE: 500.5		

Technical Services Division	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$18,738,275
Financing:	4,417,930
Net County Cost:	14,320,345
FTE: 101.0	

Sheriff Contract Services Budget

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	18,182,637	20,631,072	20,653,914	20,653,914	0
Services And Supplies	212,919	166,801	169,845	169,845	0
Other Charges	535	0	0	0	0
Fixed Assets	0	29,162	29,162	29,162	0
Expenditure Transfers	(634,103)	(509,295)	(521,952)	(521,952)	0
Expense Total	17,761,987	20,317,741	20,330,969	20,330,969	0
Revenue					
Other Local Revenue	18,940,670	20,317,741	20,330,969	20,330,969	0
Revenue Total	18,940,670	20,317,741	20,330,969	20,330,969	0
Net County Cost (NCC):	(1,178,683)	0	0	0	0
Allocated Positions (FTE)	118.0	119.0	119.0	119.0	0.0
Financial Indicators					
Salaries as % of Total Exp	102%	102%	102%	102%	
% Change in Total Exp		14%	0%	0%	
% Change in Total Rev		7%	0%	0%	
% Change in NCC		(100%)	(224%)	0%	
Compensation Information					
Permanent Salaries	8,525,842	9,986,843	10,060,632	10,060,632	0
Temporary Salaries	405,075	230,000	230,000	230,000	0
Permanent Overtime	1,042,797	828,527	828,527	828,527	0
Deferred Comp	1,366	23,100	24,900	24,900	0
Comp & SDI Recoveries	(84,598)	(7,000)	(7,000)	(7,000)	0
FICA/Medicare	260,249	260,279	255,005	255,005	0
Ret Exp-Pre 97 Retirees	68,461	56,500	56,500	56,500	0
Retirement Expense	6,071,820	7,128,265	7,158,281	7,158,281	0
Employee Group Insurance	1,355,595	1,595,327	1,494,914	1,494,914	0
Unemployment Insurance	26,575	22,173	5,074	5,074	0
Workers Comp Insurance	509,457	507,058	547,080	547,080	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:	\$15,496,773
Financing:	15,496,773
Net County Cost:	0
FTE:	85.0

Facility Security Contracts	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$4,834,196
Financing:	4,834,196
Net County Cost:	0
FTE:	34.0

Sheriff Contract Services Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$20,852,921
Financing:		20,852,921
Net County Cost:		0
Funding Sources:		
Reimbursements	74.3%	\$15,496,773
Charges for Serv	23.2%	4,834,196
Transfers	2.5%	521,952
FTE:		119.0

2. Facility Security Contracts

Description: Contract facility security services for the Health Services Department and the Employment and Human Services Department.

FTE: 34.0

Custody Services Bureau Budget

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	65,855,539	75,670,531	76,154,969	75,995,848	(159,121)
Services And Supplies	7,518,578	7,698,736	7,669,240	7,669,240	0
Other Charges	20,494	166,415	166,415	166,415	0
Fixed Assets	3,374,083	1,003,783	411,047	411,047	0
Expenditure Transfers	464,405	568,750	625,712	625,712	0
Expense Total	77,233,099	85,108,215	85,027,383	84,868,262	(159,121)
Revenue					
Other Local Revenue	11,854,280	10,947,595	10,789,982	10,789,982	0
Federal Assistance	6,416,630	6,017,280	6,017,280	6,017,280	0
State Assistance	28,406,811	29,343,007	29,969,590	29,969,590	0
Revenue Total	46,677,721	46,307,882	46,776,852	46,776,852	0
Net County Cost (NCC):	30,555,378	38,800,333	38,250,531	38,091,410	(159,121)
Allocated Positions (FTE)	386.0	391.0	391.0	390.0	-1.0
Financial Indicators					
Salaries as % of Total Exp	85%	89%	90%	90%	
% Change in Total Exp		10%	0%	0%	
% Change in Total Rev		(1%)	1%	0%	
% Change in NCC		27%	(1%)	0%	
Compensation Information					
Permanent Salaries	29,900,542	35,985,286	36,460,004	36,367,183	(92,821)
Temporary Salaries	186,591	236,500	236,500	236,500	0
Permanent Overtime	7,327,663	5,193,373	5,193,373	5,193,373	0
Deferred Comp	24,004	60,180	70,980	70,980	0
Comp & SDI Recoveries	(216,787)	0	0	0	0
FICA/Medicare	979,019	969,878	985,625	976,434	(9,191)
Ret Exp-Pre 97 Retirees	227,578	238,150	238,150	238,150	0
Retirement Expense	20,669,856	25,614,280	25,774,191	25,748,328	(25,863)
Employee Group Insurance	4,766,734	5,499,562	5,221,166	5,194,566	(26,600)
Unemployment Insurance	99,154	82,119	18,332	15,362	(2,970)
Workers Comp Insurance	1,891,185	1,791,203	1,956,649	1,954,973	(1,676)

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: 143.0

Martinez Detention Facility Summary	
Service:	Mandatory
Level of Service:	Mandatory
Expenditures:	\$30,982,091
Financing:	121,013
Net County Cost:	30,861,078
FTE:	143.0

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: 136.0

West County Detention Facility Summary	
Service:	Mandatory
Level of Service:	Mandatory
Expenditures:	\$27,424,831
Financing:	39,144
Net County Cost:	27,385,687
FTE:	136.0

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: 21.0

Marsh Creek Detention Facility Summary	
Service:	Discretionary
Level of Service:	Discretionary
Expenditures:	\$4,491,873
Financing:	1,500
Net County Cost:	4,490,373
FTE:	21.0

4. Custody Alternative Facility (CAF)

Description: The CAF program diverts persons who would be incarcerated into non-residential programs such as the Work Alternative Program. Work Alternative is operated for those inmates sentenced to jail for 30 days or less. Inmates accepted into the program provide public service labor at no cost to the County, while relieving housing costs associated with incarceration. Home Detention and County Parole are also included in this division. The cost of this division is partially offset by user fees; cost savings is also realized through a decrease in the detention population.
FTE: 21.0

Custody Alternative Facility Summary	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$3,999,019
Financing:	1,300,000
Net County Cost:	2,699,019
FTE: 21.0	

AB 109 Program Summary	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$8,643,656
Financing:	8,643,656
Net County Cost:	0
FTE: 30.0	

5. Custody Services Administration

Description: Provides inmate classification and other detention management services. The Custody Services Administration budget includes estimated revenue of \$29,685,975 related to Proposition 172 sales tax revenue for use in the Custody Services Bureau, including all adult detention facilities.

FTE: 16.0

Custody Services Administration Summary	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$3,733,958
Financing:	36,716,696
Net County Cost:	(32,982,738)
FTE: 16.0	

7. Detention Transportation

Description: Provides inmate transportation between detention facilities and the Courts.

FTE: 23.0

Detention Transportation Summary	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$5,641,491
Financing:	3,500
Net County Cost:	5,637,991
FTE: 23.0	

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:	\$84,868,262
Financing:	46,776,852
Net County Cost:	38,091,410

Funding Sources:		
Sales Tax	35.0%	\$29,685,975
Reimbursements	10.8%	9,126,982
Federal Revenue	7.1%	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	44.9%	38,091,410

FTE: 390.0

Coroner Budget

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	1,998,174	2,472,091	2,250,189	2,250,189	0
Services And Supplies	845,491	794,763	995,476	995,476	0
Other Charges	96	0	0	0	0
Expenditure Transfers	63,842	62,719	52,832	52,832	0
Expense Total	2,907,604	3,329,573	3,298,496	3,298,496	0
Revenue					
Other Local Revenue	157,545	185,000	185,000	185,000	0
Revenue Total	157,545	185,000	185,000	185,000	0
Net County Cost (NCC):	2,750,059	3,144,573	3,113,496	3,113,496	0
Allocated Positions (FTE)	11.0	9.0	9.0	9.0	0.0
Financial Indicators					
Salaries as % of Total Exp	69%	74%	68%	68%	
% Change in Total Exp		15%	(1%)	0%	
% Change in Total Rev		17%	0%	0%	
% Change in NCC		14%	(1%)	0%	
Compensation Information					
Permanent Salaries	885,533	1,141,727	1,035,578	1,035,578	0
Temporary Salaries	55,277	27,374	27,374	27,374	0
Permanent Overtime	153,850	94,500	94,500	94,500	0
Deferred Comp	1,540	4,080	480	480	0
FICA/Medicare	23,815	30,452	18,751	18,751	0
Ret Exp-Pre 97 Retirees	8,179	6,200	6,200	6,200	0
Retirement Expense	665,293	923,876	853,767	853,767	0
Employee Group Insurance	144,200	183,251	157,630	157,630	0
Unemployment Insurance	2,926	2,523	521	521	0
Workers Comp Insurance	57,560	58,109	55,389	55,389	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: 9.0

Coroner Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$3,298,496
Financing:		185,000
Net County Cost:		3,113,496
Funding Sources:		
Removal Fee/Reports	4.7%	\$155,000
Misc. Revenue	0.9%	30,000
General Fund	94.4%	3,113,496
FTE: 9.0		

Office of Emergency Services Budget

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	3,614,940	3,676,377	3,850,278	3,850,278	0
Services And Supplies	2,609,358	2,093,500	2,100,648	2,100,648	0
Other Charges	3,025	99,037	99,037	99,037	0
Fixed Assets	851,076	840,165	840,165	840,165	0
Expenditure Transfers	296,078	304,710	341,360	341,360	0
Expense Total	7,374,478	7,013,789	7,231,489	7,231,489	0
Revenue					
Other Local Revenue	1,421,858	1,617,181	1,656,265	1,656,265	0
Federal Assistance	73,094	50,000	50,000	50,000	0
State Assistance	1,812,105	1,039,505	1,299,505	1,299,505	0
Revenue Total	3,307,057	2,706,686	3,005,770	3,005,770	0
Net County Cost (NCC):	4,067,420	4,307,103	4,225,719	4,225,719	0
Allocated Positions (FTE)	17.0	16.0	16.0	16.0	0.0
Financial Indicators					
Salaries as % of Total Exp	49%	52%	53%	53%	
% Change in Total Exp		(5%)	3%	0%	
% Change in Total Rev		(18%)	11%	0%	
% Change in NCC		6%	(2%)	0%	
Compensation Information					
Permanent Salaries	1,691,140	1,707,670	1,834,589	1,834,589	0
Temporary Salaries	20,789	28,000	28,000	28,000	0
Permanent Overtime	344,648	383,624	383,624	383,624	0
Deferred Comp	8,517	9,900	11,700	11,700	0
FICA/Medicare	70,941	70,798	70,078	70,078	0
Ret Exp-Pre 97 Retirees	11,358	20,876	20,876	20,876	0
Retirement Expense	1,159,236	1,171,404	1,203,522	1,203,522	0
Employee Group Insurance	212,209	202,533	212,458	212,458	0
Unemployment Insurance	5,527	3,985	920	920	0
Workers Comp Insurance	90,575	77,587	84,511	84,511	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: 16.0

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: 3.0

Emergency Services Support Summary	
Service:	Discretionary
Level of Service:	Discretionary
Expenditures:	\$1,276,917
Financing:	32,500
Net County Cost:	1,244,417
FTE:	3.0

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:	\$2,837,043
Financing:	215,000
Net County Cost:	2,622,043
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:	\$1,388,765
Financing:	1,388,765
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:	\$1,349,505
Financing:	1,349,505
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:	\$379,259
Financing:	20,000
Net County Cost:	359,259

Office of Emergency Services Summary

Service:	Discretionary
Level of Service:	Discretionary
Expenditures:	\$7,231,489
Financing:	3,005,770
Net County Cost:	4,225,719

Funding Sources:

Intergovernmental	21.6%	\$1,565,505
Charges for Serv	19.6%	1,408,765
Misc. Revenue	0.4%	31,500
General Fund	58.4%	4,225,719

FTE: 16.0

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:		Mandatory
Expenditures:		\$1,437,000
Financing:		1,437,000
Net Fund Cost:		0
Funding Sources:		
Intergovernmental	83.5%	\$1,200,000
Misc. Revenue	14.0%	201,000
Use of Money	2.5%	36,000

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:		\$76,300
Financing:		76,300
Net Fund Cost:		0
Funding Sources:		
Intergovernmental	94.4%	\$72,000
Use of Money	5.6%	4,300

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:		Mandatory
Expenditures:		\$22,500
Financing:		22,500
Net Fund Cost:		0
Funding Sources:		
General Fines	95.6%	\$21,500
Use of Money	4.4%	750

4. Law Enforcement Capital Projects

Description: Provides for the replacement and enhancement of a countywide law enforcement communication and helicopter major parts replacement.

County Law Enforcement Computer/Communication Capital Projects Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$172,500
Financing:		172,500
Net Fund Cost:		0
Funding Sources:		
Transfers	92.8%	\$160,000
Use of Money	7.0%	12,000
Charges for Serv	0.2%	500

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: 17.0

Law Enforcement Training Center Summary			
Service:	Discretionary		
Level of Service:	Discretionary		
Expenditures:	\$2,466,098		
Financing:	2,466,098		
Net Fund Cost:	0		
Funding Sources:			
Misc. Revenue	54.8%	\$1,351,700	
Charges for Serv	37.9%	934,398	
Intergovernmental	7.3%	180,000	
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:	\$1,585,235		
Financing:	1,341,000		
Net Fund Cost:	244,235		
Funding Sources:			
Miscellaneous	82.4%	\$1,306,000	
Charges for Svc	2.1%	34,000	
Use of Money	0.1%	1,000	
Fund Balance	15.4%	244,235	
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 budget is divided into federal, state and local, and Department of the Treasury forfeited assets.

Narcotic Forfeiture Summary			
Service:	Discretionary		
Level of Service:	Mandatory		
Expenditures:	\$107,250		
Financing:	107,250		
Net Fund Cost:	0		
Funding Sources:			
Seizures	94.6%	\$101,500	
Use of Money	5.4%	5,750	

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.

Sheriff-Coroner

Law and Justice

SLESF-Front Line Enforcement and Jail Operations Summary			
Service:			Discretionary
Level of Service:			Mandatory
Expenditures:			\$886,626
Financing:			886,626
Net Fund Cost:			0
Funding Sources:			
Public Safety			
Realignment	100.0%		\$886,626

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:			\$15,455
Financing:			15,455
Net Fund Cost:			0
Funding Sources:			
Fines	75.1%		\$11,600
Charges for Svc	19.6%		3,025
Use of Money	5.3%		830

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:			\$15,697,584
Financing:			15,697,584
Net Fund Cost:			0
Funding Sources:			
Public Safety			
Realignment	100.0%		\$15,697,584

CAO's Recommendation

The Recommended Budget includes a net county cost of \$90,350,000, which partially funds the Baseline Budget and provides new funding for fifteen (15) existing Deputy Sheriff-Recruit positions, but ultimately requires the imposition of a vacancy factor to balance.

Specifically, the Recommended Budget balances by using a \$5.6 million vacancy factor. A vacancy factor accounts for cost savings related to vacancies occurring within the department during the fiscal year. In addition, the department will eliminate four (4) vacant positions identified below in the "Program Modification List".

The Recommended Budget also includes an estimated increase to Proposition 172 sales tax revenue of \$1,425,778, from \$66.1 million to \$67.5 million. Proposition 172 revenue funds core patrol and custody services within the Sheriff's Office budget.

A summary of recommendations can be found on the "Program Modification List" at the end of this section. Note that the "Program Modification List" itemizes the vacancy factor mentioned above and indicates that reduction occurring in County Patrol. The County Administrator

acknowledges that the Sheriff's Office has been asked to manage this vacancy factor and the Sheriff can choose where best to allocate expenditure savings throughout his department (not just in County Patrol). For this reason, it is important to note that for budget tracking purposes, the reduction has been placed in County Patrol, but will likely be redirected throughout the department at the Sheriff's discretion.

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 high quality police services throughout the unincorporated communities and contract cities in the County. The Office remains committed to the mission of recruiting, hiring and training the most qualified candidates and recently has enjoyed a significant reduction Deputy Sheriff attrition, which is likely due to a current competitive sworn labor contract. The department anticipates this welcome trend will continue into this fiscal year.

The Sheriff has implemented two important progressive training initiatives that will continue into FY 2018-19 - Implicit Bias and Crisis Intervention De-escalation training. Implicit Bias training will be given to all Sheriff's Office personnel, both sworn and civilian professional staff. This training was first rolled out to executive managers last fiscal year – including the Sheriff and Executive Staff. The Office will also continue with its certified Crisis Intervention and De-escalation Training with the goal to train all Sheriff's Office personnel.

In the Custody Services Bureau, the Sheriff is looking for new ways to bring job readiness skills to our inmate population through building a partnership with the Contra Costa County

Building and Construction Trades Council. The first step of this partnership is to have representatives from all the trades come to the West County Detention Facility (WCDF) to explain what is required to gain employment in the trades, including this will include holding a job fair inside the facility. Ultimately, the goal is to provide as many pathways possible for reentering offenders to have gainful employment opportunities upon release from custody.

The Emergency Services Division (ESD) will participate in multiple training exercises this fiscal year to enhance our capabilities in response to natural and man-made disasters. ESD will host the California Specialized Training Institute, Emergency Operations Center Exercise and Operations Training Exercise in 2018. Likewise, the Community Warning System will enhance outreach efforts to all community members through increased, targeted multi-media and public meetings with the goal of increasing community engagement and understanding of the system.

In July 2017, the Office of the Sheriff was awarded \$70 million in State funding to replace 416 outdated and overcrowded jail beds at the Martinez Detention Facility. The new facility will be constructed within the existing perimeter of the WCDF. The new facility will dedicate over 22,000 square feet exclusively for programs & services and will include a 96-bed Behavioral Health Unit, Child Visiting Center, Vocational Services Unit, and Reentry Services Unit. An additional 16,000 square feet will be dedicated to outdoor recreation space. The Behavioral Health and Reentry Services Units will provide an integrated array of trauma-informed, evidence-based, gender-responsive rehabilitation, reentry, and vocational services, carefully matched to client need. These approaches reflect national best-practices for jail improvement initiatives.

The Office continues to seek out opportunities to collaborate with other agencies and community partners to align forces to meet better 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

Sheriff-Coroner

Law and Justice

The Office of the Sheriff is committed to the following goals for FY 2018-19:

- Continue to manage the County's new Office of Emergency Services (OES) and Sheriff's Administration building project to ensure the County is adequately prepared to respond to major
- Provide unincorporated Contra Costa County with the highest level of law enforcement services possible while remaining within budgetary constraints.

unplanned disasters affecting the citizens of Contra Costa County and surrounding areas.

FY 2018-19 Program Modification List

Order	Reference to Mand/Disc List	Program Name	Service	FTE	Net County Cost Impact	Impact
1	1	Central Administration	Increase funding for (15) Deputy Sheriff-Recruit positions	0.0	1,216,330	Increase appropriations in Sheriff's Administrator to transfer to the Law Enforcement Training Center for the projected cost of fifteen (15) Deputy Sheriff-Recruit positions previously authorized, but not funded
2	29	Records	Abolish (1) Clerk-Senior Level position	(1.0)	(\$62,674)	Reduce administrative support position in the Sheriff's Records Unit
3	2	Custody Services Administration	Abolish (1) Clerk-Senior Level position	(1.0)	(\$62,674)	Reduce support position in Custody Services Administration Unit
4	12	Investigations	Abolish (1) Clerk-Senior Level position and (1) Sheriff's Specialist position	(2.0)	(\$159,121)	Reduce support positions in the Investigations Unit
5	17	Unincorporated Patrol	County Patrol Operations	0.0	(\$5,656,326)	Establish vacancy factor to balance the budget. The County Administrator acknowledges that the Sheriff may allocate this reduction throughout his department at his discretion.
			Total	(4.0)	(\$4,724,465)	

Superior Court Related Functions

Law and Justice

Summary Superior Court Related Functions

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	826,975	864,647	878,928	878,928	0
Services And Supplies	1,424,446	1,437,659	1,900,196	1,900,196	0
Other Charges	15,688,132	16,164,443	15,545,942	15,545,942	0
Expenditure Transfers	12,942	20,000	20,000	20,000	0
Expense Total	17,952,495	18,486,749	18,345,066	18,345,066	0
Revenue					
Other Local Revenue	6,836,619	7,168,249	5,943,066	5,943,066	0
State Assistance	69,296	35,000	177,000	177,000	0
Revenue Total	6,905,915	7,203,249	6,120,066	6,120,066	0
Net County Cost (NCC):	11,046,580	11,283,500	12,225,000	12,225,000	0
Financial Indicators					
Salaries as % of Total Exp	5%	5%	5%	5%	
% Change in Total Exp		3%	(1%)	0%	
% Change in Total Rev		4%	(15%)	0%	
% Change in NCC		2%	8%	0%	
Compensation Information					
Temporary Salaries	144,034	148,000	148,000	148,000	0
FICA/Medicare	11,019	11,300	0	0	0
Unemployment Insurance	385	400	0	0	0
Workers Comp Insurance	1,267	1,300	0	0	0
Labor Received/Provided	670,270	703,647	730,928	730,928	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	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	826,975	864,647	878,928	878,928	0
Services And Supplies	1,188,614	1,194,159	1,674,696	1,674,696	0
Other Charges	15,688,132	16,164,443	15,545,942	15,545,942	0
Expenditure Transfers	12,942	20,000	20,000	20,000	0
Expense Total	17,716,663	18,243,249	18,119,566	18,119,566	0
Revenue					
Other Local Revenue	6,836,619	7,168,249	5,943,066	5,943,066	0
State Assistance	69,296	35,000	177,000	177,000	0
Revenue Total	6,905,915	7,203,249	6,120,066	6,120,066	0
Net County Cost (NCC):	10,810,748	11,040,000	11,999,500	11,999,500	0
Financial Indicators					
Salaries as % of Total Exp	5%	5%	5%	5%	
% Change in Total Exp		3%	(1%)	0%	
% Change in Total Rev		4%	(15%)	0%	
% Change in NCC		2%	9%	0%	
Compensation Information					
Temporary Salaries	144,034	148,000	148,000	148,000	0
FICA/Medicare	11,019	11,300	0	0	0
Unemployment Insurance	385	400	0	0	0
Workers Comp Insurance	1,267	1,300	0	0	0
Labor Received/Provided	670,270	703,647	730,928	730,928	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:		\$18,119,566
Financing:		6,120,066
Net County Cost:		11,999,500
Funding Sources:		
Charges for Serv	20.0%	\$ 3,623,244
Fine/Forfs/Penalties	12.6%	2,294,432
Intergov Revenue	1.0%	177,000
Lics/Perm/Franchises	0.2%	25,390
General Fund	66.2%	11,999,500

Superior Court Related Functions

Law and Justice

Civil Grand Jury

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Services And Supplies	148,617	155,500	155,500	155,500	0
Expense Total	148,617	155,500	155,500	155,500	0
Net County Cost (NCC):	148,617	155,500	155,500	155,500	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		5%	0%	0%	
% Change in Total Rev		0%	0%	0%	
% Change in NCC		5%	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	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Services And Supplies	87,215	88,000	70,000	70,000	0
Expense Total	87,215	88,000	70,000	70,000	0
Net County Cost (NCC):	87,215	88,000	70,000	70,000	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		1%	(20%)	0%	
% Change in Total Rev		5%	5%	5%	
% Change in NCC		1%	(20%)	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:		\$70,000
Financing:		0
Net County Cost:		70,000
Funding Sources:		
General Fund	100.0%	\$70,000

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	98.6%	\$177,500
Investment Earnings	1.4%	2,500
Fund 112600		

2. Criminal Justice Facility Construction

Description: Fund established pursuant to Government Code 76100 to assist 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 in Martinez.

Criminal Justice Facility Construction		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		\$ 870,000
Financing:		870,000
Net Fund Cost:		0
Funding Sources:		
Fines & Forfeit	99.3%	\$864,000
Investment Earnings	0.7%	6,000
Fund 110600		

3. Courthouse Construction

Description: Fund established pursuant to Government Code 76100 to assist 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 Family Law Center facility in Martinez.

Superior Court Related Functions

Law and Justice

Courthouse Construction		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		\$ 753,000
Financing:		753,000
Net Fund Cost:		0
Funding Sources:		
Fines & Forfeit	98.8%	\$744,000
Investment Earnings	1.2%	9,000
Fund 110700		

4. Family Law Center - Debt Service

Description: Provided 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 and were escheated to the County General Fund in FY 2017-18.

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 Trial Court Funding Act of 1997 consolidated all court funding at the State level, capped counties' financial responsibility at the 1994 level, required the State to fund all future growth in the cost of court operations, and raised a number of civil court fees to generate more revenue for the trial courts.

Under the Act, counties remain fiscally responsible for an annual maintenance of effort payment to the State, annual payments for shared facilities, criminal defense and prosecution costs, the criminal and civil grand juries, judicial benefits for current judges who were serving as judicial officers in 1997, and the collection of court-ordered fines and fees. The budget for Superior Court Related Functions accounts for these fiscal responsibilities.

The Baseline expenditures are decreased from the current year budget by a net amount of \$141,683, reflecting:

- a decrease of \$505,000 in 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. The decrease in this provision results directly from a projected sharp decrease in fines and forfeiture revenue.
- an increase of \$125,000 in the provision for court-appointed counsel in homicide cases.
- an increase of \$370,605 for outside attorney and witness expense to provide support for additional capital cases.
- the elimination of the \$113,500 balance of the one-time provision 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.
- an increase of \$27,281 in compensation costs for four deputy probation officers assigned to the Superior Court under the 1992 Court Probation Officer Program.
- a decrease of \$18,000 in the provision for the criminal grand jury.
- miscellaneous other adjustments comprising a net decrease of \$28,069.

Court revenues are reduced by \$1,083,182 due, in part, to the traffic amnesty program, which took effect in October 2015 and continued

Superior Court Related Functions

Law and Justice

through March 31, 2017. Changes in judicial policies on the ordering of certain fines and fees have also contributed to a decline in revenues.

The Recommended Budget is equivalent to the Baseline budget, and includes General Fund appropriations in the amount of \$15.1 million for transfer to the State to subsidize the cost of the local Superior Court, and \$3.2 million for other court functions for which the County is financially responsible under the Trial Court Funding and Public Safety Realignment (AB 109)* Acts.

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 District Attorney Office facility and the Peter L. Spinetta Family Law Center in Martinez.

Note that Superior Court programs are mandated and should the recommended budget prove to be insufficient, mid-year augmentations will be required 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 enhanced collection of court-ordered fines and fees and court security services.

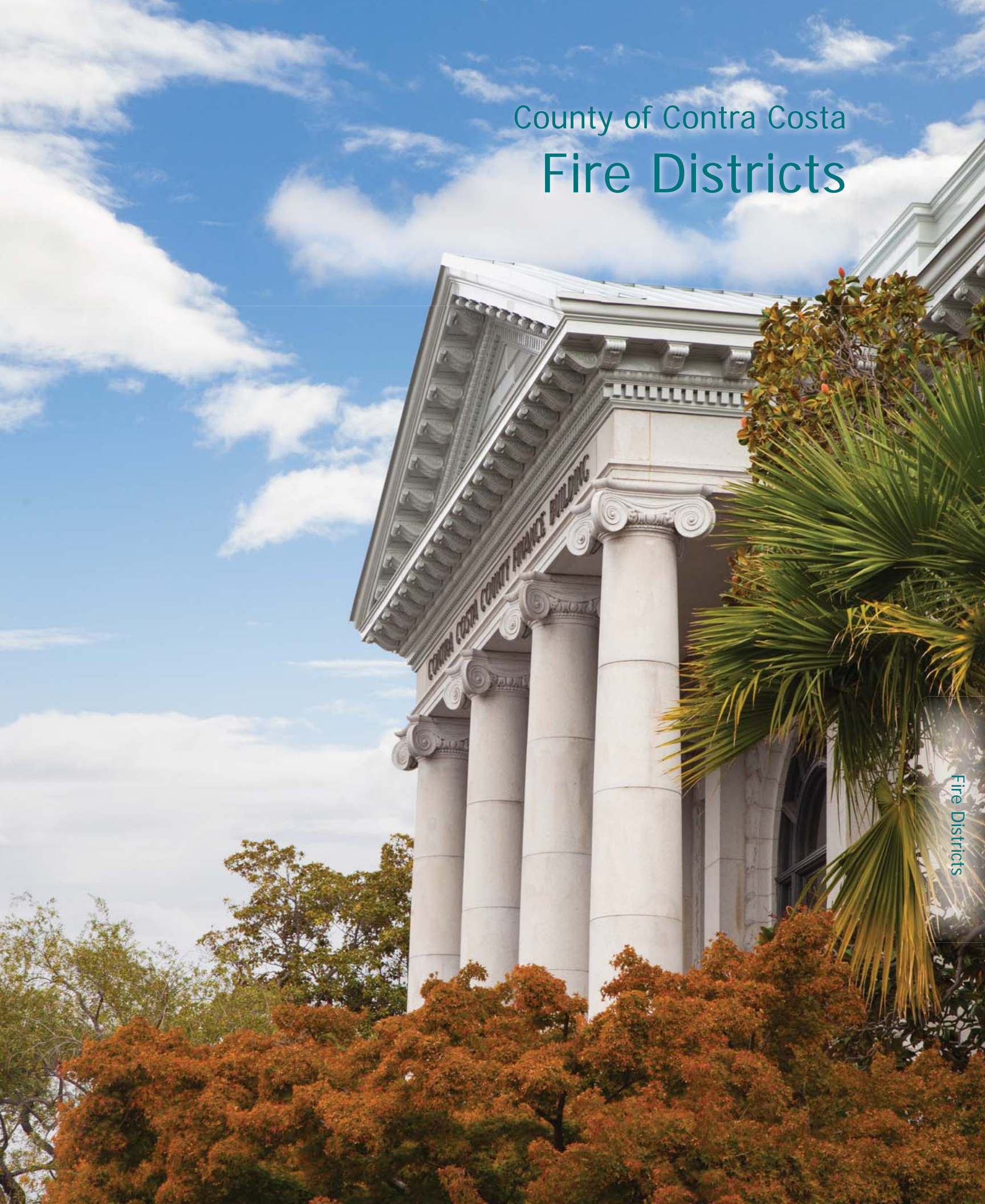
Administrative and Program Goals

In fiscal year 2018-19, 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 and automated warrant system to maintain a seamless interface between County and Court systems;
- Maximize revenue recovery and minimize the cost of revenue collection; and
- Identify additional opportunities to collaborate to improve criminal justice program policies and procedures.

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	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	88,010,281	94,028,953	101,325,932	101,962,809	636,877
Services And Supplies	9,188,456	10,455,037	9,594,860	9,594,860	0
Other Charges	4,701,792	4,631,583	6,083,935	6,083,935	0
Fixed Assets	2,211,206	537,800	327,500	327,500	0
Expenditure Transfers	16,673,114	17,382,941	18,128,118	18,128,118	0
Expense Total	120,784,849	127,036,314	135,460,345	136,097,222	636,877
Revenue					
Other Local Revenue	125,825,058	126,154,862	135,207,222	135,207,222	0
Federal Assistance	3,306,955	0	0	0	0
State Assistance	861,109	881,452	890,000	890,000	0
Revenue Total	129,993,122	127,036,314	136,097,222	136,097,222	0
Net Fund Cost (NFC):	(9,208,273)	0	(636,877)	0	636,877
Allocated Positions (FTE)	352.6	360.6	360.6	370.6	10.0
Financial Indicators					
Salaries as % of Total Exp	73%	74%	75%	75%	
% Change in Total Exp		5%	7%	0%	
% Change in Total Rev		(2%)	7%	0%	
% Change in NFC		(100%)	(326,160,344%)	(100%)	
Compensation Information					
Permanent Salaries	35,775,502	38,943,585	43,793,428	44,255,551	462,123
Temporary Salaries	402,725	275,000	300,000	300,000	0
Permanent Overtime	11,074,593	10,815,395	10,856,620	10,856,620	0
Deferred Comp	25,188	25,000	60,660	65,460	4,800
Comp & SDI Recoveries	(489,085)	0	0	0	0
FICA/Medicare	690,953	718,322	837,382	844,083	6,701
Retirement Expense	23,162,973	26,267,568	27,917,914	27,979,168	61,254
Excess Retirement	79,877	80,000	90,000	90,000	0
Employee Group Insurance	5,357,553	5,877,626	5,877,876	5,936,341	58,465
Retiree Health Insurance	5,226,771	5,365,000	5,252,000	5,252,000	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	4,743,943	3,702,169	4,380,762	4,424,296	43,534

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:		\$136,097,222
Financing:		136,097,222
Net Fund Cost:		0
Funding Sources:		
Property Taxes	88.9%	\$121,019,400
Charges for Svcs	6.4%	8,648,722
Intergovernmental	2.6%	3,547,500
Misc. Revenue	2.1%	2,881,600
FTE: 370.6		

Contra Costa County Fire Protection District – EMS Transport Summary

CCCFPD EMS Transport Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	0	1,910,854	1,364,044	2,450,572	1,086,528
Services And Supplies	35,683,610	52,011,318	39,043,024	39,043,024	0
Other Charges	0	200,000	887	887	0
Fixed Assets	0	0	420,000	420,000	0
Expenditure Transfers	1,322,054	1,500,000	2,756,600	2,756,600	0
Expense Total	37,005,664	55,622,172	43,584,555	44,671,083	1,086,528
Revenue					
Other Local Revenue	47,290,891	45,050,000	44,671,083	47,500,000	2,828,917
Revenue Total	47,290,891	45,050,000	44,671,083	47,500,000	2,828,917
Net Fund Cost (NFC):	(10,285,228)	10,572,172	(1,086,528)	(2,828,917)	(1,742,389)
Allocated Positions (FTE)	0.0	7.0	7.0	11.0	4.0
Financial Indicators					
Salaries as % of Total Exp	0%	3%	3%	5%	
% Change in Total Exp		50%	(22%)	2%	
% Change in Total Rev		(5%)	(1%)	6%	
% Change in NFC		(203%)	(110%)	160%	
Compensation Information					
Permanent Salaries	0	1,077,364	828,856	1,400,367	571,511
Permanent Overtime	0	100,000	55,000	85,000	30,000
Deferred Comp	0	4,000	0	3,840	3,840
FICA/Medicare	0	15,190	11,893	20,615	8,722
Retirement Expense	0	445,300	283,351	632,315	348,964
Employee Group Insurance	0	162,000	102,922	169,269	66,347
Unemployment Insurance	0	0	0	0	0
Workers Comp Insurance	0	107,000	82,021	139,165	57,144

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.

Contra Costa County FPD

Special District

CCCFPD EMS Transport Fund		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$44,671,083
Financing:		47,500,000
Net Fund Cost:		(2,828,917)
Funding Sources:		
Cost Recovery	100.0%	\$47,500,000
FTE:	11.0	

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.

Pittsburg Special Fund		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$863,094	
Financing:	100	
Net Fund Cost:	862,994	
Funding Sources:		
Fund Balance	99.9%	\$862,994
Use of Money	0.1%	100

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 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 Capital Outlay Fund		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$2,343,120	
Financing:	40,100	
Net Fund Cost:	2,303,020	
Funding Sources:		
Fund Balance	98.3%	\$2,303,020
Developer Fees	1.7%	40,000
Use of Money	0.0%	100

CCCFPD New Development Fee Fund		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$418,002	
Financing:	70,000	
Net Fund Cost:	348,002	
Funding Sources:		
Fund Balance	83.3%	\$348,002
Developer Fees	16.7%	70,000

Pittsburg Special Fund

The Pittsburg Special Fund is comprised of fees collected in the Pittsburg area and by agreement with the City of Pittsburg for capital purchases.

CCCFPD POB Debt Service Fund

The Pension Obligation Bond Debt Service Fund was created due to the issuance of Pension Obligation Bonds in July 2005 to refinance the District's Unfunded Actuarial Accrued Liability (UAAL) as of December 2004 with the Contra Costa County Employees' Retirement Association. The refinancing resulted in savings

Contra Costa County FPD

Special District

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:		\$15,526,415
Financing:		15,526,415
Net Fund Cost:		0
Funding Sources:		
Reimbursements	100.0%	\$15,526,415

CCCFPD Stabilization Fund

The Pension Obligation Stabilization Fund was created pursuant to the issuance of Pension Obligation Bonds in July 2005. The savings realized from the lower interest rates are set-aside in the Stabilization Fund to extinguish new Retirement System Unfunded Actuarial Accrued Liabilities (UAAL); replenish reserves; and, upon a unanimous vote of the full Board, for any other lawful purpose of the District.

CCCFPD Stabilization Fund		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$2,601,703
Financing:		2,601,703
Net Fund Cost:		0
Funding Sources:		
Transfers	100.0%	\$2,601,703

CAO's Recommendation

The FY 2018-19 Recommended Budget provides for the funding of 26 fire stations, 28 fully functional engine/truck companies, one

limited functionality squad, 370.6 FTEs in the District's General Operating Fund, and 11 FTEs in the District's EMS Transport Fund.

The budget includes funding for negotiated wage adjustments, benefit cost increases, building and grounds maintenance and repair projects, capital and non-capital equipment replacement (including heavy fire apparatus), increased interagency charges, restaffing Engine 1 in the City of Walnut Creek in 2018, and reopening Fire Station 16 in the City of Lafayette in 2019.

The District is primarily funded by property tax revenues. In FY 2017-18, the District experienced a 6.05% growth in secured property assessed valuation and a 5.53% growth in total assessed valuation. This represents the fifth 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 2018-19 Recommended Budget anticipates a 5% growth in secured property assessed valuation and revenue from the continuing unwinding of the redevelopment areas. The budget also anticipates the continuation of some new sources of revenue, such as fire-based emergency medical services (EMS) first responder fees and sales tax for enhanced EMS services in the City of San Pablo. Additionally, the budget anticipates increased revenue from updated service fee schedules.

These increases in revenue are allowing the District to continue to restaff/reopen some of the operational resources that were taken out of service during the Great Recession.

In FY 2018-19 the employer Tier A Safety base rate decreases from 77.88% to 73.66%. Offsetting that decrease is the elimination of the employee subvention of the employer cost towards retirement.

Additionally, while the employer base contribution rates for both Safety Tier A and General Tier 1 decrease in 2018-19, the actual employer contribution increases by about \$1.7 million due primarily to the increase in retirement compensable pay.

The FY 2018-19 Recommended Budget for the Contra Costa Fire Protection District Operating Fund 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.

In addition, the FY 2018-19 Recommended Budget for the EMS Transport Fund plans for a \$2.8 million contribution to fund balance at year-end. This is consistent with the County Administrator's recommendation to the Board during the January 2018 Board Retreat and begins a cycle of planned contributions to fund balance in the EMS Transport Fund.

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). Thus far, the cost of providing the new service has been fully offset by the collection of ambulance service fees.

Performance Measurement

During FY 2017-18 the District:

- Responded to approximately 73,700 incidents in calendar year (CY) 2017. This represents a 12.5% increase in call volume compared to CY 2016.
- Conducted 12,750 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 2017. This represents a 28% decrease compared to CY 2016.

- Relocated several District divisions into one centralized Administrative Office.
- Continued to reposition and add internal resources to effectively manage, both operationally and financially, the emergency ambulance program.
- Entered into a contract with the City of El Cerrito to provide dispatch services through the District's Contra Costa Regional Fire Communications Center.
- Added new dispatcher positions to increase efficiency with single point call processing, dispatching, and resource tracking.
- Completed District-wide energy infrastructure upgrade, including the installation of solar photovoltaic panels at four different sites.
- Restaffed Engine 1 at Fire Station 1 in the City of Walnut Creek.
- Completed demolition work and began construction on the new Fire Station 16 in the City of Lafayette.
- Completed architectural drawings and submitted for a building permit on the new Fire Station 70 in the City of San Pablo.
- Continued to develop long term funding plan for fire station construction projects, to include Fire Station 9 in Pacheco and Fire Station 86 in Bay Point.
- Began deploying fire personnel as first responders at the specialist level to hazardous materials incidents.
- Continued periodic replacement of capital equipment, such as heavy fire apparatus and support equipment.

Contra Costa County FPD

Special District

- Continued much needed facility and grounds maintenance projects, such as painting, roofing, and asphalt repair.
- Hired and conducted Firefighter Recruit Academy 51.
- 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.
- Filed first report (for FY 2016-17) for Ground Emergency Medical Transportation (GEMT) reimbursement for emergency ambulance service provided to Medi-Cal fee for service recipients.
- Successful in receiving several grant awards.
- Continue to develop long term funding plan for fire station construction projects.
- Update fee schedule for dispatcher service subscribers.
- Update Fire Prevention Bureau fee schedule.
- 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 52.

Administrative and Program Goals

During FY 2018-19, the District will:

- Continue to reposition and add internal resources to effectively manage, both operationally and financially, the emergency ambulance program.
- Complete the rebuilding of Fire Station 16 in the City of Lafayette. Open and staff Fire Station 16.
- Initiate construction work on a new Fire Station 70 in the City of San Pablo.
- 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 2018-19
Program Modification List

Order	Reference to Mand/Disc List	Program Name	Service	FTE	Net Fund Cost Impact	Impact
1	N/A	Operations	Fire Suppression	9.0	757,481	Adds nine (9) Firefighter-Recruit positions for a partial year.
2	N/A	Operations	EMS	(1.0)	(372,620)	Transfers one (1) EMS Chief to the EMS Transport Fund.
3	N/A	Operations	Administration	1.0	140,696	Adds one (1) Departmental Fiscal Officer position.
4	N/A	Operations	Administration	1.0	112,375	Adds one (1) Departmental Human Resources Analyst I position.
5	N/A	Operations	Administration	(1.0)	(92,600)	Cancels one (1) Administrative Analyst position.
6	N/A	Operations	Operations and Support Services	1.0	91,545	Adds one (1) Secretary-Advanced Level position
			Total General Operating Fund	10.0	\$636,877	
7	N/A	EMS Transport Fund	Communications	1.0	333,938	Adds one (1) Assistant Fire Chief-Exempt position.
8	N/A	EMS Transport Fund	EMS	1.0	372,620	Transfers one (1) EMS Chief to the EMS Transport Fund.
9	N/A	EMS Transport Fund	Helicopter/EMS Rescue	1.0	304,400	Adds one (1) Fire Captain-40 Hour position.
10	N/A	EMS Transport Fund	Administration	1.0	75,570	Adds one (1) Account Clerk-Experienced Level position.
			Total EMS Transport Fund	4.0	\$1,086,528	

Contra Costa County FPD
Special District

Crockett-Carquinez FPD
Special District

Jerry Littleton, Jr., Fire Chief

Crockett-Carquinez FPD Operating Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	165,844	252,601	255,701	255,701	0
Services And Supplies	166,387	874,907	233,939	233,939	0
Other Charges	131,667	131,420	122,536	122,536	0
Fixed Assets	40,780	0	0	0	0
Expense Total	504,678	1,258,928	612,176	612,176	0
Revenue					
Other Local Revenue	624,919	592,471	608,676	608,676	0
Federal Assistance	19,274	0	0	0	0
State Assistance	54,805	3,500	3,500	3,500	0
Revenue Total	698,998	595,971	612,176	612,176	0
Net Fund Cost (NFC):	(194,320)	662,957	0	0	0
Financial Indicators					
Salaries as % of Total Exp	33%	20%	42%	42%	
% Change in Total Exp		149%	(51%)	0%	
% Change in Total Rev		(15%)	3%	0%	
% Change in NFC		(441%)	(100%)	0%	
Compensation Information					
Permanent Salaries	34,842	40,000	38,000	38,000	0
Temporary Salaries	112,488	193,451	193,451	193,451	0
Deferred Comp	23	0	0	0	0
FICA/Medicare	13,226	13,500	18,500	18,500	0
Retirement Expense	329	350	350	350	0
Employee Group Insurance	3,239	3,300	3,300	3,300	0
Unemployment Insurance	431	650	700	700	0
Workers Comp Insurance	1,267	1,350	1,400	1,400	0

Department Description

The preceding table represents information in aggregate summarizing expenditures and revenue for the fire suppression, emergency medical response, training, and administration functions.

Major Department Responsibilities

The Crockett-Carquinez Fire Protection District is a Paid-on-Call district responsible for providing fire suppression, emergency, and non-emergency services to the community including incidents requiring medical assistance, rescue, hazard management, weed abatement, and public education.

Crockett-Carquinez FPD

Special District

Crockett-Carquinez FPD Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$612,176
Financing:		612,176
Net Fund Cost:		0
Funding Sources:		
Property Taxes	89.8%	\$549,836
Other Revenues	7.7%	47,415
Charges for Svcs	2.5%	14,925

CAO's Recommendation

The FY 2018-19 Recommended Budget reflects a decrease of \$646,752 in expenditures, which is primarily composed of fund balance appropriated in FY 2017-18. Recommended revenue reflects a net increase of \$16,205.

The Recommended Budget does not include the use of fund balance to balance the budget.

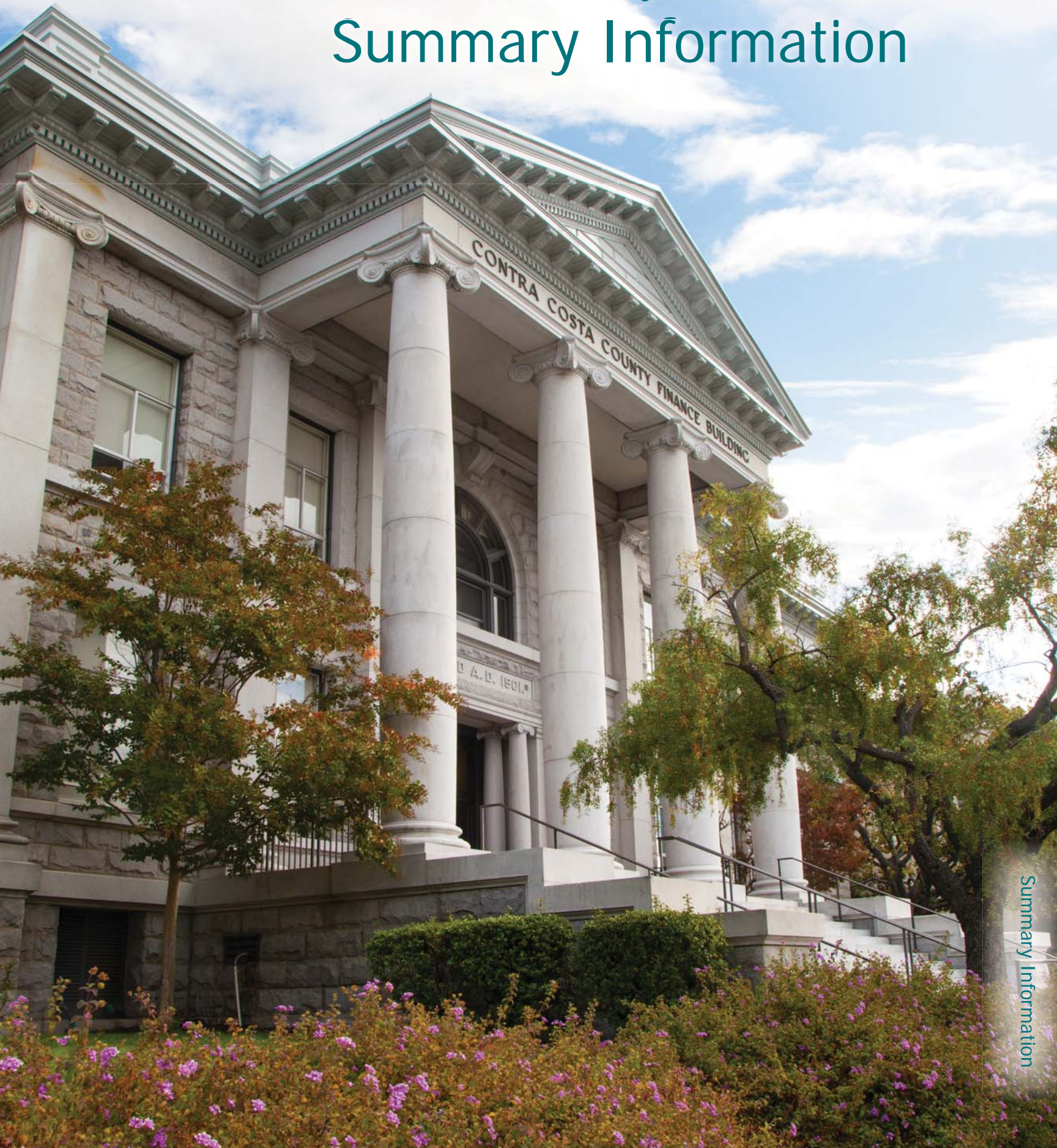
Performance Measurement

- Crockett-Carquinez FPD has continued to recruit Paid-on-Call firefighters during FY 2017-18. The District added nine (9) and removed three (3) from the personnel roster.
- The District received a \$30,000 donation from Phillips 66 to replace the inventory of Automated External Defibrillators (AEDs) in FY 2017-18.
- The District provided mutual aid services to fight wildfires throughout the State, including Sonoma, Napa, Solano Los Angeles and San Diego in FY 2017-18.

Administrative and Program Goals

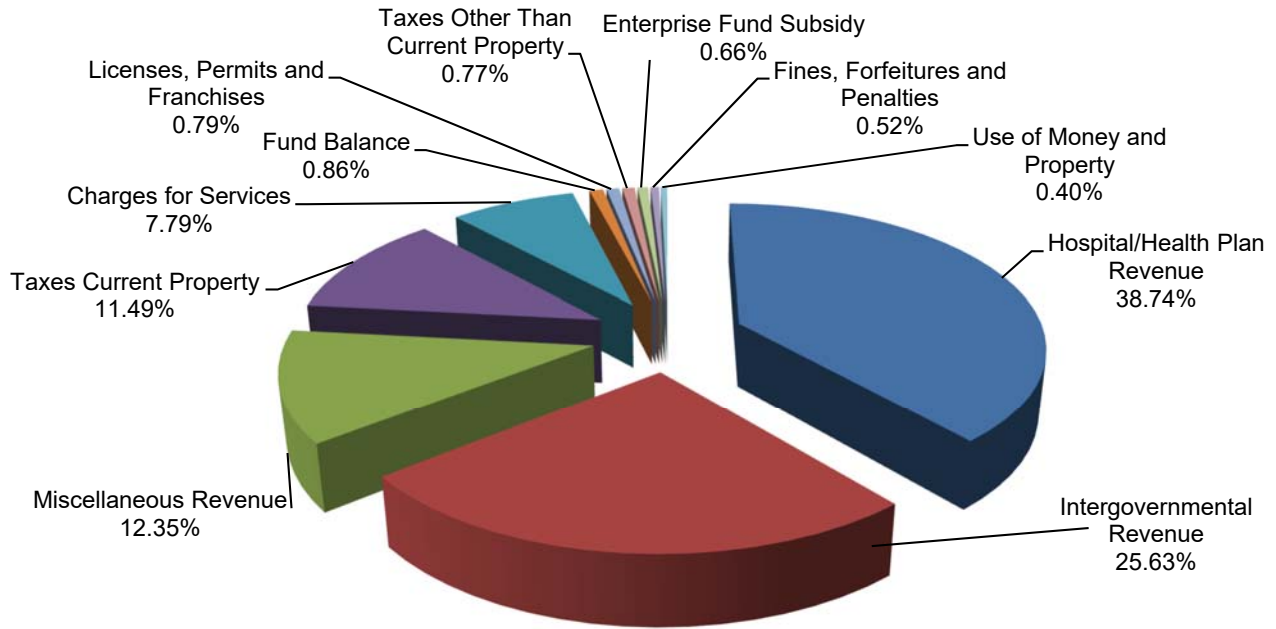
- Continue recruiting Paid-on-Call personnel.
- Continue pursuing donations and grants to help supplement funding for apparatus and equipment needs.
- Upgrade technical rescue capabilities and place a rescue truck in service.

County of Contra Costa
Summary Information



ALL COUNTY FUNDS

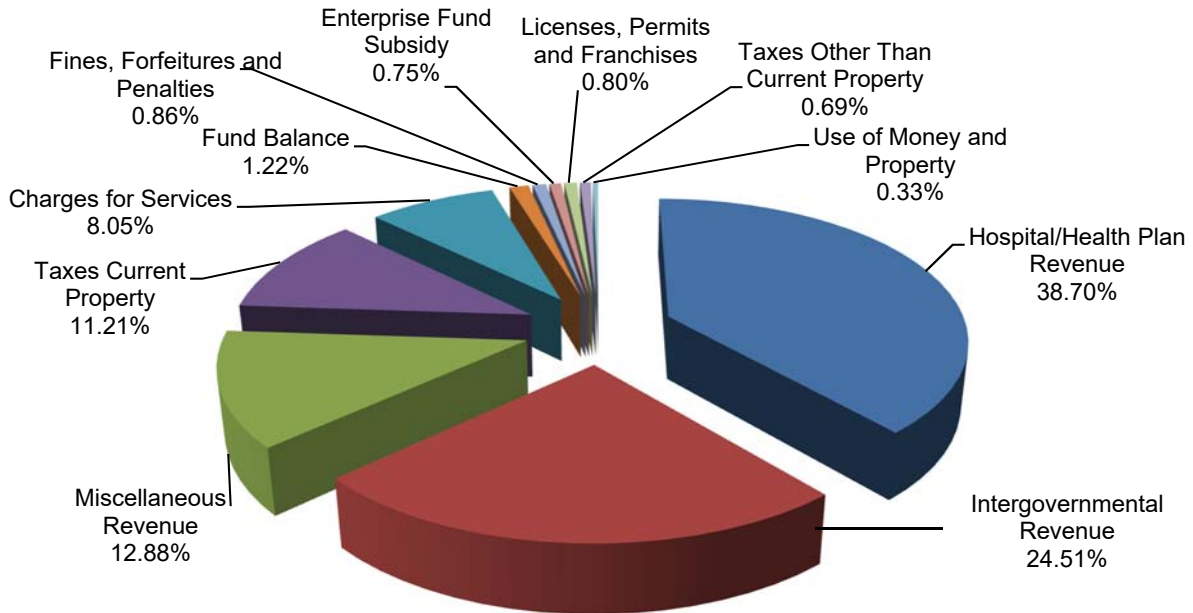
**FY 2018-2019
Recommended Sources**



Source of Funds	Recommended FY 2018-19	Percent of Total
Hospital/Health Plan Revenue	\$1,385,526,639	38.74%
Intergovernmental Revenue	916,564,998	25.63%
Miscellaneous Revenue	441,848,560	12.35%
Taxes Current Property	410,973,351	11.49%
Charges for Services	278,723,272	7.79%
Fund Balance (net)	30,909,778	0.86%
Licenses, Permits and Franchises	28,412,712	0.79%
Taxes Other Than Current Property	27,404,882	0.77%
Enterprise Fund Subsidy	23,656,785	0.66%
Fines, Forfeitures and Penalties	18,664,074	0.52%
Use of Money and Property	14,183,582	0.40%
TOTAL RECOMMENDED SOURCES	\$3,576,868,633	100.00%

ALL COUNTY FUNDS

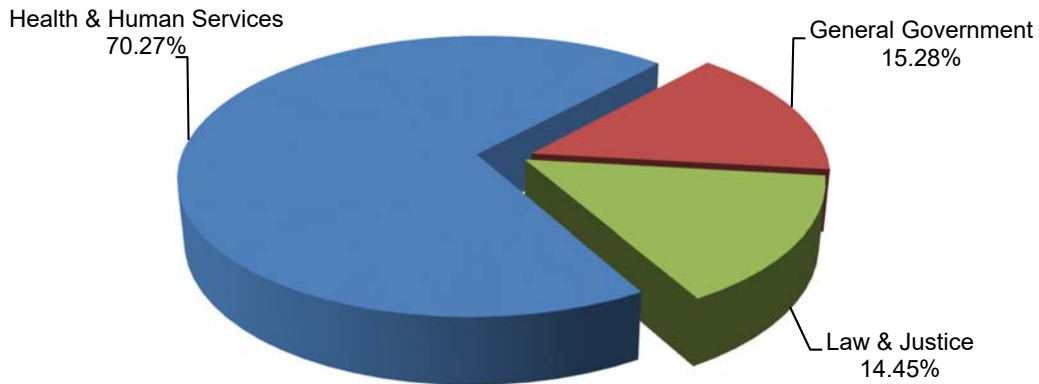
**FY 2017-2018
Recommended Sources**



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 2018-2019
Recommended Requirements**



Use of Funds	2014-15 Actuals	2015-16 Actuals	2016-17 Actuals	2017-18 Budget	Recommended FY 2018-19	Percent of Total
Health and Human Services	386,117,058	394,386,687	2,390,087,041	2,451,573,420	2,513,425,266	70.27%
General Government	2,073,229,822	2,174,954,651	418,537,995	605,050,629	546,405,513	15.28%
Law and Justice	439,367,080	440,829,538	465,874,059	534,840,197	517,037,854	14.45%
Total Requirements	2,898,713,960	3,010,170,876	3,274,499,095	3,591,464,245	3,576,868,633	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 Funds, 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 By Fund

	2015-16 Actuals	2016-17 Actuals	2017-18 Budget	2018-19 Recommended	2018-19 Change
General Government	224,878,679	246,397,459	350,010,154	294,493,029	(55,517,125)
Health and Human Services	736,546,003	767,144,057	864,807,646	885,606,368	20,798,722
Law and Justice	373,668,995	389,049,143	431,825,226	431,146,766	(678,460)
Subtotal General Fund	1,335,093,678	1,402,590,660	1,646,643,026	1,611,246,163	(35,396,863)
County Law Enfrmnt-Cap Proj Fund	336	312	4,008,504	172,500	(3,836,004)
Recorder Modernization Fund	1,937,382	1,792,465	10,927,782	11,129,511	201,730
Court/Clerk Automation Fund	0	0	78	78	0
Fish and Game Fund	51,794	64,871	537,697	158,400	(379,297)
Land Development Fund	2,862,290	3,048,171	2,865,250	3,136,100	270,850
Criminalistics Lab Fund	4	4	163,466	22,250	(141,216)
Survey Monument Preservation Fund	68,893	65,814	729,347	771,584	42,237
Crim Justice Facility Construct Fund	1,320,651	601,972	1,786,008	870,000	(916,008)
Courthouse Construct Fund	1,266,862	364,230	1,623,057	753,000	(870,057)
Road Fund	47,222,586	43,204,893	54,573,449	55,797,919	1,224,470
Transportation Improvement Fund	2,273,272	2,696,744	2,846,865	3,698,500	851,635
Drainage Area 9 Fund	172	848	265,945	271,675	5,730
Private Activity Bond Fund	1,345,860	578,648	1,112,682	1,225,000	112,318
Affordable Housing Spec Rev Fund	(215,110)	4	650,000	325,000	(325,000)
Navy Trans Mitigation Fund	175,006	83,095	5,565,517	5,656,034	90,517
Tosco/Solano Trns Mitig Fund	36,315	229	50,000	60,000	10,000
Child Development Fund	23,475,991	25,637,309	28,187,847	29,294,435	1,106,588
HUD NSP Fund	1,969	550,000	1,028,441	1,011,000	(17,441)
Used Oil Recycling Grant Fund	24,822	26,835	150,000	150,000	0
Conservation & Development Fund	22,736,210	24,001,510	33,207,315	33,360,213	152,899
CDD/PWD Joint Review Fee Fund	387,261	367,932	1,308,292	520,000	(788,292)
Drainage Deficiency Fund	90	112	2,324,690	2,350,690	26,000
Public Works Fund	856,164	1,600,551	6,245,300	1,502,300	(4,743,000)
DA Consumer Protection Fund	342,560	1,480,280	3,320,085	737,137	(2,582,948)
Domestic Violence Victim Asst Fund	125,000	129,300	169,317	152,664	(16,653)
Dispute Resolution Program Fund	241,920	246,921	180,000	180,000	0
Zero Tolerance- Domestic Violence Fund	427,943	524,910	839,080	634,447	(204,633)
DA Revenue Narcotics Fund	68,791	47,546	574,968	122,000	(452,968)
DA Environment/OSHA Fund	262,997	1,057,216	1,637,820	433,067	(1,204,753)
DA Forfeiture-Fed-DOJ Fund	49,010	25,457	225,450	16,800	(208,650)
Walden Green Maintenance Fund	51,631	60,261	632,150	211,078	(421,072)
R/Estate Fraud Prosecution Fund	836,155	1,091,574	620,593	560,000	(60,593)

ALL COUNTY FUNDS

Total Requirements Summary By Fund

	2015-16 Actuals	2016-17 Actuals	2017-18 Budget	2018-19 Recommended	2018-19 Change
CCC Dept Child Support Svcs Fund	18,483,654	18,495,951	18,605,644	18,769,093	163,449
Emergency Med Svcs Fund	2,230,070	1,486,246	2,493,588	1,571,549	(922,039)
AB75 Tobacco Tax Fund	0	0	51	0	(51)
Traffic Safety Fund	35,357	9,005	365,647	15,455	(350,192)
Public Protection-Spec Rev Fund	1,248,810	920,006	3,809,272	1,508,560	(2,300,712)
Sheriff Nar Forfeit-ST/Local Fund	324	94,831	206,470	100,000	(106,470)
Sheriff Forfeit-Fed-DoJ Fund	4	4	524,395	5,500	(518,895)
Sup Law Enforcement Svcs Fund	7,174,840	8,049,738	9,591,820	9,528,628	(63,192)
Sheriff Forfeit-Fed Treasury Fund	4	4	251,900	1,750	(250,150)
PROP 63 MH Svcs Fund	39,602,717	38,221,901	51,574,743	50,513,394	(1,061,349)
Prisoners Welfare Fund	1,413,438	1,442,651	3,466,554	1,585,235	(1,881,319)
Comm Coll Child Dev Fund	37,471	0	0	0	0
Probation Officers Special Fund	68,666	128,873	228,111	111,900	(116,211)
Automated Sys Development Fund	200,000	200,000	200,000	200,000	0
Property Tax Admin Fund	0	0	2,974,865	2,974,865	0
County Local Rev Fund	139,323,158	155,785,496	168,365,457	174,785,496	6,420,039
Obscene Matter-Minors Fund	0	0	400	400	0
IHSS Public Authority Fund	2,199,617	2,328,236	2,315,543	2,265,704	(49,839)
DNA Identification Fund	259,461	300,000	538,258	270,000	(268,258)
Comm Corr Performance Inctv Fund	2,553,910	3,452,823	4,584,144	4,584,144	0
NO Rich Wst&Rcvy Mitigation Fee Fund	1,146,301	463,167	1,097,909	600,000	(497,909)
L/M HSG Asset Fd-LMI Fund	251,973	376,120	10,702,000	11,255,150	553,150
Bailey Rd Mntc Surcharge Fund	187,833	187,357	2,387,924	2,610,392	222,468
Home Invstmt Ptnrshp Act Fund	424,068	2,562	392,876	300,000	(92,876)
County Library Fund	25,686,306	28,193,295	38,529,628	32,567,684	(5,961,944)
Casey Library Gift Fund	103	845	253,786	500	(253,286)
Hercules/Rodeo Crock Area of Benefit	7,253	0	25,100	5,000	(20,100)
West County Area of Benefit	54,540	34,176	30,100	5,000	(25,100)
North Richmond Area of Benefit	59,608	86,742	600,500	105,500	(495,000)
Martinez Area of Benefit	229,808	231,216	70,000	117,500	47,500
Briones Area of Benefit	79	24	5,100	76,100	71,000
Central Co Area of Benefit	557,467	(3,725)	170,000	21,000	(149,000)
So Walnut Creek Area of Benefit	2,647	1,020	30,100	5,100	(25,000)
Alamo Area of Benefit	(112,642)	25,296	210,000	50,200	(159,800)
South Co Area of Benefit	258,842	607,112	367,700	40,600	(327,100)
East County Area of Benefit	1,932,390	815,433	1,245,825	1,000,200	(245,625)
Bethel Island Area of Benefit	53,419	22,531	9,000	10,000	1,000

County Summary Information

ALL COUNTY FUNDS

Total Requirements Summary By Fund

	2015-16 Actuals	2016-17 Actuals	2017-18 Budget	2018-19 Recommended	2018-19 Change
County Childrens Fund	146,897	159,328	445,737	185,000	(260,737)
Animal Benefit Fund	195,700	176,259	998,697	510,000	(488,697)
CO-Wide Gang and Drug Fund	150,831	382,904	964,875	76,300	(888,575)
Livable Communities Fund	0	49,427	1,158,363	2,132,830	974,467
ARRA HUD Bldg Insp NPP Fund	671,921	759,165	1,136,126	805,700	(330,426)
Retirement UAAL Bond Fund	36,914,526	38,484,360	34,328,861	41,823,136	7,494,275
Ret Litgtn Stlmnt Dbt Svc Fund	2,759,911	2,759,911	2,759,911	2,759,911	0
Family Law Ctr-Debt Svc Fund	177,053	0	2,129,142	0	(2,129,142)
Central Identify Bureau Fund	2,145,247	3,431,573	4,117,481	2,437,000	(1,680,481)
SPRW Fund	597,004	691,235	4,252,031	4,345,174	93,143
RD Dvlpmnt Discovery Bay Fund	206,772	61,219	250,500	130,300	(120,200)
Road Imprvmt Fee Fund	968,294	1,898,339	3,201,000	3,600,000	399,000
RD DEVLPMNT RICH/EL SOBRT	73,026	38,995	160,500	50,300	(110,200)
ROAD DEVELOPMENT BAY POINT	216,244	444,756	54,000	20,800	(33,200)
RD DEVLPMNT PACHECO AREA	33,932	12,861	12,000	5,400	(6,600)
Airport Enterprise Fund	4,516,248	5,046,434	5,710,134	6,634,782	924,647
Sheriff Law Enf Training Fund	1,559,241	1,314,742	1,281,323	2,466,098	1,184,775
Childcare Enterprise Fund	0	0	74,089	74,089	0
Hospital Enterprise Fund	530,668,055	570,272,679	621,250,524	625,707,584	4,457,060
HMO Enterprise Fund	644,148,971	787,302,697	680,094,504	708,503,066	28,408,563
HMO Enterprise -Comm Plan Fund	84,057,318	75,459,132	71,203,642	74,972,774	3,769,132
Major Risk Med Insurance Fund	150	0	100,000	0	(100,000)
Fleet Internal Service Fund	11,063,530	11,853,469	14,556,374	15,537,244	980,870
Subtotal Non-General Fund	1,675,077,198	1,871,908,435	1,944,821,220	1,965,622,470	20,801,250
Total Requirements - All County Funds	3,010,170,876	3,274,499,095	3,591,464,245	3,576,868,633	(14,595,613)

ALL COUNTY FUNDS

Summary

	2015-16 Actuals	2016-17 Actuals	2017-18 Budget	2018-19 Recommended	2018-19 Change
SOURCES					
Taxes Current Property	359,627,607	382,178,273	389,961,012	410,973,351	21,012,339
Taxes Other Than Cur Prop	29,128,303	29,353,178	23,934,396	27,404,882	3,470,486
License/Permit/Franchises	29,604,318	30,516,189	27,954,629	28,412,712	458,083
Fines/Forfeits/Penalties	33,583,042	33,208,340	29,993,267	18,664,074	(11,329,193)
Use Of Money & Property	11,196,391	18,245,584	11,590,563	14,183,582	2,593,019
Intergovernmental Revenue	780,169,632	836,366,684	890,716,687	916,564,998	25,848,311
Charges For Services	241,038,161	243,117,354	279,972,106	278,723,272	(1,248,834)
Miscellaneous Revenue	338,796,787	367,985,406	429,126,570	441,848,560	12,721,990
Hospital/Hlth Plan Enterprise Funds	1,262,863,238	1,432,207,130	1,346,287,620	1,385,526,639	39,239,019
Enterprise Fund Subsidy	27,308,055	27,436,066	26,361,050	23,656,785	(2,704,265)
Total Revenue	3,113,315,534	3,400,614,204	3,455,897,900	3,545,958,855	90,060,955
Fund Balance (net)	(103,144,659)	(126,115,109)	135,566,346	30,909,777	(104,656,568)
TOTAL SOURCES	3,010,170,876	3,274,499,095	3,591,464,245	3,576,868,633	(14,595,613)
REQUIREMENTS					
Salaries And Benefits	1,161,216,160	1,216,782,690	1,357,673,048	1,419,238,255	61,565,207
Services And Supplies	1,373,715,422	1,426,230,946	1,528,036,403	1,519,665,015	(8,371,388)
Other Charges	325,381,533	441,527,564	412,304,528	421,460,897	9,156,369
Fixed Assets	15,528,914	29,535,790	101,989,388	34,300,412	(67,688,976)
Expenditure Transfers	134,328,846	160,422,105	183,531,634	172,204,054	(11,327,581)
Provisions For Contingencies	0	0	7,929,245	10,000,000	2,070,755
TOTAL REQUIREMENTS	3,010,170,876	3,274,499,095	3,591,464,245	3,576,868,633	(14,595,613)
Allocated Positions (FTE)	9,415	9,490	9,387	9,329	(58)

County Summary Information

ALL COUNTY AND DISTRICTS MAJOR FUNDS Major Fund: CONTRA COSTA FIRE Summary

	2015-16 Actuals	2016-17 Actuals	2017-18 Budget	2018-19 Recommended	2018-19 Change
SOURCES					
Taxes Current Property	103,177,488	110,596,574	113,325,530	121,019,400	7,693,870
Taxes Other Than Cur Prop	(608,284)	(313,116)	0	0	0
License/Permit/Franchises	0	0	0	0	0
Fines/Forfeits/Penalties	0	0	0	0	0
Use Of Money & Property	1,589	1,508	1,000	200	(800)
Intergovernmental Revenue	6,650,002	10,324,763	3,779,562	3,547,500	(232,062)
Charges For Services	22,155,795	55,372,588	53,001,222	56,258,722	3,257,500
Miscellaneous Revenue	19,241,468	18,155,677	18,016,589	21,009,718	2,993,129
Total Revenue	150,618,058	194,137,994	188,123,903	201,835,540	13,711,637
Fund Balance	(5,321,302)	(22,764,108)	38,623,370	685,099	(37,938,271)
TOTAL SOURCES	145,296,756	171,373,886	226,747,273	202,520,639	(24,226,634)
REQUIREMENTS					
Salaries And Benefits	83,603,910	88,010,281	110,305,526	104,413,381	(5,892,145)
Services And Supplies	25,151,865	44,918,244	63,339,359	48,765,876	(14,573,483)
Other Charges	16,920,095	17,868,566	30,848,293	24,218,050	(6,630,243)
Fixed Assets	456,884	2,581,626	3,371,154	4,238,614	867,460
Expenditure Transfers	19,164,002	17,995,168	18,882,941	20,884,718	2,001,777
Provisions For Contingencies	0	0	0	0	0
TOTAL REQUIREMENTS	145,296,756	171,373,886	226,747,273	202,520,639	(24,226,634)
Allocated Positions (FTE)	339	353	368	382	14

ALL COUNTY AND DISTRICTS MAJOR FUNDS

Major Fund: HMO ENTERPRISE FUND

Summary

	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2018-19 Change
SOURCES					
External Health Plan Revenue	660,635,586	792,172,322	680,094,504	708,503,066	28,408,562
Total Revenue	660,635,586	792,172,322	680,094,504	708,503,066	28,408,562
Fund Balance	(16,486,615)	(4,869,625)	0	0	0
TOTAL SOURCES	644,148,971	787,302,697	680,094,504	708,503,066	28,408,562
REQUIREMENTS					
Salaries and Benefits	20,455,022	23,087,975	27,748,363	26,796,529	(951,833)
Services and Supplies	593,040,325	614,999,843	572,431,903	597,091,462	24,659,559
Other Charges	30,653,624	149,214,879	79,914,238	84,615,075	4,700,837
TOTAL REQUIREMENTS	644,148,971	787,302,697	680,094,504	708,503,066	28,408,563
Allocated Positions (FTE)	185	194	194	180	(14)

County Summary Information

ALL COUNTY AND DISTRICT MAJOR FUNDS

Major Fund: HOSPITAL ENTERPRISE FUND

Summary

	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2018-19 Change
SOURCES					
Medicare Patient Services	37,794,007	41,861,975	41,949,648	42,376,870	427,222
Medi-Cal Patient Services	237,144,915	238,186,661	254,476,993	280,312,003	25,835,010
Hlth Plan Patient Svcs	147,123,200	164,810,672	160,491,853	148,480,213	(12,011,640)
Private Pay Patient Svcs	10,812,657	9,920,628	10,224,190	10,308,146	83,956
Interdept Patient Svcs	6,194,582	6,189,168	6,747,385	4,773,496	(1,973,889)
Other Hospital Revenues	51,257,846	67,722,717	89,642,045	83,330,253	(6,311,792)
Charges To Gen Fund Units	27,729,425	27,957,707	26,442,008	28,997,279	2,555,271
External Health Plan Revenue	6,437,774	8,794,285	6,356,386	6,557,557	201,171
Enterprise Fund Subsidy	23,071,767	23,699,778	22,374,762	19,670,497	(2,704,265)
Schools Funds Revenue	2,545,254	901,270	2,545,254	901,270	(1,643,984)
Total Revenue	550,111,427	590,044,861	621,250,524	625,707,584	4,457,060
Fund Balance	(19,443,371)	(19,772,182)	0	0	0
TOTAL SOURCES	530,668,056	570,272,679	621,250,524	625,707,584	4,457,060
REQUIREMENTS					
Salaries And Benefits	341,857,787	362,101,641	374,314,697	407,755,625	33,440,928
Services And Supplies	188,470,257	207,892,467	194,692,378	201,674,797	6,982,419
Other Charges	340,011	278,570	12,429,289	12,631,095	201,806
Fixed Assets	(0)	(0)	39,814,160	3,646,067	(36,168,093)
TOTAL REQUIREMENTS	530,668,055	570,272,679	621,250,524	625,707,584	4,457,060
Allocated Positions (FTE)	2,494	2,475	2,285	2,286	1

ALL COUNTY AND DISTRICT MAJOR FUNDS

ALL NON-MAJOR FUNDS

Summary

	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2018-19 Change
SOURCES					
Other Hospital Revenues	2,389,272	1,916,816	2,387,583	1,916,804	(470,779)
External Health Plan Revenue	72,798,790	71,728,633	64,829,771	69,069,682	4,239,911
Enterprise Fund Subsidy	4,236,288	3,736,288	3,986,288	3,986,288	0
Major Risk Med Ins Revenue	(69)	44,276	100,000	0	(100,000)
Taxes Current Property	24,874,766	26,445,675	27,106,012	28,673,351	1,567,339
Taxes Other Than Cur Prop	(138,671)	(71,541)	(145,604)	(75,118)	70,486
License/Permit/Franchises	16,461,871	17,737,015	17,135,162	17,894,124	758,962
Fines/Forfeits/Penalties	5,976,433	5,400,889	5,350,088	4,824,364	(525,724)
Use Of Money & Property	5,423,569	8,242,545	6,307,918	7,105,032	797,114
Intergovernmental Revenue	264,424,578	294,149,555	311,854,360	330,606,523	18,752,163
Charges For Services	20,926,536	18,811,914	26,574,914	21,274,911	(5,300,003)
Miscellaneous Revenue	77,006,038	91,980,910	113,814,691	112,726,081	(1,088,610)
Total Revenue	494,379,401	540,122,975	579,301,183	598,002,042	18,700,859
Fund Balance (net)	5,880,771	(25,789,916)	64,175,008	33,409,777	(30,765,231)
TOTAL SOURCES	500,260,171	514,333,059	643,476,192	631,411,819	(12,064,372)
REQUIREMENTS					
Salaries And Benefits	67,480,102	69,111,744	81,600,665	85,003,379	3,402,714
Services And Supplies	137,354,510	121,484,069	183,676,779	165,698,533	(17,978,246)
Other Charges	66,567,797	67,513,617	73,978,729	77,549,715	3,570,985
Fixed Assets	1,058,400	1,534,278	6,749,428	8,347,500	1,598,072
Expenditure Transfers	227,799,363	254,689,352	297,470,590	294,812,693	(2,657,898)
TOTAL REQUIREMENTS	500,260,171	514,333,059	643,476,192	631,411,819	(12,064,372)
Allocated Positions (FTE)	695	709	733	702	(31)

County Summary Information

ALL COUNTY AND DISTRICTS MAJOR FUNDS

Major Fund: GENERAL FUND - All Functional Groups

Summary

	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2018-19 Change
SOURCES					
Taxes Current Property	334,752,841	355,732,598	362,855,000	382,300,000	19,445,000
Taxes Other Than Cur Prop	29,266,974	29,424,719	24,080,000	27,480,000	3,400,000
License/Permit/Franchises	13,142,447	12,779,175	10,819,467	10,518,588	(300,879)
Fines/Forfeits/Penalties	27,606,609	27,807,452	24,643,179	13,839,710	(10,803,469)
Use Of Money & Property	5,772,823	10,003,039	5,282,645	7,078,550	1,795,905
Intergovernmental Revenue	515,745,054	542,217,129	578,862,326	585,958,474	7,096,148
Charges For Services	220,111,624	224,305,439	253,397,192	257,448,361	4,051,169
Miscellaneous Revenue	261,790,749	276,004,496	315,311,879	329,122,479	13,810,600
Total Revenue	1,408,189,121	1,478,274,047	1,575,251,688	1,613,746,163	38,494,474
Fund Balance	(73,095,444)	(75,683,387)	71,391,337	(2,500,000)	(73,891,337)
TOTAL SOURCES	1,335,093,678	1,402,590,660	1,646,643,026	1,611,246,163	(35,396,863)
REQUIREMENTS					
Salaries And Benefits	731,423,249	762,481,329	874,009,322	899,682,721	25,673,399
Services And Supplies	454,850,330	481,854,567	577,235,343	555,200,223	(22,035,120)
Other Charges	227,820,101	224,520,499	245,982,271	246,665,012	682,741
Fixed Assets	14,470,514	28,001,512	55,425,800	22,306,845	(33,118,955)
Expenditure Transfers	(93,470,517)	(94,267,247)	(113,938,956)	(122,608,639)	(8,669,683)
Provisions For Contingencies	0	0	7,929,245	10,000,000	2,070,755
TOTAL REQUIREMENTS	1,335,093,678	1,402,590,660	1,646,643,026	1,611,246,163	(35,396,863)
Allocated Positions (FTE)	6,041	6,112	6,175	6,161	(14)

ALL COUNTY AND DISTRICTS MAJOR FUNDS

Major Fund: GENERAL FUND - *General Government Functional Group*

Summary

	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2018-19 Change
SOURCES					
Taxes Current Property	334,752,841	355,732,598	362,855,000	382,300,000	19,445,000
Taxes Other Than Cur Prop	29,266,974	29,424,719	24,080,000	27,480,000	3,400,000
License/Permit/Franchises	10,879,071	10,859,842	8,988,967	8,705,952	(283,015)
Fines/Forfeits/Penalties	23,592,655	23,907,324	21,030,850	10,619,000	(10,411,850)
Use Of Money & Property	5,298,228	9,539,281	4,982,261	6,627,799	1,645,538
Intergovernmental Revenue	21,292,951	28,613,576	28,051,193	28,346,874	295,681
Charges For Services	87,905,181	95,556,667	94,394,532	98,732,230	4,337,698
Miscellaneous Revenue	61,218,976	54,751,995	63,183,497	61,722,691	(1,460,806)
Total Revenue	574,206,878	608,386,004	607,566,299	624,534,545	16,968,246
Fund Balance	(349,328,198)	(361,988,544)	(257,556,145)	(330,041,516)	(72,485,371)
TOTAL SOURCES	224,878,679	246,397,459	350,010,154	294,493,029	(55,517,125)
REQUIREMENTS					
Salaries And Benefits	120,553,309	125,636,626	151,555,289	155,554,254	3,998,964
Services And Supplies	136,343,722	146,801,663	186,150,383	171,680,412	(14,469,970)
Other Charges	43,190,232	41,468,782	51,111,835	50,267,540	(844,295)
Fixed Assets	11,785,759	20,152,537	50,749,125	18,678,109	(32,071,016)
Expenditure Transfers	(86,994,342)	(87,662,148)	(97,485,723)	(111,687,286)	(14,201,563)
Provisions For Contingencies	0	0	7,929,245	10,000,000	2,070,755
TOTAL REQUIREMENTS	224,878,679	246,397,459	350,010,154	294,493,029	(55,517,125)
Allocated Positions (FTE)	1,067	1,080	1,112	1,127	15

County Summary Information

ALL COUNTY AND DISTRICTS MAJOR FUNDS

Major Fund: GENERAL FUND - *Health and Human Services Functional Group*

Summary

	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2018-19 Change
SOURCES					
License/Permit/Franchises	401,274	191,575	171,000	155,746	(15,254)
Fines/Forfeits/Penalties	788,928	910,135	1,093,377	753,078	(340,299)
Use Of Money & Property	474,594	463,758	300,384	450,751	150,367
Intergovernmental Revenue	393,806,131	407,067,419	442,874,157	444,302,347	1,428,190
Charges For Services	86,866,811	85,850,548	113,206,087	113,666,353	460,266
Miscellaneous Revenue	148,505,630	156,812,366	188,030,668	203,589,577	15,558,909
Total Revenue	630,843,368	651,295,800	745,675,673	762,917,852	17,242,179
Fund Balance	105,702,635	115,848,257	119,131,973	122,688,516	3,283,716
TOTAL SOURCES	736,546,003	767,144,057	864,807,646	885,606,368	97,663,588
REQUIREMENTS					
Salaries And Benefits	312,614,795	327,128,704	381,155,778	394,275,073	13,119,295
Services And Supplies	270,573,636	284,763,189	329,837,361	332,768,564	2,931,203
Other Charges	159,077,973	160,640,108	169,247,802	171,050,986	1,803,184
Fixed Assets	1,018,308	1,940,884	1,470,000	1,074,952	(395,048)
Expenditure Transfers	(6,738,710)	(7,328,827)	(16,903,296)	(13,563,208)	3,340,088
TOTAL REQUIREMENTS	736,546,003	767,144,057	864,807,646	885,606,368	20,798,722
Allocated Positions (FTE)	3,209	3,231	3,244	3,208	(36)

ALL COUNTY AND DISTRICTS MAJOR FUNDS

Major Fund: GENERAL FUND - Law and Justice Functional Group

Summary

	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2018-19 Change
SOURCES					
License/Permit/Franchises	1,862,102	1,727,758	1,659,500	1,656,890	(2,610)
Fines/Forfeits/Penalties	3,225,026	2,989,992	2,518,952	2,467,632	(51,320)
Intergovernmental Revenue	100,645,972	106,536,135	107,936,977	113,309,254	5,372,277
Charges For Services	45,339,633	42,898,224	45,796,574	45,049,779	(746,795)
Miscellaneous Revenue	52,066,144	64,440,135	64,097,714	63,810,211	(287,503)
Total Revenue	203,138,876	218,592,243	222,009,717	226,293,766	4,284,049
Fund Balance	170,530,120	170,456,900	209,815,509	204,853,000	(4,962,509)
TOTAL SOURCES	373,668,995	389,049,143	431,825,226	431,146,766	(678,460)
REQUIREMENTS					
Salaries And Benefits	298,255,146	309,716,000	341,298,255	349,853,395	8,555,140
Services And Supplies	47,932,972	50,289,715	61,247,600	50,751,247	(10,496,353)
Other Charges	25,551,896	22,411,609	25,622,634	25,346,486	(276,148)
Fixed Assets	1,666,446	5,908,091	3,206,675	2,553,784	(652,891)
Expenditure Transfers	262,536	723,728	450,062	2,641,854	2,191,792
TOTAL REQUIREMENTS	373,668,995	389,049,143	431,825,226	431,146,766	(678,460)
Allocated Positions (FTE)	1,766	1,800	1,820	1,827	7

County Summary Information

GENERAL FUND

Summary of Expenditures and Revenues with Compensation Information

General Fund	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	762,481,329	874,009,322	906,791,549	899,682,721	(7,108,828)
Services And Supplies	481,854,567	577,235,343	554,022,291	555,200,223	1,177,932
Other Charges	224,520,499	245,982,271	246,665,012	246,665,012	0
Fixed Assets	28,001,512	55,425,800	22,306,845	22,306,845	0
Provisions For Contingencies	0	7,929,245	10,000,000	10,000,000	0
Expenditure Transfers	(94,267,247)	(113,938,956)	(122,953,969)	(122,608,639)	345,330
Expense Total	1,402,590,660	1,646,643,026	1,616,831,729	1,611,246,163	(5,585,566)
Revenue					
Other Local Revenue	889,859,181	944,288,588	952,791,266	954,686,759	1,895,493
Federal Assistance	253,573,670	288,234,537	286,145,484	286,145,484	0
State Assistance	334,841,196	365,228,563	372,913,919	372,913,919	0
Revenue Total	1,478,274,047	1,597,751,688	1,611,850,670	1,613,746,163	1,895,493
Net County Cost (NCC):	(75,683,387)	48,891,337	4,981,059	(2,500,000)	(7,481,059)
Allocated Positions (FTE)	6,111.5	6,174.9	6,164.1	6,161.3	(2.8)
Financial Indicators					
Salaries as % of Total Exp	54%	53%	56%	56%	
% Change in Total Exp		17%	(2%)	0%	
% Change in Total Rev		8%	1%	0%	
% Change in NCC		(165%)	(90%)	(150%)	
Compensation Information					
Permanent Salaries	401,729,049	473,295,697	495,527,595	491,751,449	(3,776,146)
Temporary Salaries	19,278,432	10,087,190	9,431,216	9,431,216	0
Permanent Overtime	21,610,059	14,872,489	15,630,243	15,630,243	0
Deferred Comp	3,286,053	4,699,837	5,101,330	5,035,726	(65,604)
Hrly Physician Salaries	168,842	159,586	158,954	158,954	0
Perm Physicians Salaries	2,538,016	3,280,750	4,581,940	4,581,940	0
Perm Phys Addnl Duty Pay	21,189	25,953	16,934	16,934	0
Comp & SDI Recoveries	(2,035,047)	(1,412,225)	(1,820,800)	(1,820,800)	0
FICA/Medicare	26,243,001	30,725,309	31,417,666	31,445,815	28,149
Ret Exp-Pre 97 Retirees	1,896,872	2,074,940	2,077,689	2,077,689	0
Retirement Expense	167,552,598	199,966,403	208,482,068	205,918,650	(2,563,418)
Excess Retirement	173,838	170,705	170,705	170,705	0
Employee Group Insurance	57,641,077	72,077,059	74,160,536	73,579,930	(580,606)
Retiree Health Insurance	30,125,134	30,774,380	30,709,192	30,709,192	0
OPEB Pre-Pay	13,766,197	13,807,986	13,807,986	13,807,986	0
Unemployment Insurance	1,181,125	1,018,550	274,134	299,898	25,764
Workers Comp Insurance	17,301,136	18,384,715	17,064,163	16,887,195	(176,968)
Labor Received/Provided	3,758	0	(1)	0	1

GENERAL PURPOSE REVENUE DISTRIBUTION

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 2018-19 is \$447,622,000 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

	2017-18 Recommended	Share of Total	2018-19 Recommended	Share of Total
Agriculture-Weights/Measures	2,206,000	0.5%	2,531,000	0.6%
Animal Services	4,249,000	1.0%	4,699,000	1.0%
Assessor	16,000,000	3.7%	16,000,000	3.6%
Auditor-Controller	4,028,000	0.9%	4,158,000	0.9%
Board Of Supervisors	7,000,000	1.6%	7,270,000	1.6%
Capital Improvements	16,500,000	3.8%	16,500,000	3.7%
Central Support Services:	6,843,000	1.6%	6,891,000	1.5%
Clerk-Recorder Elections	5,000,000	1.1%	5,000,000	1.1%
Conflict Defense Services	5,250,000	1.2%	5,007,000	1.1%
Conservation & Development	785,000	0.2%	785,000	0.2%
Contingency Reserve	10,000,000	2.3%	10,000,000	2.2%
County Administrator	7,060,000	1.6%	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	<0.1%	95,000	<0.1%
District Attorney	19,550,000	4.5%	20,550,000	4.6%
Employee/Retiree Benefits	5,500,000	1.3%	5,500,000	1.2%
Employment and Human Services	22,658,000	5.2%	26,910,000	6.0%
Health Services	95,000,000	21.8%	96,505,000	21.6%
Human Resources	3,204,000	0.7%	3,511,000	0.8%
Justice System Development/Planning	2,790,000	0.6%	1,790,000	0.4%
Probation	46,300,000	10.6%	46,300,000	10.3%
Public Defender	22,500,000	5.2%	23,932,000	5.3%
Public Works	26,917,000	6.2%	26,973,000	6.0%
Sheriff-Coroner	87,350,000	20.1%	90,350,000	20.2%
Superior Court Related Functions	11,170,000	2.6%	12,225,000	2.7%
Treasurer-Tax Collector	2,403,000	0.6%	2,403,000	0.5%
Veterans Service	1,117,000	0.3%	1,117,000	0.2%
	435,035,000	100.0%	447,622,000	100.0%

GENERAL PURPOSE REVENUE DISTRIBUTION

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. Growth in General Purpose Revenue and other revenue was not sufficient to fund all Baseline requests, including a net of \$7.5 million in the FY 2018-19 Baseline Budget. Detailed recommendations are identified within each departmental write-up and summarized in the Countywide Program Modification List found in the Appendix on page 531.

Comparison of Share between Recommended Budget and Baseline Request

	2018-19 Baseline	Share of Total	2018-19 Recommended	Share of Total
Agriculture-Weights/Measures	2,647,101	0.6%	2,531,000	0.6%
Animal Services	4,699,000	1.0%	4,699,000	1.0%
Assessor	17,025,202	3.7%	16,000,000	3.6%
Auditor-Controller	4,158,000	0.9%	4,158,000	0.9%
Board Of Supervisors	7,235,694	1.6%	7,270,000	1.6%
Capital Improvements	16,500,000	3.6%	16,500,000	3.7%
Central Support Services	7,013,866	1.5%	6,891,000	1.5%
Clerk-Recorder Elections	5,000,000	1.1%	5,000,000	1.1%
Conflict Defense Services	5,007,000	1.1%	5,007,000	1.1%
Conservation & Development	785,000	0.2%	785,000	0.2%
Contingency Reserve	10,000,000	2.2%	10,000,000	2.2%
County Administrator	7,060,000	1.6%	7,060,000	1.6%
County Counsel	3,022,053	0.7%	3,000,000	0.7%
Crockett-Rodeo Revenues	560,000	0.1%	560,000	0.1%
Department Of Information Technology	95,000	<0.1%	95,000	<0.1%
District Attorney	19,543,308	4.3%	20,550,000	4.6%
Employee/Retiree Benefits	5,500,000	1.2%	5,500,000	1.2%
Employment and Human Services	28,904,086	6.4%	26,910,000	6.0%
Health Services	96,505,000	21.2%	96,505,000	21.6%
Human Resources	3,511,000	0.8%	3,511,000	0.8%
Justice System Development/Planning	1,790,000	0.4%	1,790,000	0.4%
Probation	47,339,690	10.4%	46,300,000	10.3%
Public Defender	23,465,594	5.2%	23,932,000	5.3%
Public Works	26,917,000	5.9%	26,973,000	6.0%
Sheriff-Coroner	95,074,465	20.9%	90,350,000	20.2%
Superior Court Related Functions	12,225,000	2.7%	12,225,000	2.7%
Treasurer-Tax Collector	2,403,000	0.5%	2,403,000	0.5%
Veterans Service	1,117,000	0.2%	1,117,000	0.2%
	455,103,059	100.0%	447,622,000	100.0%

¹ The difference between the total Baseline Request and total General Purpose Revenue is the funding augmentation/program reductions described in the individual Department narratives beginning on page 47.

REVENUE DISTRIBUTION

As shown below, the majority of General Purpose Revenue is allocated to a handful of County Departments/Program areas; in fact, 81.3% 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

	2018-19 Baseline	Share of Total	2018-19 Recommended	Share of Total	
Health Services	96,505,000	21.2%	96,505,000	21.6%	81.3%
Sheriff-Coroner	95,074,465	20.9%	90,350,000	20.2%	
Probation	47,339,690	10.4%	46,300,000	10.3%	
Public Works	26,917,000	5.9%	26,973,000	6.0%	
Employment and Human Services	28,904,086	6.4%	26,910,000	6.0%	
Public Defender	23,465,594	5.2%	23,932,000	5.3%	
District Attorney	19,543,308	4.3%	20,550,000	4.6%	
Capital Improvements	16,500,000	3.6%	16,500,000	3.7%	
Assessor	17,025,202	3.7%	16,000,000	3.6%	
Superior Court Related Functions	12,225,000	2.7%	12,225,000	2.7%	18.7%
Contingency Reserve	10,000,000	2.2%	10,000,000	2.2%	
Board Of Supervisors	7,235,694	1.6%	7,270,000	1.6%	
County Administrator	7,060,000	1.6%	7,060,000	1.6%	
Central Support Services:	7,013,866	1.5%	6,891,000	1.5%	
Employee/Retiree Benefits	5,500,000	1.2%	5,500,000	1.2%	
Conflict Defense Services	5,007,000	1.1%	5,007,000	1.1%	
Clerk-Recorder Elections	5,000,000	1.1%	5,000,000	1.1%	
Animal Services	4,699,000	1.0%	4,699,000	1.0%	
Auditor-Controller	4,158,000	0.9%	4,158,000	0.9%	
Human Resources	3,511,000	0.8%	3,511,000	0.8%	
County Counsel	3,022,053	0.7%	3,000,000	0.7%	
Agriculture-Weights/Measures	2,647,101	0.6%	2,531,000	0.6%	
Treasurer-Tax Collector	2,403,000	0.5%	2,403,000	0.5%	
Justice System Development/Planning	1,790,000	0.4%	1,790,000	0.4%	
Veterans Service	1,117,000	0.2%	1,117,000	0.2%	
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	<0.1%	95,000	<0.1%	
	455,103,059 ¹	100.0%	447,622,000	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 47.

County Summary Information

ALL FUNDS

Appropriations By Department

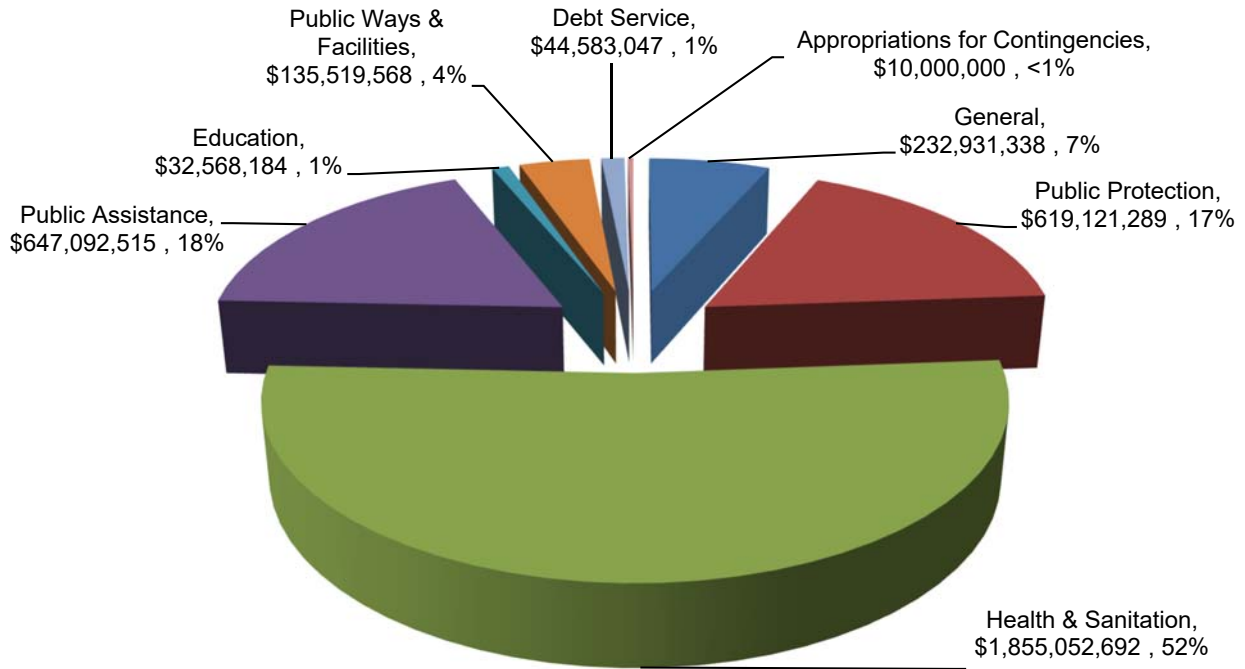
The following table shows total appropriations by Department regardless of the funding source. Please note that several Departments – such as the Library and Child Support Services – do not appear in the preceding charts because they do not receive any General Purpose Revenue.

	2018-19 Baseline	2018-19 Recommended	Difference
County Departments			
Agriculture-Weights/Measures	6,355,988	6,239,887	(116,101)
Animal Services	12,803,607	12,803,607	0
Assessor	21,462,162	20,436,960	(1,025,202)
Auditor-Controller	10,503,033	10,503,033	0
Board Of Supervisors	8,272,273	8,306,579	34,306
Capital Improvements	18,123,000	18,123,000	0
Central Support Services:	13,339,284	13,216,418	(122,866)
Child Support Services	18,769,093	18,769,093	0
Clerk-Recorder Elections	26,610,673	26,610,673	0
Conservation & Development	69,874,097	69,874,097	0
Contingency Reserve	10,000,000	10,000,000	0
County Administrator	17,171,589	17,171,589	0
County Counsel	7,742,779	7,720,726	(22,053)
Conflict Defense Services	5,007,000	5,007,000	0
Crockett-Rodeo Revenues	560,000	560,000	0
Department Of Information Technology	9,721,680	9,721,680	0
District Attorney	44,132,521	46,179,621	2,047,100
Debt Services	44,583,047	44,583,047	0
Employee/Retiree Benefits	5,500,000	5,500,000	0
Employment and Human Services	502,779,195	500,785,109	(1,994,086)
Health Services	1,880,280,156	1,880,280,156	0
Human Resources	12,376,646	12,376,646	0
Justice System Development/Planning	8,566,646	8,566,646	0
Library	32,568,184	32,568,184	0
Probation	89,897,075	88,985,942	(911,133)
Public Defender	26,861,986	27,663,734	801,748
Public Safety Realignment	174,785,496	174,785,496	0
Public Works	224,255,394	225,222,784	967,390
Sheriff-Coroner	253,764,339	249,039,874	(4,724,465)
Superior Court Related Functions	18,345,144	18,345,144	0
Treasurer-Tax Collector	5,511,865	5,511,865	0
Veterans Service	1,410,043	1,410,043	0
Total County	3,581,933,995	3,576,868,633	(5,065,362)
Special Districts			
Ccc Fire Protection District	157,212,679	157,849,556	636,877
CCCYPD EMS Transport Fund	43,584,555	44,671,083	1,086,528
Crockett/Carquinez Fire	612,176	612,176	0
Special Districts (Other Than Fire)	174,649,719	174,649,719	0
Appropriations Grand Total	3,957,993,124	3,954,651,167	(3,341,957)

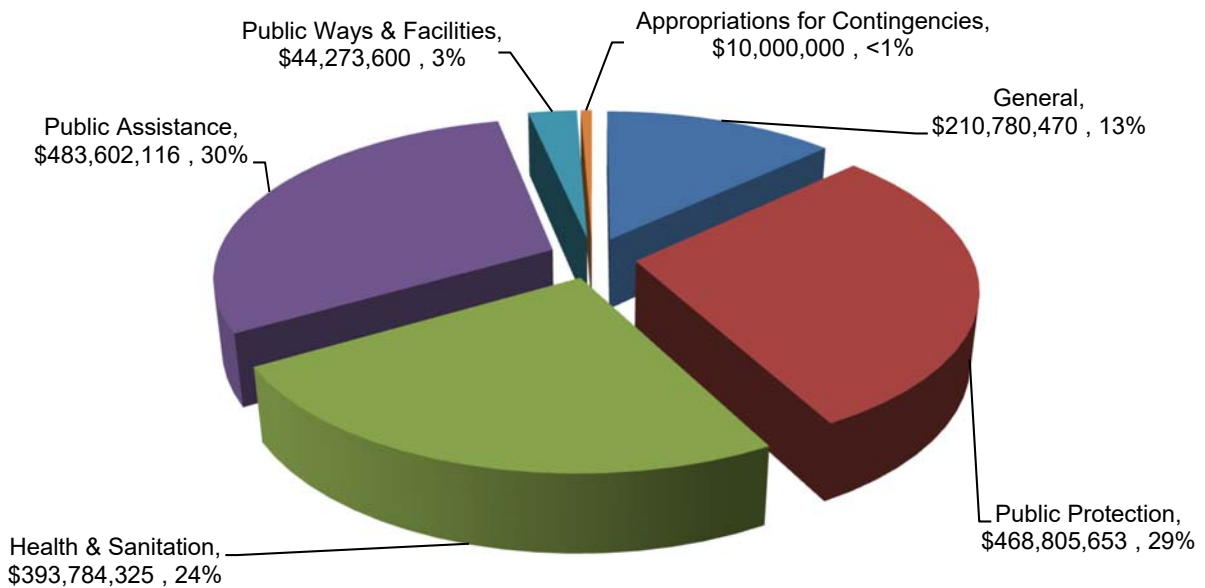
APPROPRIATIONS BY STATE FUNCTION CODE

Many Departments provide more than one area of service. The charts below categorize total County Appropriations by State Function Code.

ALL FUNDS: \$3.57 Billion



GENERAL FUND: \$1.61 Billion



County Summary Information

ALL COUNTY FUNDS

Position Summary

The table below provides FTE positions for all funds for two prior years (2015-16 and 2016-17 Actuals), current year (2017-18 Budget), Projected Year (2018-19 Baseline), and for the 2018-19 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. Agriculture-Weights/Measures and Central Support Services have a decrease of 1 FTE each, District Attorney has an increase of 14 FTE, Employment and Human Services has a net decrease of 37 (increase of 11 social work and support positions, elimination of 39 vacant/unfunded positions, and elimination of 9 filled positions), Health Services and Probation have an increase of 1 FTE each, Public Defender increase of 8 FTEs, Public Works 17 FTEs, Sheriff-Coroner a decrease of 4 FTEs, Contra Costa County Fire Protection District increase of 10, CCC Fire Protection District Transport increase of 4 FTEs.

	2015-16 Actuals	2016-17 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Net Change
County Departments						
Agriculture-Weights/Measures	41	41	44	42	41	(1)
Animal Services	84	84	89	77	77	0
Assessor	122	122	122	122	122	0
Auditor-Controller	57	57	60	60	60	0
Board Of Supervisors	31	32	32	32	32	0
Central Support Services	43	43	43	45	44	(1)
Child Support Services	171	171	171	143	143	0
Clerk-Recorder Elections	84	83	83	83	83	0
Conservation & Development	167	170	173	173	173	0
County Administrator	33	34	34	33	33	0
County Counsel	50	50	50	51	51	0
Dpt of Information Technology	78	79	82	82	82	0
District Attorney	201	206	206	206	220	14
Employ't and Human Services	2,234	2,234	2,009	2,009	1,972	(37)
Health Services	3,767	3,778	3,825	3,810	3,811	1
Human Resources	47	48	52	52	52	0
Justice System Dev/Planning	3	3	5	5	5	0
Library	180	194	198	198	198	0
Probation	351	357	367	367	368	1
Public Defender	106	109	115	115	123	8
Public Works	500	508	528	528	545	17
Sheriff-Coroner	1,032	1,050	1,062	1,062	1,058	(4)
Treasurer-Tax Collector	28	30	30	30	30	0
Veterans Service	9	10	10	10	10	0
Total County FTE	9,415	9,490	9,387	9,331	9,329	(2)
Special Districts						
CCC Fire District-Consolidated	339	353	361	361	371	10
CCCYPD Ems Transport Fund	0	0	7	7	11	4
Special Districts (Not Fire)	18	18	16	17	17	0
All Funds FTE	9,772	9,860	9,770	9,715	9,728	12

GENERAL FUND

Position Summary

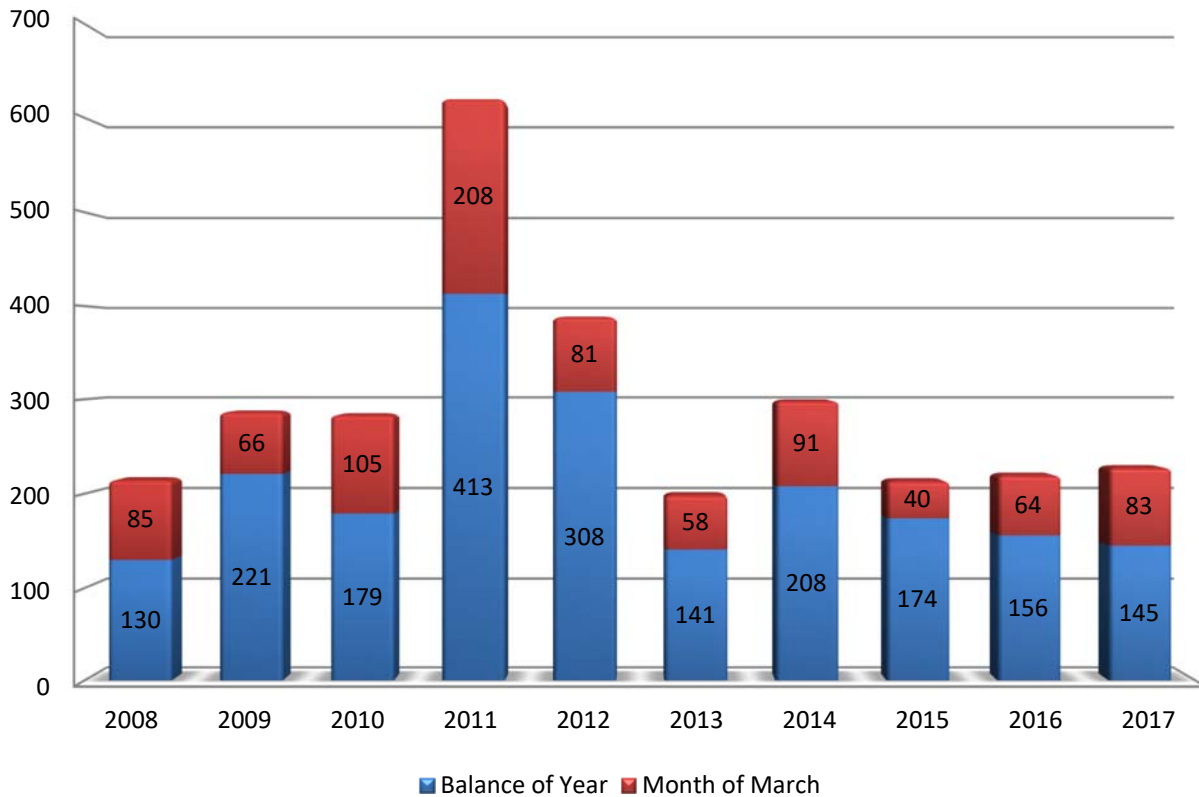
The table below provides FTE positions for the General Fund for two prior years (2015-16 and 2016-17 Actuals), current year (2017-18 Budget), Projected Year (2018-19 Baseline), and for the 2018-19 Recommended Budget. These figures are independently rounded by Department.

	<u>2015-16 Actuals</u>	<u>2016-17 Actuals</u>	<u>2017-18 Budget</u>	<u>2018-19 Baseline</u>	<u>2018-19 Recommended</u>	<u>Net Change</u>
General Fund Departments						
Agriculture-Weights/Measures	41	41	44	42	41	(1)
Animal Services	84	84	89	77	77	0
Assessor	122	122	122	122	122	0
Auditor-Controller	57	57	60	60	60	0
Board Of Supervisors	32	32	32	32	32	0
Central Support Services	42	43	43	45	44	(1)
Clerk-Recorder Elections	73	72	72	72	72	0
Conservation & Development	1	2	2	2	2	0
County Administrator	33	34	34	33	33	0
County Counsel	50	50	50	51	51	0
Dept Of Information Techn	78	79	82	82	82	0
District Attorney	201	206	206	206	220	14
Employment and Human Svc	2,112	2,112	1,888	1,891	1,854	(37)
Health Services	1,088	1,109	1,346	1,345	1,345	0
Human Resources	47	48	52	52	52	0
Justice System Dev/Planning	3	3	5	5	5	0
Probation	351	357	367	367	368	1
Public Defender	106	109	115	115	123	8
Public Works	465	473	490	490	507	17
Sheriff-Coroner	1022	1042	1039	1039	1035	(4)
Treasurer-Tax Collector	28	30	30	30	30	0
Veterans Service	9	10	10	10	10	0
Total General Fund FTEs	6,041	6,112	6,175	6,164	6,161	(3)

EMPLOYEE RETIREMENT RATE INFORMATION

The County continues to carry a 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 2008-2017

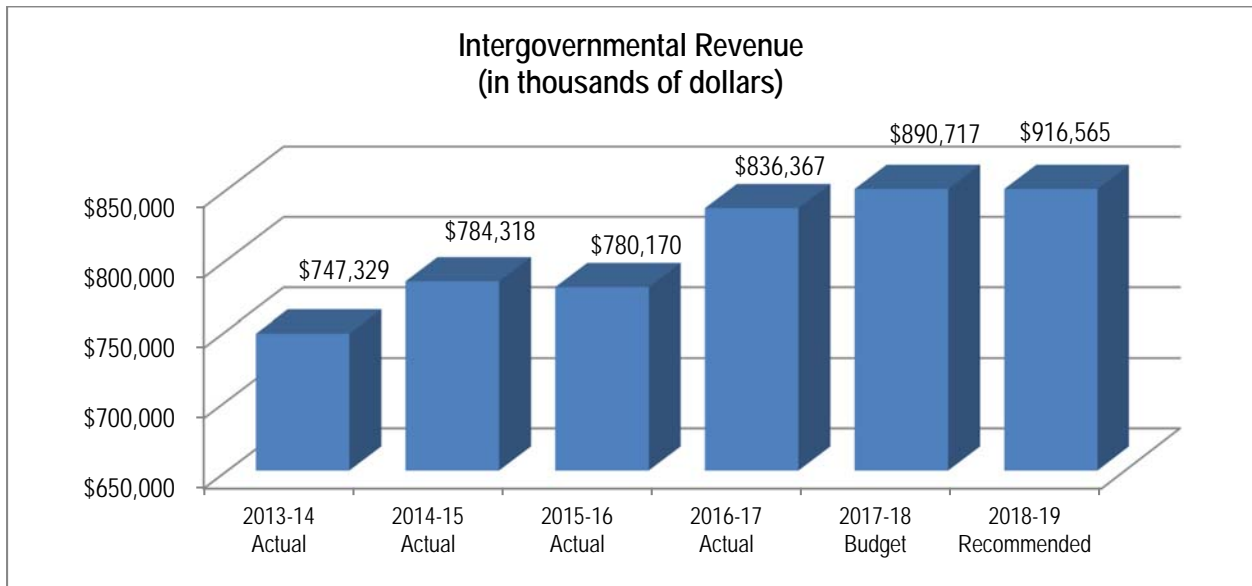


ALL COUNTY FUNDS

Discussion of Major Revenue Sources:

Intergovernmental Revenue: \$916.5 Million/25.8% 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 (\$227.9 million): Contra Costa’s total Realignment-Sales Tax revenue is budgeted at \$227.9 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 \$7.7 billion to local governments to fund various criminal justice, mental health and social services programs in the current year and \$8.01 billion is estimated in the FY 2018-19. In FY 2018-19, Contra Costa County’s share of community corrections base allocation will be increased; however, while our “Base” is increasing in FY 2018-19 over FY 2017-18, the percentage share that our County receives of the statewide allocation remains 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 2018-19, based on current estimates in the Governor’s January Proposed Budget.

ALL COUNTY FUNDS

Discussion of Major Revenue Sources

Intergovernmental Revenue *(continued)*

Federal Aid (\$212.7 million): The County is projecting to receive federal aid for a variety of programs in FY 2018-19. The largest source provides support for CalWorks and CalFresh in the Employment and Human Services Department (\$81.0 million), which is distributed based in part on caseload, program allocation and time studies. Some of the other programs are: adoptions (\$7.6 million), child boarding homes (\$11.6 million), community services administration (\$31.3 million), other Federal Aid (\$16.9 million), employment and training (\$6.8 million), family maintenance (\$10.0 million), highway construction monies (\$7.1 million), and HUD Block Grants (\$13.8 million).

State Aid Public Safety Services (\$81.7 million): The half-cent public safety tax was approved by the voters in 1993 to permanently extend a temporary state tax that had been enacted to offset the state's fiscal crisis. The state controller forwards the revenue to each county on the basis of that county's share of statewide taxable sales. The county auditor then distributes to its local agencies via a formula based on the amount of property tax lost to previous state expropriations by ERAF (Educational Revenue Augmentation Funding). Revenues can only be used for specified public safety purposes. In Contra Costa they are allocated to the departments of the Sheriff and District Attorney. The County's sales tax consultants project that these revenues will increase in FY 2018-19 due to an increase in the County's pro-rata share of Proposition 172 statewide sales tax receipts. The increase over the current year budgeted figures is \$1.7 million.

State Aid Realignment-Mental Health (\$27.6 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 \$7.7 billion to local governments to fund various criminal justice, mental health and social services programs in the current year and \$8.01 billion is estimated in the FY 2018-19. Contra Costa's total Realignment – Mental Health is budgeted at \$27.6 million for FY 2018-19. 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.

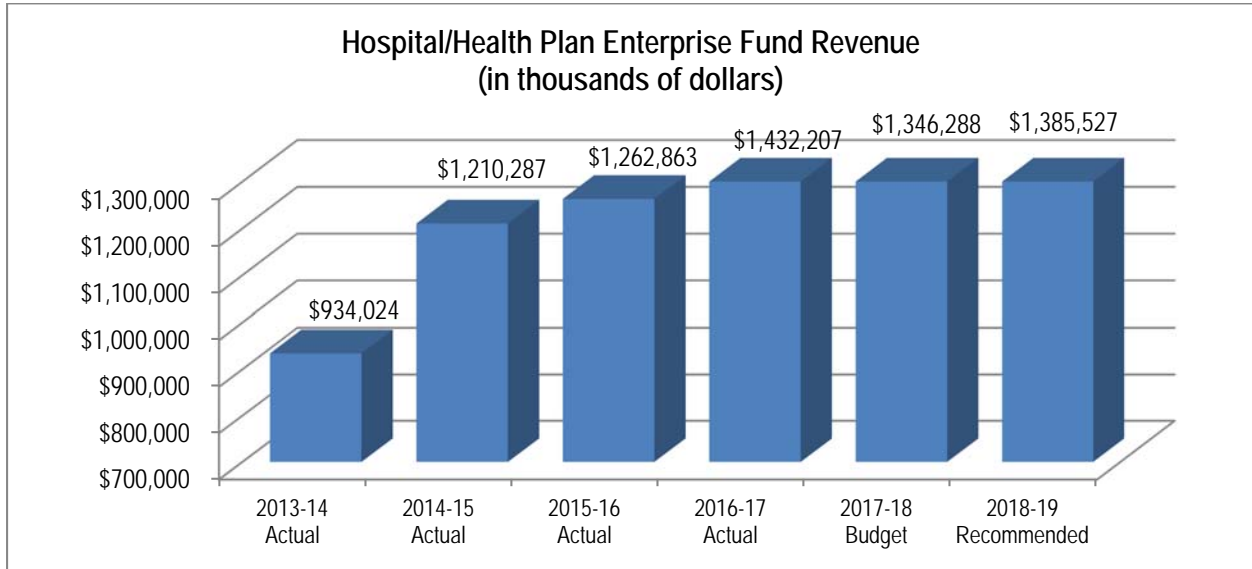
Title IV-D Revenues (\$18.7 million): Child Support Services is projecting to receive just under \$19 million in federal funds in FY 2018-19. This is a federal funding source and is projected by the Child Support Services Department based upon performance and current year expenses, due mainly to flat expenditures; projected revenue growth is flat as well.

ALL COUNTY FUNDS

Discussion of Major Revenue Sources

Hospital/Health Plan Revenue: \$1.385 Billion/39.07% 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 (\$708.5 million): The budgeted revenue anticipates enrollment of the State of California Medi-Cal recipients into the County Managed Care two plan model. The member month and market share projections are developed based upon statewide data and modified based upon historical trends. The anticipated monthly capitated payment amount is based on State contracted rates. The projected member months multiplied by the State contract rate produce the budgeted revenue.

Medi-Cal Reimbursement (\$280.3 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 (\$148.4 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.

Miscellaneous Hospital Revenue (\$66.5 million): The County Hospital and Clinics is expected to receive in excess of \$66.5 million in miscellaneous revenues in FY 2018-19. This revenue source varies drastically from year to year. In FY 2016-17 actual revenues from these sources were \$37.1 million. The largest source of these revenues is from Public Hospital Redesign and Incentive in Medi-Cal (PRIME). Total miscellaneous revenues are projected to be approximately \$69.4 million in the current year, with a decrease in FY 2018-19. The revenues are projected from a variety of sources within the Health Services Finance unit.

Contra Costa Health Plan Premiums (\$61.5 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 (\$42.3 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.

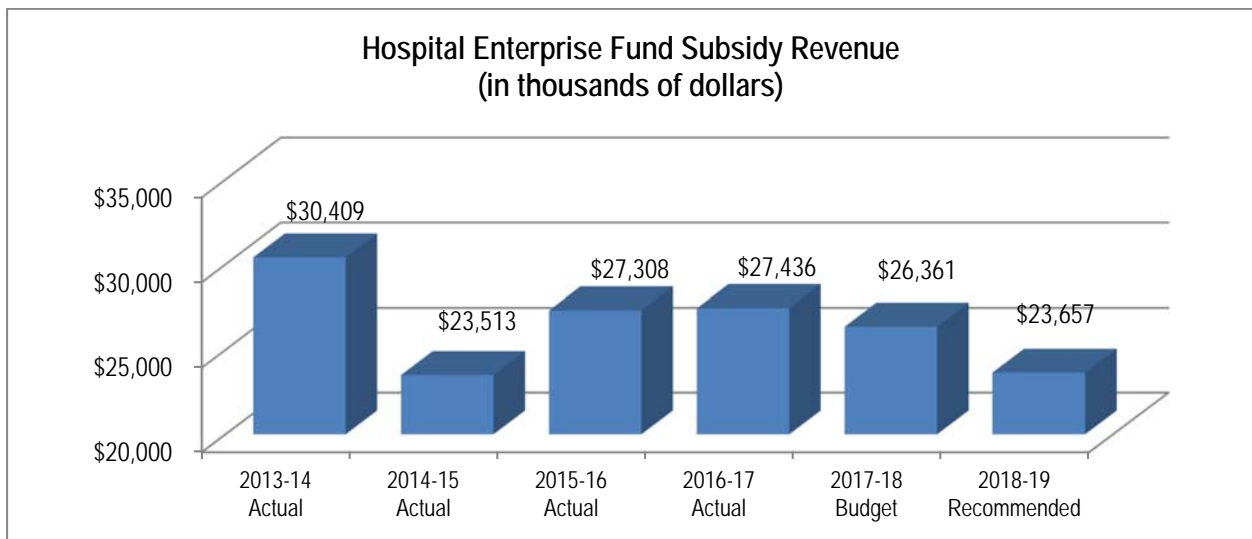
Medicare Outpatient services are paid by APC (Ambulatory Payment Classification) codes. Each code is assigned a value by CMS (Centers for Medicare and Medicaid Services) and these codes are adjusted by locality. The APC codes are determined by the CPT (Current Procedural Terminology) code billed for 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: \$23.6 Million/0.7% 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 (\$19.6 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 2019-20. The temporary subsidy reduction in FY 2014-15 was due to the recognition of start-up revenues related to the Affordable Care Act.

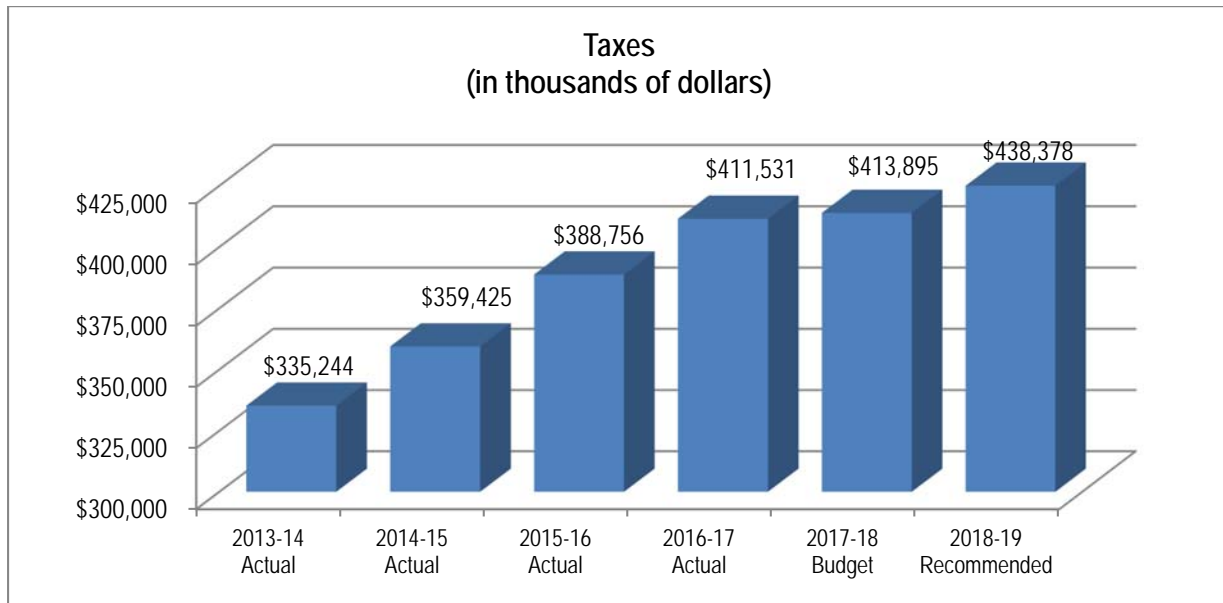
Health Plan Subsidy (\$3.9 million): Historically, the County General Fund has provided a general fund subsidy to the County health plan (Enterprise Fund III). These revenues are allocated from projected property tax revenues and are set as a fixed dollar amount. The allocation was reduced significantly in FY 2010-11, but has been relatively stable since.

ALL COUNTY FUNDS

Discussion of Major Revenue Sources

Taxes: \$438.3 Million/12.36% 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 (\$259.4 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 (\$129.5 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 2018-19 based on property tax projections.

Sales and Use Tax/In-Lieu Sales and Use Tax (\$15.0 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".

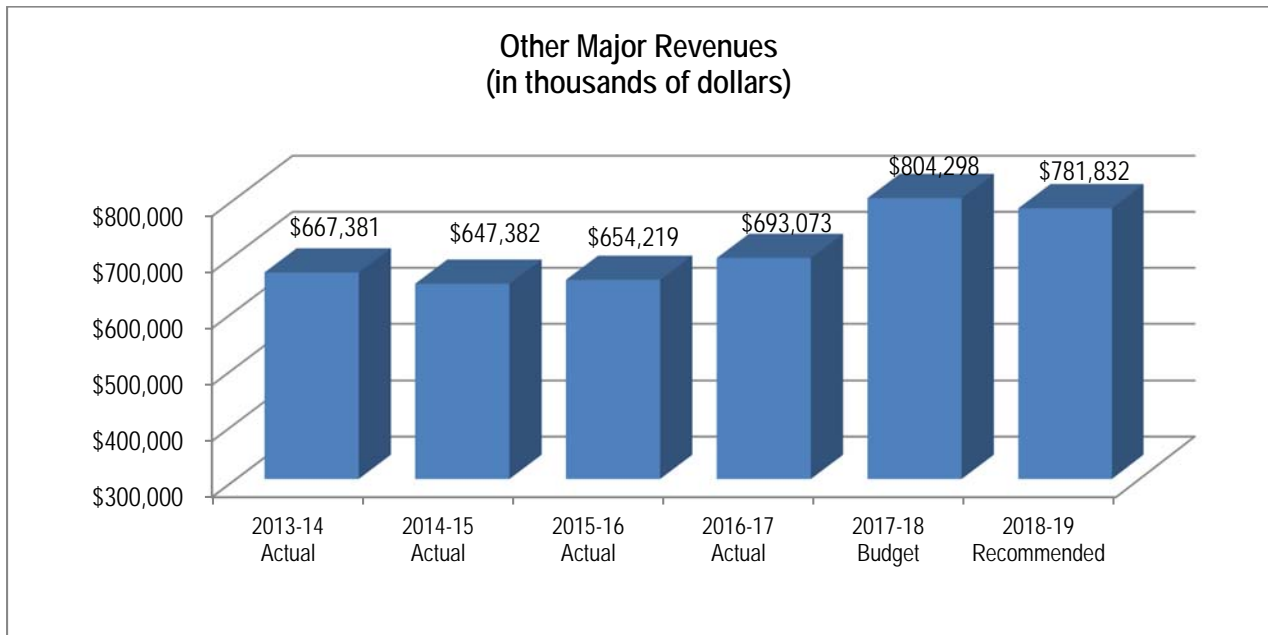
The Governor's FY 2014-15 state budget included a supplemental payment of \$1.6 billion to allow the 2004 Economic Recovery Bonds to be paid off earlier than originally planned. Based on our review of historical annual Triple Flip reconciliations, all past takeaways have been properly trued up and no 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 2018-19 Recommended Budget includes a \$1.0 million growth over the current budget in net sales taxes.

ALL COUNTY FUNDS

Discussion of Major Revenue Sources

Other Major Revenues: \$781.8 Million/22.05% 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 (\$28.4 million): The majority of the County’s revenues in this category come from construction permits (\$14.6 million), franchises (\$8.2 million), landfill surcharges (\$1.8 million), and animal licenses (\$1.6 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 (\$18.6 million): The majority of the County’s fines are from general fines (\$3.5 million), miscellaneous penalties (\$2.4 million), and vehicle code fines (\$1.0 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 (\$10 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 (\$14.1 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 \$7.1 million from earnings on investments, \$4.2 million from aviation operations/rent and concessions from the Buchanan Airport, and \$2.5 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 (\$278.7 million): Eleven of the 81 revenue sources in this category account for over 75% of the revenue. The largest is Medi-Cal for mental health services (\$80.6 million), which is projected based upon trend as well as State contract. Contract law enforcement services accounts for \$24.9 million and are based upon current contracts to cover projected actual expenditures. Building maintenance services costs account for \$39.4 million, \$5.2 for city contracts for animal services, and \$8.9 million for reciprocal transactions between governmental funds (contracts and interfund loans). For the most part, these revenues are projected based upon existing contracts. The County also expects to receive \$16.3 million from health inspection fees, \$8.6 million in recording fees, \$7.7 million in assessment collections, \$7.5 million from planning and engineering services, \$6.5 for communication services, and \$4.7 million for miscellaneous current services in FY 2018-19. These revenue projections are based upon recent County trends.

Miscellaneous Revenue (\$441.8 million): Over \$352.5 million in miscellaneous revenues are government to government reimbursements for recovery of shared and/or actual costs of raw materials and/or raw labor. Included in this category, and the most common in Contra Costa County, are non-arms-length transactions such as the Public Works Department charging the Road or Flood Control Funds. Other large sources of miscellaneous revenues are government to government transfers (\$11.3 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 2018-19 and are based upon planned future projects. The second largest miscellaneous revenues at \$47.1 million are contributions from other funds. Of this amount, \$44.5 million is budgeted for the principal and interest costs for the Pension Obligation Bonds for employee retirement liabilities (\$41.8 million) and to fund the Retirement Litigation debt services repayment (\$2.7 million). Note that the FY 2017-18 Budget includes \$22.5 million in general fund balance allocated for the West County Reentry Treatment and Health facility grant match and \$3.1 million in AB109 related capital projects (see Public Safety Realignment, page 420). Projected funds are calculated per the established debt schedules and allocated across projected employee payroll based upon recent experience (see Debt Service, page 123).

County Summary Information

ALL COUNTY FUNDS

Revenues by Type

	2015-16 Actuals	2016-17 Actuals	2017-18 Budget	2018-19 Recommended	2018-19 Change
Medicare Contr Allowance	(119,725,786)	(134,258,742)	0	0	0
Medicare RHS/IP	157,519,793	176,120,717	41,949,648	42,376,870	427,222
Medicare Patient Services	37,794,007	41,861,975	41,949,648	42,376,870	427,222
Medi-Cal Contr Allowance	86,956,218	92,470,316	0	0	0
Medi-Cal RHS/IP	150,188,697	145,716,345	254,476,993	280,312,003	25,835,010
Medi-Cal Patient Services	237,144,915	238,186,661	254,476,993	280,312,003	25,835,010
Health Plan Contr Allowance	(227,941,361)	(248,053,250)	0	0	0
Health Plan RHS/IP	375,064,561	412,863,922	160,491,853	148,480,213	(12,011,640)
Hlth Plan Patient Svcs	147,123,200	164,810,672	160,491,853	148,480,213	(12,011,640)
Bad Debt Allowance	(34,258,468)	(34,145,214)	0	0	0
Commercial RHS/IP	36,345,178	35,090,068	10,224,190	10,308,146	83,956
Individual RHS/IP	8,725,947	8,975,775	0	0	0
Private Pay Patient Svcs	10,812,657	9,920,628	10,224,190	10,308,146	83,956
Interdept Contr Allowance	(1,358,050)	(1,302,041)	0	0	0
Interdept RHS/IP	7,552,632	7,491,209	6,747,385	4,773,496	(1,973,889)
Interdept Patient Svcs	6,194,582	6,189,168	6,747,385	4,773,496	(1,973,889)
Other Contr Allowance	(515,558)	(1,033,311)	0	0	0
Other RHS/IP	515,558	1,033,311	0	0	0
Other Patient Svcs	(0)	(1)	0	0	0
Cafeteria Receipts	253,860	114,284	109,530	129,958	20,428
Education & Training Chgs	12,383	21,043	16,744	15,768	(976)
Gain on Dsp SI-Fxd Assets	10,295	2,200	0	0	0
Grants & Donations	10,237,855	11,383,793	14,437,649	11,047,703	(3,389,946)
Interfund Trans-PFA/Hosp	0	11,407,292	0	0	0
Medical Records Charges	149,937	193,297	182,611	177,439	(5,172)
Miscel Hospital Revenue	36,081,733	37,188,837	69,442,480	66,566,023	(2,876,457)
Occupancy & Rental Charges	59,860	62,084	64,567	80,666	16,099
Other External Hosp Rev	2,595,823	2,086,484	2,595,823	2,086,484	(509,339)
SB 1732-MCAL CRRP Reimbursement	4,245,371	7,180,219	5,180,224	5,143,016	(37,208)
Other Hospital Revenues	53,647,117	69,639,533	92,029,628	85,247,057	(6,782,571)
Charges to A/DA/Mental Health	24,717,258	25,584,481	24,671,561	27,113,469	2,441,908
Charges to Environmental Health	675,772	675,772	675,772	675,772	0
Charges to Public Health	1,295,000	527,000	0	0	0
Chg to Other County Depts	1,041,395	1,170,454	1,094,675	1,208,038	113,363
Charges To Gen Fund Units	27,729,425	27,957,707	26,442,008	28,997,279	2,555,271
CC Health Plan Premiums	65,431,561	62,497,379	59,885,589	61,539,424	1,653,835
Interest Earnings	1,482,933	3,501,726	1,664,550	2,164,550	500,000

ALL COUNTY FUNDS

Revenues by Type

	2015-16 Actuals	2016-17 Actuals	2017-18 Budget	2018-19 Recommended	2018-19 Change
Medi-Care Fed Premiums	2,762,255	2,971,198	2,738,990	2,732,592	(6,398)
Other External Plan Rev	3,568,407	4,127,229	1,040,642	3,633,116	2,592,474
PHP/Medi-Cal Premiums	660,635,586	792,172,322	680,094,504	708,503,066	28,408,562
Realignment VLF Revenue	4,327,686	7,123,013	3,975,123	4,063,128	88,005
St Aid Realignment-Health-Ent	1,663,722	302,373	1,881,263	1,494,429	(386,834)
External Health Plan Revenue	739,872,150	872,695,240	751,280,661	784,130,305	32,849,644
Health Plan Subsidy	4,236,288	3,736,288	3,986,288	3,986,288	0
Hospital Subsidy	23,071,767	23,699,778	22,374,762	19,670,497	(2,704,265)
Enterprise Fund Subsidy	27,308,055	27,436,066	26,361,050	23,656,785	(2,704,265)
AIM-Mothers	955	0	0	0	0
Interest Income	(1,024)	287	0	0	0
Subscriber Premiums	0	0	100,000	0	(100,000)
Supplemntl State Payments	0	43,989	0	0	0
Major Risk Med Ins Revenue	(69)	44,276	100,000	0	(100,000)
Bond Interest	14,931	24,324	14,931	24,324	9,393
Rentals and Leases	2,530,323	876,946	2,530,323	876,946	(1,653,377)
Schools Funds Revenue	2,545,254	901,270	2,545,254	901,270	(1,643,984)
Fund Balance Available	0	0	25,660,604	0	(25,660,604)
Fund Balance	0	0	25,660,604	0	(25,660,604)
Prop Taxes-Curr Secured	225,617,678	242,924,300	244,087,970	259,443,795	15,355,825
Prop Taxes-Curr Unsecured	7,745,235	7,669,460	7,551,747	7,210,926	(340,821)
Prop Tax-In Lieu of VLF	110,235,631	116,815,583	122,655,000	129,550,000	6,895,000
Prop Tax-Supplemental	7,167,085	6,574,627	6,755,877	6,232,890	(522,987)
Prop Tax-Unitary	8,861,978	8,194,303	8,910,418	8,535,740	(374,678)
Taxes Current Property	359,627,607	382,178,273	389,961,012	410,973,351	21,012,339
Aircraft Tax	747,589	436,466	440,000	380,000	(60,000)
In Lieu Sales and Use Tax	2,945,719	0	0	0	0
Prop Taxes-Prior-Secured	(786,251)	(593,711)	(781,738)	(661,923)	119,815
Prop Taxes-Prior-Unsecured	(287,536)	248,746	(289,871)	25,949	315,820
Prop Tax-Prior Supplemntl	(327,003)	(375,309)	(433,995)	(439,144)	(5,149)
Real Property Transfer Tax	9,510,166	10,117,454	8,000,000	10,000,000	2,000,000
Sales and Use Tax	14,178,088	16,146,859	14,000,000	15,000,000	1,000,000
Transient Occupancy Tax	3,147,533	3,372,674	3,000,000	3,100,000	100,000
Taxes Other Than Cur Prop	29,128,303	29,353,178	23,934,396	27,404,882	3,470,486
Animal Licenses	1,803,805	1,665,135	1,600,000	1,600,000	0
Business Licenses	670,161	755,868	428,730	545,715	116,985
Construction Permits	13,021,088	13,914,710	13,663,044	14,613,931	950,887
Franchise	1,640,087	1,972,418	700,000	1,000,000	300,000

County Summary Information

ALL COUNTY FUNDS

Revenues by Type

	2015-16 Actuals	2016-17 Actuals	2017-18 Budget	2018-19 Recommended	2018-19 Change
Franchises	5,553,482	5,303,187	5,805,000	4,993,000	(812,000)
Franchises - Cable TV	2,393,604	2,465,008	2,445,737	2,245,737	(200,000)
Franchises - Landfill Srchg	2,747,739	2,497,166	1,772,000	1,800,000	28,000
Other Licenses & Permits	352,794	492,125	404,000	543,988	139,988
Road Privlges & Permits	606,724	566,612	650,000	590,000	(60,000)
Specific Plan Fees	385,838	453,180	216,118	210,341	(5,777)
Zoning Permits	428,995	430,780	270,000	270,000	0
License/Permit/Franchises	29,604,318	30,516,189	27,954,629	28,412,712	458,083
Consumer Fraud Damages	350,105	227,050	210,000	510,000	300,000
Crime Prevention Fines	180	20	200	400	200
Drinking Driver-AB 2086	43,279	48,807	36,756	35,463	(1,293)
Failure to Appear Fines	927	363	60	240	180
Failure to File Penalty	104,424	40,648	0	0	0
Fish and Game Fines	210,607	92,966	175,000	158,400	(16,600)
General Fines	4,805,523	4,321,495	4,309,894	3,575,945	(733,949)
Misc Forfeits & Penalties	2,574,824	2,631,697	2,724,367	2,434,289	(290,078)
Parking Fines	556,326	535,230	390,000	288,000	(102,000)
Penalty & Costs - Dlnqt Tax	1,427,553	1,871,833	1,044,000	585,000	(459,000)
Restricted Litter Fines	662	474	0	0	0
St Pnlty Fd POC VC 40611	44,439	35,114	35,000	34,700	(300)
Tax Losses Reserve Refund	22,000,000	22,000,000	20,000,000	10,000,000	(10,000,000)
Unrestricted Litter Fines	4,670	3,239	500	400	(100)
Vehicle Code Fines	1,417,918	1,373,812	1,052,340	1,028,487	(23,853)
Vehicle Code Priors	41,607	25,593	15,150	12,750	(2,400)
Fines/Forfeits/Penalties	33,583,042	33,208,340	29,993,267	18,664,074	(11,329,193)
Aircraft Storage Fees	75,177	73,433	88,700	81,106	(7,594)
Aviatn Ops-Rent & Cncessn	4,024,030	4,135,567	3,700,370	4,223,297	522,927
Earnings on Investment	5,285,225	10,320,160	5,222,619	7,104,478	1,881,859
Gain on Sale of Investments	301	1,651,524	0	0	0
Interest on Bond Deposits	1,404	8,582	50,000	50,000	0
Int on Loans & Receivables	58,971	20,707	159,000	159,000	0
Other Rents	963,897	998,007	1,486,447	1,544,381	57,934
Rent of Office Space	457,585	444,864	254,086	449,570	195,484
Rent on Real Estate	329,801	592,739	629,341	571,750	(57,591)
Use Of Money & Property	11,196,391	18,245,584	11,590,563	14,183,582	2,593,019
Admin-Fed Adoptions	(6,693)	0	0	0	0
Admin Federal - Other	95,464,922	86,947,757	82,843,015	81,014,734	(1,828,281)
Admin-State Health Misc	14,007,415	14,861,805	42,118,909	39,517,612	(2,601,297)

ALL COUNTY FUNDS

Revenues by Type

	2015-16 Actuals	2016-17 Actuals	2017-18 Budget	2018-19 Recommended	2018-19 Change
Admin State Mcal Health Care	51,327,914	60,118,118	58,148,930	59,631,001	1,482,071
Admin State - Other	34,200,788	38,281,178	35,153,188	36,129,530	976,342
Admin State Other Soc Svcs- OCSS	0	0	500,000	500,000	0
Admin State Out of Home Care	5,437,843	5,952,668	7,532,554	7,219,976	(312,578)
CCS Medical Cases Mgmt	3,347,686	3,710,340	3,601,916	3,882,542	280,626
Fed Aid Adoptions	6,561,119	6,943,511	7,316,563	7,682,913	366,350
Fed Aid Airport Construction	855,580	1,468,745	810,000	509,375	(300,625)
Fed Aid Child Brding Home	10,342,003	11,414,622	12,172,759	11,600,923	(571,836)
Fed Aid Comm Svcs Admin	21,736,551	24,326,088	31,537,643	31,318,141	(219,502)
Fed Aid Crime Control	2,139,810	3,381,121	4,404,131	3,784,496	(619,635)
Fed Aid Disaster-Rd Damage	0	0	0	546,000	546,000
Fed Aid Employ & Training	8,666,108	7,765,501	8,623,956	6,811,349	(1,812,607)
Fed Aid Family Inc Mtce	10,145,383	9,750,609	9,959,287	10,034,998	75,711
Fed Aid Family Support	18,460,313	18,509,187	18,769,093	18,769,093	0
Fed Aid Hud Block Grant	6,638,162	8,830,082	13,148,810	13,887,818	739,008
Fed Aid Hwy Construction	5,091,546	12,207,309	8,411,800	7,161,258	(1,250,542)
Fed Aid NIMH Grant	1,796,176	2,270,739	2,132,928	2,306,216	173,288
Fed Aid Refugees	136,723	113,150	101,809	114,987	13,178
Federal in Lieu Taxes	6,385	6,061	0	0	0
Fed Hlth Admin (MCH&3140)	2,770,001	2,680,857	2,787,852	3,059,428	271,576
Fed Immunization Assist	345,000	536,539	428,662	318,664	(109,998)
Fed Nutrition Elderly	1,393,612	4,290,709	1,733,284	3,337,936	1,604,652
Fed W.I.C. Program	3,888,549	4,214,683	4,502,060	4,750,000	247,940
Highway Users Tax Admin	18,337	20,004	20,004	20,004	0
Highway Users Tax Select	770,189	871,844	1,130,079	885,238	(244,841)
H/O Prop Tax Relief	2,011,898	1,982,296	1,934,114	1,650,000	(284,114)
Hway Users Tax Strm Drnge	48,469	52,875	52,875	52,875	0
Hway Users Tax Unrestricted	9,038,222	10,678,463	13,936,270	8,913,202	(5,023,068)
Hway User Tax 5/9APPT2105	4,407,027	4,920,213	6,748,853	5,257,649	(1,491,204)
Miscellaneous State Aid	37,999,536	49,871,494	56,258,926	57,160,330	901,404
Misc Fed Health Projects	6,175,253	7,271,294	7,989,091	7,854,226	(134,865)
Misc Government Agencies	9,515,250	8,870,486	14,589,444	18,663,963	4,074,519
Misc State Aid for Health	1,251,494	1,353,573	1,394,883	2,306,551	911,668
Other Federal Aid	12,805,823	15,072,734	15,998,280	16,930,847	932,567
Other in Lieu Taxes	10,911	11,072	0	0	0
Other State in Lieu Tax	71,331	69,521	70,000	70,000	0
RDA Nonprop-Tax Pass Through	6,356,661	12,097,636	7,468,601	6,693,681	(774,920)
Realloc/PY Adj Admn Fed	(384,653)	343,082	0	0	0

County Summary Information

ALL COUNTY FUNDS

Revenues by Type

	2015-16 Actuals	2016-17 Actuals	2017-18 Budget	2018-19 Recommended	2018-19 Change
Realloc/PY Adj Admn State	1,224,759	1,520,548	0	0	0
St Aid-Public Safety Svcs	74,141,898	77,499,977	80,053,422	81,779,546	1,726,124
St Aid Trfc Cngstn Mgmt	3,297,725	2,249,924	4,650,511	20,328,991	15,678,480
State Adoption Assistance	(153)	155,072	0	0	0
State Aid Area Agency on Aging	1,678,381	(166,989)	1,904,925	442,603	(1,462,322)
State Aid Child Day Care	5,812,883	6,128,618	6,667,406	6,523,596	(143,810)
State Aid Children Brding Home	560,299	713,557	3,235	213,757	210,522
State Aid Drg AB Short-Doyle	0	30,126	1,720,712	2,386,413	665,701
State Aid Family Inc Mtce	5,502,399	2,456,026	5,390,982	2,503,072	(2,887,910)
State Aid Food/Milk Subvent	1,294,524	1,050,877	1,058,562	1,176,495	117,933
State Aid for Agriculture	2,612,124	2,807,773	2,661,660	2,606,759	(54,901)
State Aid for Aviation	0	100,622	20,250	12,734	(7,516)
State Aid for Civil Defense	2,376,042	2,059,535	1,039,505	1,549,505	510,000
State Aid for Crime Control	13,470,486	18,260,157	13,930,116	16,955,325	3,025,209
State Aid for Crippled Child	2,422,537	2,327,645	1,860,842	2,226,607	365,765
State Aid for Disaster-Other	986,185	1,077,172	1,000,000	1,000,000	0
State Aid Hwy Maint-SB300	6,850	0	0	0	0
State Aid Library -CLSA	198,737	125,266	70,000	76,000	6,000
State Aid Mandated Expenditures	644,599	93,257	0	0	0
State Aid M/H Short-Doyle	786,053	(30,414)	647,467	647,467	0
State Aid MH - SSI/SSP	219,989	386,073	232,278	386,074	153,796
State Aid Peace Off Training	405,340	548,586	589,476	557,454	(32,022)
State Aid Realignment-M/H	28,228,897	27,944,297	27,694,953	27,694,953	0
State Aid Realignment-Sales Tax	201,739,213	206,839,321	219,389,942	227,966,706	8,576,764
State Aid Realignment-VLF	10,427,665	12,223,491	4,705,918	7,919,198	3,213,280
State Aid Realignment-VLF-MH	2,193,674	3,702,705	1,297,696	2,383,750	1,086,054
State Aid Refugees	0	3,711	0	0	0
State Aid SEOO Programs	10,523,204	11,108,673	12,253,737	13,849,071	1,595,334
State Aid Transportation Proj	200,000	0	100,000	0	(100,000)
State Aid Veterans Affairs	154,359	225,041	188,043	188,043	0
State Auto Welfare System	5,548,225	5,297,951	6,030,132	6,049,215	19,083
State C.H.D.P. Program	1,216,160	1,401,046	1,385,736	1,427,846	42,110
State Child Abuse Prevention	40,551	39,415	42,000	42,000	0
St Motor Veh In Lieu Tax	370,785	420,086	0	0	0
Substance Abuse Grants	6,050,136	4,622,176	8,816,612	6,324,262	(2,492,350)
Vehicle Theft - VLF	986,463	1,077,398	980,000	1,000,000	20,000
Intergovernmental Revenue	780,169,632	836,366,684	890,716,687	916,564,998	25,848,311

ALL COUNTY FUNDS

Revenues by Type

	2015-16 Actuals	2016-17 Actuals	2017-18 Budget	2018-19 Recommended	2018-19 Change
Administrative Services	1,170,105	1,210,737	475,972	915,658	439,686
Agricultural Services	118,271	86,077	163,780	124,050	(39,730)
ARRA/Charges for Svcs	201,601	231,243	388,550	128,593	(259,957)
Auditing & Accounting Fees	3,076,138	3,341,093	3,673,423	3,970,013	296,590
Autopsies & Medical Reports	15,410	15,518	20,100	20,100	0
Bldg Mtce Services	37,272,454	38,213,957	39,015,122	39,468,342	453,220
Blood Withdrawal Fees	156,476	131,985	220,000	220,000	0
Cafeteria Receipts	120,344	125,106	108,900	108,500	(400)
Candidates Filing Fees	82,011	84,728	80,000	100,000	20,000
Care of Prisoners	221,966	311,395	250,000	250,000	0
Charges/Cost of Probation	302,486	527,994	300,000	175,000	(125,000)
Civil Processing Fee	75,243	444,481	89,780	125,334	35,554
Civil Process Service	462,307	262,849	808,153	808,153	0
Client Fees	58,883	46,791	34,193	(0)	(34,193)
Comm For Tax & Assess Coll	7,560,988	7,420,594	7,491,880	7,749,039	257,159
Communication Services	6,338,030	5,997,663	5,319,509	6,528,265	1,208,756
Contract Humane Services-City	4,343,225	4,928,185	4,985,592	5,204,607	219,015
Contract Law Enforcement Svcs	24,683,424	23,152,519	24,544,312	24,995,575	451,263
Court Administration Cost	651,003	562,264	428,362	405,362	(23,000)
Court Filing Fees	202,173	188,466	197,000	182,100	(14,900)
Data Processing Services	2,597,521	2,591,112	3,791,256	3,202,319	(588,937)
DoIT Data Proc Supply	6,508	3,134	0	887	887
DoIT Data Proc Svcs	645,781	648,908	1,335,090	1,499,888	164,798
DoIT Mntn Radio Equipment	11,537	31,599	82,342	82,737	395
DoIT Other Telcom Charges	118,952	230,103	594,134	117,456	(476,678)
DoIT Phone Exchange	239,329	269,484	117,807	175,581	57,774
Drinking Driver Program Fees	142,979	152,164	71,932	150,000	78,068
Driver Education Fees	2,587,807	2,291,657	2,361,040	2,291,512	(69,528)
Election Service-Other	335,572	5,204,932	1,307,537	3,648,092	2,340,555
Equipment Use Charges	519,892	497,529	1,213,432	638,013	(575,419)
ERDS fee	259,688	286,101	235,000	235,000	0
Estate Fees	351,885	303,816	421,277	421,540	263
Fees Assessor	118,839	130,819	225,000	216,995	(8,005)
Fingerprint & Crim Report	17,158	17,439	40,000	40,000	0
Gen Svc-Bldg Lifecycle	80,592	83,496	79,285	79,285	0
Gen Svc-Bldg Ocpncy Costs	5,663,619	4,173,749	3,926,524	4,122,637	196,113
Gen Svc-Other G S Charges	679,318	1,464,196	1,343,041	1,338,510	(4,531)
Gen Svc-Requested Mntce	2,094,503	2,124,401	2,138,171	2,222,671	84,500

County Summary Information

ALL COUNTY FUNDS

Revenues by Type

	2015-16 Actuals	2016-17 Actuals	2017-18 Budget	2018-19 Recommended	2018-19 Change
Gen Svc-Use of Co Equipment	420	874	0	0	0
Health Inspection Fees	12,875,312	14,153,958	16,456,044	16,388,682	(67,362)
Info Security Chg	66,117	59,788	0	0	0
Interfund Rev - Ent/Ent	18,110	17,340	4,000	0	(4,000)
Interfund Rev - Gov/Ent	724,655	889,323	724,879	739,335	14,456
Interfund Rev - Gov/Gov	9,645,567	7,982,946	11,243,651	8,952,643	(2,291,008)
Jail Booking Fees	2,956,835	2,870,225	2,457,000	2,369,000	(88,000)
Laboratory Services	2,805,033	2,803,442	2,800,000	2,800,000	0
Library Services	637,748	578,254	601,656	501,873	(99,783)
Marriage Ceremony Fees	116,700	132,600	113,000	113,000	0
M/H Svcs-Medi-Cal	59,324,158	56,667,874	82,258,692	80,665,711	(1,592,981)
M/H Svcs-Medicare	2,879,248	2,966,709	2,785,353	3,470,325	684,972
M/H Svcs-Other HMO Pat	65,103	64,646	37,320	42,564	5,244
M/H Svcs-Pvt Pay/Insur	2,447,369	2,639,944	2,498,354	3,366,764	868,410
Microfilm & Reproduction Services	580,146	656,863	586,000	666,000	80,000
Misc Current Services	4,106,952	4,861,849	4,386,912	4,757,228	370,316
Misc Health Fees	3,384,762	3,557,754	3,827,133	4,385,000	557,867
Misc Humane Services	650,897	504,745	668,147	540,000	(128,147)
Misc Law Enforcement Svcs	4,693,904	3,857,821	3,372,500	4,094,535	722,035
Misc Legal Services	1,364,262	1,603,771	1,476,883	1,512,385	35,502
Misc Road Services	238,456	298,037	656,000	269,750	(386,250)
Misc Sanitation Service	1,553,565	1,750,746	1,621,891	1,700,000	78,109
Nuisance Abate	31,717	26,174	90,000	250,000	160,000
Nutrition Services	210,706	244,205	356,591	386,544	29,953
Patient Fees	154,477	62,387	75,924	55,500	(20,424)
Patient Fees-Immunization	69,737	41,806	70,000	45,000	(25,000)
Patient Fees-T.B. Testing	73,082	74,252	55,000	45,000	(10,000)
Personnel Services	1,741,874	1,981,387	2,461,939	2,386,356	(75,583)
Planning & Engineer Services	5,362,673	5,383,853	7,869,005	7,595,336	(273,669)
Processing/Inspection Fee	1,687,232	1,162,278	5,271,860	1,972,300	(3,299,560)
Prop Characteristic Info	0	100	0	0	0
Purchasing Fees	185,405	188,256	182,966	206,103	23,137
Recorders Modernizing Fee	1,329,305	1,423,689	1,210,000	1,210,000	0
Recording Fees	8,184,888	8,767,613	9,234,949	8,623,139	(611,810)
Redacting Fees	277,546	293,284	240,000	240,000	0
Refunds Indigent Burials	17,464	18,388	17,464	18,388	924
Returned Check Charges	44,082	60,171	45,000	45,000	0
Road Development Fees	2,681,377	2,348,659	1,832,700	2,439,400	606,700

ALL COUNTY FUNDS

Revenues by Type

	2015-16 Actuals	2016-17 Actuals	2017-18 Budget	2018-19 Recommended	2018-19 Change
Spay Clinic Fees	283,538	177,695	225,000	225,000	0
Supplemental Roll Charges	3,209,270	3,337,388	3,563,000	2,963,000	(600,000)
Survey Monument Fees	77,169	78,554	77,000	80,000	3,000
Third Party Svcs Fee	2,375	2,050	2,400	2,200	(200)
Training Services	694,906	737,369	638,398	638,398	0
Charges For Services	241,038,161	243,117,354	279,972,106	278,723,272	(1,248,834)
Contrib From Other Funds	33,377,432	37,949,141	45,906,812	47,113,547	1,206,735
Indemnifying Proceeds	480,344	1,125,459	1,171,260	360,260	(811,000)
Misc Grants & Donations	98,309	244,973	5,000	786,220	781,220
Misc Non-Taxable Revenue	20,466,861	15,086,023	22,636,999	25,365,532	2,728,533
Reimbursements-Gov/Ent	339,250	263,642	403,978	403,978	0
Reimbursements-Gov/Gov	271,903,275	301,667,929	343,004,031	352,552,127	9,548,096
Restricted Donations	1,247,979	1,166,724	541,700	661,047	119,347
Sale of Animals	28,730	20,253	38,000	25,000	(13,000)
Sale of Equipment	1,154,096	623,082	431,500	420,000	(11,500)
Sale of Maps & Documents	76,172	46,839	61,025	59,045	(1,980)
Sale of Real Estate	0	0	1,052,000	1,000,000	(52,000)
Sale of Rodent Poison	13,868	26,198	13,378	24,822	11,444
Seizures	189,529	221,224	240,000	253,500	13,500
Sundry Non-Taxable Sales	41,456	107,213	75,625	80,000	4,375
Sundry Taxable Sale	32,519	28,986	50,260	26,400	(23,860)
Transfers-Gov/Ent	405,505	4,607	153,425	1,337,524	1,184,099
Transfers-Gov/Gov	8,941,501	9,405,149	13,341,577	11,379,558	(1,962,019)
Unrestricted Donations	(40)	(2,036)	0	0	0
Miscellaneous Revenue	338,796,787	367,985,406	429,126,570	441,848,560	12,721,990
GROSS REVENUE	3,113,315,534	3,400,614,204	3,481,558,504	3,545,958,855	64,400,351

County Summary Information

ALL COUNTY FUNDS

Expenditures by Type

Account Name	2015-16 Actuals	2016-17 Actuals	2017-18 Budget	2018-19 Recommended	2018-19 Change
Permanent Salaries	568,185,041	610,920,559	695,794,437	735,405,258	39,610,821
Temporary Salaries	46,935,843	46,195,937	36,275,269	38,972,122	2,696,854
Permanent Overtime	28,198,741	29,905,948	22,242,971	25,966,047	3,723,076
Deferred Comp	3,581,303	4,463,617	6,000,977	6,694,699	693,722
Hourly Physician Salaries	2,208,584	2,350,565	2,253,412	2,584,776	331,364
Perm Physicians Salaries	45,156,548	47,894,376	52,643,974	52,256,144	(387,830)
Perm Phys Addnl Duty Pay	2,736,514	2,874,268	2,874,439	3,105,550	231,111
Comp & SDI Recoveries	(2,710,735)	(2,950,087)	(2,055,549)	(2,412,301)	(356,752)
Vacation/Sick Leave Accrual	1,779,895	2,195,382	25,000	25,000	0
FICA/Medicare	43,547,531	46,459,252	53,754,829	54,722,977	968,148
Ret Exp-Pre 97 Retirees	2,751,518	2,749,876	2,969,203	2,987,293	18,090
Retirement Expense	245,948,554	243,621,672	286,966,523	297,983,420	11,016,896
Excess Retirement	311,261	295,844	486,037	486,037	0
Employee Group Insurance	87,238,925	93,047,706	111,013,935	114,525,623	3,511,688
Retiree Health Insurance	41,102,570	41,037,736	42,094,649	42,063,984	(30,665)
OPEB Pre-Pay	18,140,710	18,535,711	18,082,500	18,082,499	(0)
Unemployment Insurance	2,057,508	1,966,532	1,727,280	516,503	(1,210,777)
Workers Comp Insurance	24,049,849	25,217,796	24,523,163	25,272,624	749,461
Labor Received/Provided	(3,999)	0	0	0	0
Salaries And Benefits	1,161,216,160	1,216,782,690	1,357,673,048	1,419,238,255	61,565,207
Office Expense	6,153,820	6,119,099	6,751,709	6,418,921	(332,788)
Books-Periodicals-Subscriptions	489,542	595,816	607,147	644,359	37,212
Postage	2,296,349	2,309,922	2,019,858	2,465,653	445,795
Communications	8,695,214	9,316,181	8,641,559	11,835,833	3,194,274
Telephone Exchange Service	2,457,400	2,499,386	3,966,207	3,056,952	(909,255)
Utilities	11,327,986	12,705,894	11,741,886	12,756,311	1,014,425
Small Tools and Instruments	231,249	301,280	358,899	318,678	(40,221)
Minor Furniture/Equipment	2,994,458	3,649,831	2,114,172	2,251,453	137,281
Minor Computer Equipment	3,646,164	4,802,933	3,573,983	4,020,109	446,126
Medical & Lab Supplies	3,033,502	2,966,026	2,805,295	2,804,090	(1,205)
Pharmaceutical Supplies	1,550,093	1,500,085	1,771,156	1,807,792	36,636
Food	4,391,418	4,034,565	4,101,181	4,076,093	(25,088)
Clothing & Personal Supplies	1,741,173	1,525,153	1,677,598	1,635,697	(41,901)
Household Expense	4,361,545	4,622,510	4,554,792	4,285,692	(269,100)
Agricultural Expense	27,047	49,063	30,475	5,617	(24,858)
Publications & Legal Notices	228,844	311,301	261,197	330,542	69,345
Memberships	1,165,252	1,437,851	1,430,551	1,617,824	187,273
Rents and Leases-Equipment	2,582,636	2,630,854	2,893,391	3,018,341	124,950

ALL COUNTY FUNDS

Expenditures by Type

Account Name	2015-16 Actuals	2016-17 Actuals	2017-18 Budget	2018-19 Recommended	2018-19 Change
Computer Software Cost	8,294,291	8,523,826	9,222,554	9,285,201	62,647
Rents & Leases - Property	11,652,543	12,510,528	12,990,517	15,226,053	2,235,536
Building Occupancy Costs	48,669,866	49,592,859	52,832,337	62,108,215	9,275,878
Building Lifecycle Costs	1,408,908	1,414,563	3,087,673	3,023,821	(63,852)
Maintenance - Equipment	4,948,895	4,054,401	4,539,868	4,522,869	(16,999)
Vehicle Repairs	4,284,849	4,602,425	4,211,658	4,507,551	295,893
Vehicle Fuel/Oil	2,216,192	2,541,158	2,615,998	2,598,180	(17,818)
Repairs - Accidents/Vandalism	10	0	1,500	0	(1,500)
Mntn Radio-Electronic Equipment	1,285,733	531,574	493,777	442,461	(51,316)
Maintenance of Buildings	11,583,044	11,297,524	12,114,175	12,115,383	1,208
Grounds Maintenance	1,663,730	1,131,785	1,275,722	1,250,286	(25,436)
Requested Maintenance	7,710,128	7,560,808	5,658,829	6,806,102	1,147,273
Runway & Taxiway Maintenance	189,121	128,323	194,984	76,000	(118,984)
Non-Cap Imps - Mtce	143,460	12,081	10,781	10,681	(100)
Non-Cap Imps-Renov/Alts	45,102	193,710	1,500,000	500,000	(1,000,000)
Non-Cap Imps-Betterments	332,030	(28,815)	(94,191)	0	94,191
Transportation and Travel	646,331	627,857	784,512	791,839	7,327
Auto Mileage Employees	1,690,162	1,599,782	2,012,498	1,851,997	(160,501)
Use of Co Vehicle/Equipment	1,886,379	1,857,334	2,052,691	2,043,680	(9,011)
Other Travel Employees	1,868,855	1,859,063	2,100,977	2,045,672	(55,305)
Judicial Auto Allowance	108	584	150	150	0
Freight Drayage Express	1,217,111	1,989,358	1,476,162	2,075,803	599,641
Non Cnty Prof/Spclzd Svcs	113,237,736	119,879,176	160,314,918	155,487,635	(4,827,283)
Third Party Coll Svcs	4,050	3,132	0	0	0
Outside Attorney Fees	5,080,163	6,230,136	6,142,052	6,286,884	144,832
Contracted Temporary Help	2,554,434	2,419,152	1,843,683	1,854,408	10,725
Data Processing Services	8,885,096	9,600,964	10,338,855	11,478,984	1,140,129
Data Processing Supplies	77,065	54,168	26,807	29,518	2,711
Court Reporter Transcript	167,069	171,525	158,946	161,760	2,814
Public Works Contracts	15,602,500	8,397,984	16,365,107	18,656,034	2,290,927
Outside Medical Services	92,759,985	100,342,200	123,867,086	111,536,246	(12,330,840)
County Hospital Services	30,911,841	31,773,651	31,418,946	31,886,965	468,019
Electronic Database Svcs	281,212	397,429	517,625	463,662	(53,963)
Microfilm Services-Gen	48,653	44,147	78,059	79,382	1,323
Information Security Charges	356,199	326,017	565,464	603,732	38,267
Administrative Service	11,194,452	10,775,314	13,441,814	12,335,403	(1,106,411)
Other Gen Svcs Charges	2,296,009	2,686,723	1,280,397	1,179,590	(100,807)
GSD Courier Svc	377,174	377,711	413,161	482,287	69,126

County Summary Information

ALL COUNTY FUNDS

Expenditures by Type

Account Name	2015-16 Actuals	2016-17 Actuals	2017-18 Budget	2018-19 Recommended	2018-19 Change
Other Telecom Charges	3,137,652	3,407,151	2,485,580	2,315,785	(169,795)
Other Intrdptmntl Charges	34,514,955	37,724,101	41,437,348	53,498,729	12,061,381
Juror Fees	58,398	71,412	69,000	48,000	(21,000)
Witness Fees & Expenses	376,839	577,585	474,000	868,505	394,505
Juror Mileage	266,482	0	0	0	0
Insurance	2,233,712	2,286,470	2,982,856	3,019,092	36,236
Adult Materials - Library	1,684,702	1,965,817	2,047,186	2,149,115	101,929
Audio-Visual Supplies	1,142	304	300	0	(300)
Youth Materials - Library	931,269	874,961	530,256	556,771	26,515
Election Officers	253,525	429,234	260,000	400,000	140,000
Training & Registrations	1,196,058	991,428	1,466,664	1,248,374	(218,290)
Road/Construction Materials	1,143,192	996,965	1,535,852	1,054,009	(481,843)
Criminal Investigation	394,574	530,768	433,539	436,987	3,448
Specialized Printing	1,409,707	2,746,644	1,347,032	2,290,527	943,495
Fire Fighting Supplies	9,325	1,602	7,575	10,075	2,500
Recreation	54,355	45,863	44,234	39,742	(4,492)
Ed Supplies and Courses	484,432	913,591	895,687	879,870	(15,817)
Fees - Non Agricul Animal	90,377	155,344	96,000	157,500	61,500
Other Special Departmental Exp	7,034,138	8,647,892	86,591,588	30,217,374	(56,374,215)
Loss on Dsp SI-Fxd Assets	47,539	119,762	0	0	0
Misc Services & Supplies	274,403	279,047	3,453,428	1,887,728	(1,565,701)
Cash Shortage Reimbursement	3,721	913	1,620	1,454	(166)
Contract Expense-Kaiser	81,944,813	74,285,975	83,892,050	89,013,509	5,121,459
Registry	9,167,544	10,612,935	9,852,940	8,032,616	(1,820,324)
Public Health-Medical Svcs	51,140	26,117	51,140	26,117	(25,023)
Other Specialty Care	1,545,318	1,964,021	1,625,598	1,921,419	295,821
OP Visits-Specialist Phys	7,163,080	11,567,689	8,224,385	11,578,795	3,354,410
Laundry Contract	850,652	836,276	850,652	850,652	0
Computer Software Cost	6,671,574	7,981,962	10,943,687	11,391,827	448,140
Outpatient Mental Health	1,427,448	2,276,521	1,507,208	2,306,679	799,471
Other ER Chrges (Lab- Xray)	10,249,951	11,418,716	10,347,351	11,414,130	1,066,779
ER Physician Fees	11,503,672	12,726,321	11,082,193	12,502,996	1,420,803
ER Facility Fees	3,635,830	4,061,188	3,717,055	3,895,878	178,823
IP Mental Health	12,621	15,732	12,009	13,225	1,216
IP Radiology (Profee)	997,130	1,401,535	1,155,109	1,405,960	250,851
IP Surgery	40,026,779	38,320,113	41,004,488	39,208,032	(1,796,456)
IP Physician Visits	4,545,927	5,462,473	4,707,772	5,556,691	848,919
IP Fac Chrges (Incl OBDAY)	93,157,497	113,312,728	101,121,577	111,750,922	10,629,345
Obstetrics (Profee)	799,170	933,151	861,591	878,059	16,468

ALL COUNTY FUNDS

Expenditures by Type

Account Name	2015-16 Actuals	2016-17 Actuals	2017-18 Budget	2018-19 Recommended	2018-19 Change
Inpatient Lab (Profee)	898,540	910,871	907,644	879,572	(28,072)
Med Fees-Therapist & Other	9,073,685	11,565,978	9,564,173	9,267,336	(296,837)
Consulting & Management Fees	9,296,591	13,528,764	9,791,662	13,370,283	3,578,621
Other Non-Medical Fees	45,128	46,464	64,539	112,045	47,506
Med Fees-Physician-Clinic Svc	25,799,998	27,510,132	26,786,274	27,259,824	473,550
IBNR Expense Accrual	26,123,116	(19,704,502)	0	0	0
OP Lab/Pathology	11,141,445	13,684,381	11,739,491	13,517,981	1,778,490
Medi-CAL Exp Reimb Receipt	(3,005)	(356)	(3,005)	(356)	2,649
IP Anes (Profee)	2,262,895	2,862,647	2,334,737	2,787,431	452,694
Prosthesis	1,721,237	2,732,043	1,820,003	2,732,042	912,039
Sutures & Surgical Needles	53,508	178,461	86,003	178,461	92,458
Surgical Packs & Sheets	0	0	1,000	1,000	0
Surgical Supplies - General	373,733	1,709,956	423,647	1,709,956	1,286,309
Anesthetic Materials	5,010	11,496	10,000	10,000	0
Oxygen and Other Med Gas	98,997	109,565	118,085	118,085	0
IV Solutions	4,155,467	4,706,906	4,326,375	4,648,534	322,159
Pharmaceuticals	85,176,425	79,990,130	81,553,781	80,803,276	(750,505)
Radioactive Materials	12,229,347	11,893,008	11,033,780	9,390,904	(1,642,876)
Radiology Films	6,538,895	8,181,483	7,146,772	8,054,288	907,516
Other Med Care Mtl & Supp	28,926,498	32,243,727	29,950,783	31,897,513	1,946,730
Other IP Anc Svcs	6,640,517	7,759,995	7,134,054	7,593,365	459,311
Food-Other	1,353,640	1,651,077	1,726,415	1,726,160	(255)
Linen and Bedding	11,586	13,017	32,327	32,327	0
Cleaning Supplies	461,467	573,964	461,814	573,963	112,149
Office & Admin Supplies	2,819,269	3,201,362	2,660,063	3,315,281	655,218
Employee Wearing Apparel	813,089	895,994	813,112	895,993	82,881
Instruments & Minor Med Equip	311,087	1,274,612	408,303	1,274,613	866,310
Other Minor Equipment	4,459,605	5,158,240	4,880,132	6,682,922	1,802,790
Other Non-Med Supplies	1,576,618	1,235,286	1,515,500	1,327,709	(187,791)
Other Purch Svc-Auditor	3,125,419	3,397,400	3,708,066	4,023,028	314,962
Other Purch Svc-Co Counsel	788,000	1,100,000	1,300,000	1,100,000	(200,000)
Other Purch Svc-Personnel	1,191,661	1,427,406	1,920,972	2,084,631	163,659
Ambulance/Medical Transp	3,092,482	3,879,989	2,605,358	3,178,964	573,606
Other	17,476,491	25,679,863	19,944,426	26,114,289	6,169,863
OP Surgery-Facility	2,257,421	2,633,755	2,344,788	2,557,464	212,676
OP Surgery-Professional	9,470,087	13,892,238	10,469,168	14,040,795	3,571,627
CPSP (Perinatal)	784,949	717,717	788,603	676,424	(112,179)

County Summary Information

ALL COUNTY FUNDS

Expenditures by Type

Account Name	2015-16 Actuals	2016-17 Actuals	2017-18 Budget	2018-19 Recommended	2018-19 Change
CHDP	1,169,171	1,709,041	1,478,309	1,854,326	376,017
Microfilm Services	0	0	1,000	1,000	0
Medical-Purchased Service	222,019,417	236,375,931	197,207,912	185,491,105	(11,716,807)
Repairs & Mtce-Equipment	3,686,598	3,666,798	4,068,606	3,756,776	(311,830)
Management Services	480,953	337,289	483,908	680,598	196,690
Collection Agencies	308,551	(1,609,273)	24,741	(447,659)	(472,400)
Other Purchased Services	23,576,820	25,878,990	23,801,463	25,825,834	2,024,371
Transportation Services	563,468	621,171	597,220	328,930	(268,290)
Data Processing - County	871,324	908,243	1,127,205	1,195,723	68,518
Requested Maint - Gen Services	4,174,227	3,964,165	4,142,640	4,215,249	72,609
Sub Acute Facility (SNC)	7,485,734	10,591,037	8,400,288	10,299,634	1,899,346
Deprec & Amort - Bldg & Improve	6,333,662	6,287,570	0	0	0
Deprec & Amort - Lshd Improve	1,629	4,162	0	0	0
Deprec & Amort - Equipment	3,421,017	3,788,882	50,067	111,166	61,099
Bld Occupancy Cost - Co	7,678,439	8,232,346	9,163,182	9,451,136	287,954
Rental/Lse Costs - Equipment	2,481,816	2,164,707	2,861,659	2,565,844	(295,815)
Bld Occupancy - Non Co	2,905,635	3,078,644	3,444,421	3,875,440	431,019
Utilities - Electric & Gas	1,463,877	1,911,562	2,040,629	2,254,406	213,777
Utilities - Water	164,071	156,223	177,462	197,235	19,773
Utilities - Other	(147)	0	0	0	0
Insurance - Professional Liab	1,800,000	2,300,000	3,300,000	3,300,000	0
Insurance - Other	1,519,633	1,455,479	1,351,453	1,680,044	328,591
Licenses	235,487	330,620	428,211	455,390	27,179
Interest Expense	9,174,248	6,661,276	8,354,057	6,448,154	(1,905,903)
Telephone/Telegraph	5,054,255	5,546,195	5,106,101	5,600,467	494,366
Dues and Subscriptions	1,950,225	2,459,686	2,120,620	2,742,778	622,158
Outside Training Supplies	527,953	484,563	535,363	627,839	92,476
Travel - Employee Mileage	515,482	559,049	470,844	544,708	73,864
Other Expenses	2,229,790	635,126	3,451,943	1,659,975	(1,791,968)
Travel - CAD Approved	342,683	353,462	442,836	465,332	22,496
Travel - County Equipment	205,968	205,506	128,294	198,742	70,448
Bldg Lifecycle Costs-Co	6,705	0	6,705	6,705	0
Dental Services	141,122	175,722	127,908	193,481	65,573
Freight Expense Inv Items	49,682	72,901	59,552	72,902	13,350
Loss on Dsp SI-Fxd Assets	26,920	94,119	439,111	94,119	(344,992)
Interfund Trans-PFA/Hosp	(1,696,713)	3,348,473	0	0	0
Services And Supplies	1,373,715,422	1,426,230,946	1,528,036,253	1,519,665,015	(8,371,238)

ALL COUNTY FUNDS

Expenditures by Type

Account Name	2015-16 Actuals	2016-17 Actuals	2017-18 Budget	2018-19 Recommended	2018-19 Change
Support & Care of Persons	7,051,363	6,109,934	7,870,212	6,388,761	(1,481,451)
Federal Aid	27,144,608	27,836,099	29,550,418	29,228,064	(322,354)
State Aid 2011 Realign	37,889,405	37,481,106	19,806,925	20,835,279	1,028,354
County Aid Basic	39,609,539	42,772,032	46,717,462	51,840,910	5,123,448
State Aid	17,480,000	13,556,196	36,559,754	34,255,344	(2,304,410)
Service Connected Aid	2,377,221	2,050,788	2,631,773	2,959,828	328,055
Child Day Care Aid	8,455,030	8,709,938	8,411,467	8,825,821	414,354
Composite Aid	352	(439)	0	0	0
AB85 State Map Aid	4,941,412	5,815,320	4,757,754	5,815,320	1,057,566
Principal Pmt on Bonds	24,155,000	26,935,000	29,950,000	33,295,000	3,345,000
Retire Oth Long Term Debt/Lease Pur	27,645,902	25,816,693	46,970,326	46,716,032	(254,294)
Interest on Bonds	12,759,526	11,549,360	4,377,361	8,526,636	4,149,275
Interest on Oth Long Term Debt	13,184,438	12,602,889	12,427,709	11,461,580	(966,129)
Int on Notes & Warrants	20,477	264	454,634	400	(454,234)
Taxes & Assessments	171,522	175,118	253,649	286,182	32,533
Rights of Way & Easements	548,146	600,789	700,275	1,201,000	500,725
Judgements & Damages	20,820	121,621	3,000	0	(3,000)
Depreciation	3,224,388	3,690,637	3,695,158	4,063,691	368,533
Contrib to Other Funds	217,243	241,244	218,000	261,000	43,000
Contribution to Enterprise Funds	27,308,055	27,436,066	26,361,050	23,656,785	(2,704,265)
Contribution to Other Agencies	51,088,584	170,538,264	102,841,561	107,264,692	4,423,131
Interfund Exp - Gov/Gov	11,375,803	9,347,938	18,360,996	16,445,626	(1,915,370)
Interfund Exp - Gov/Ent	724,655	889,323	616,112	774,948	158,836
Interfund Exp - Ent/Ent	18,110	17,340	25,910	25,910	0
DoIT Phone Exchange	171,880	200,318	216,589	390,187	173,598
DoIT Data Proc Svcs	484,816	490,434	635,468	644,871	9,403
DoIT Data Proc Supply	2,289	489	100	72	(28)
DoIT Mntn Radio Eqmt	360	880	47,450	500	(46,950)
DoIT Other Telecom Charges	100,395	221,199	44,180	46,772	2,592
Gen Svc-Bldg Ocpncy Costs	5,599,320	4,095,226	4,953,043	4,466,023	(487,020)
Gen Svc-Requested Mntce	1,200,773	1,216,178	2,208,384	1,094,525	(1,113,859)
Gen Svc-Use of Co Equipment	420	874	3,300	1,184	(2,116)
Gen Svc-Other G S Charges	289,078	888,646	357,100	374,901	17,801
Gen Svc-Bldg Lifecycle	79,280	82,168	213,028	244,458	31,430
DoIT Info Security Charge	41,323	37,635	64,380	68,595	4,215
Other Charges	325,381,533	441,527,564	412,304,528	421,460,897	9,156,369

County Summary Information

ALL COUNTY FUNDS

Expenditures by Type

Account Name	2015-16 Actuals	2016-17 Actuals	2017-18 Budget	2018-19 Recommended	2018-19 Change
561-1420 WPass Rd-Lse Imp	1,176	0	0	0	0
WCDF Infrared System IPID	120,088	852,101	0	0	0
245 Chiller Replacement	288,030	0	0	0	0
273-Upgrade HVAC to DDC	35,451	770,344	0	0	0
564-Renovate Suite 400	1,832	1,253,628	0	0	0
273-DOIT Recnf Data&Phone	6,831	0	0	0	0
273-DOIT Instll New Cat-6	15,626	0	0	0	0
244-DoIT Recble Data Cist	20,190	0	0	0	0
277-DoIT ReCable Facility	3,448	162	0	0	0
003-Old Jail Demolition	1,934	15,964	0	0	0
044-J.Hall Roof Seal/Rpr	1,003,558	0	0	0	0
275-10 Douglas Roof Rpr	103,356	(20,671)	0	0	0
173-Bixler Roof Repair	332,855	0	0	0	0
564-Summit Ctr Roof Rpr	903,500	(120,608)	0	0	0
227-Repair Parking Lot	224,304	12,074	0	0	0
010-FLIP ADA & Life Sfty	5,838	40,799	0	0	0
173-FLIP RF EQ& ADA& Sfty	56,529	255,015	0	0	0
272-FLIP RF EQ& ADA& Sfty	35,957	76,176	0	0	0
564-FLIP RF EQ& ADA& Sfty	58,355	1,448,516	0	0	0
365-FLIP Replace Rood	54	120,490	0	0	0
010-Repair Sewer System	45,592	810,901	0	0	0
676 Reno Add Office Space	6,866	406,968	0	0	0
015 FLIP Repair Roof	0	128,936	0	0	0
048 FLIP Repair Rppf	0	97,238	0	0	0
129 FLIP Repair Roof	0	365,793	0	0	0
130 FLIP Repair Roof	0	235,017	0	0	0
000-Repair Drvway & Parkg	6,512	738,882	0	0	0
273-Reno 2nd Fl Restrooms	121,359	17,282	0	0	0
000-Replace Mods With New	3,868	116,943	0	0	0
Boys Ranch Expansion	0	35,128	0	0	0
Lions Gate Remodel	2,664	34,573	0	0	0
10 Douglas Dr D A Proj	931	72,603	0	0	0
MDF Cent Control Sys Repl	0	96,505	0	0	0
By Pt Slide Structure Acq	1,266	1,478,240	0	0	0
Acq 920 Mellus/1114 Court	0	137,171	0	0	0
Acq 1034 Oak Grove Rd	6,869	198,659	0	0	0
Acq 303-41st St-Richmond	273,315	0	0	0	0
273-Rennovate 1st Restroom	0	130,390	0	0	0
015-2nd Flr Vanilla Shell	0	2,567	0	0	0

ALL COUNTY FUNDS

Expenditures by Type

Account Name	2015-16 Actuals	2016-17 Actuals	2017-18 Budget	2018-19 Recommended	2018-19 Change
632-FLIP ADA Roof Equip	0	1,514	0	0	0
044-FLIP Rooftop Equip	0	1,526	0	0	0
390-FLIP ADA Safety Roof	0	1,367,487	0	0	0
273-Replace Roof Parapet	0	82,451	0	0	0
561-Reno 1420 Willow Pass	0	415	0	0	0
755-MV MHPUR to Ste D1	0	4,433	0	0	0
755-MV HMLS Admn to Ste D	0	4,136	0	0	0
273-Replace 3 Chillers	0	23,042	0	0	0
010-Reno M Module	0	1,175	1,500,000	0	(1,500,000)
244-Roof Repair	0	388,881	0	0	0
390-WCDF Jail Expansion	0	1,239	25,000,000	0	(25,000,000)
Remodel 651 Pine 7th/11th	6,342	1,760	0	0	0
004 Ext Renov 625 Court	4,118,547	3,299,378	0	0	0
010-1000 Ward-Rplc Boiler	80,455	910,981	0	0	0
614-1275A Hall Ave T/I	2,595	0	0	0	0
Cap Facilities Masterplan	38,669	58,779	0	0	0
Various Alterations	0	331,668	0	0	0
010-MDF Intk Cntr Redesgn	38,323	0	0	0	0
DA Civic Center	15,677	0	0	0	0
Human Resources Remodel	334,125	1,440	0	0	0
004-625 Court-DolT Rewire	112,119	90	0	0	0
Various Improvements	55,523	54,464	0	0	0
244-151 L.Pauling-Solar	4,418	0	0	0	0
R-Rep Solar Proj-7 Sites	2,447,332	29,734	0	0	0
390 WCDF Upgr Electrnc Sys	226,789	4,330,228	0	0	0
390-WCDF-Rmdl Visit Ctr	31,375	291,769	43,424	0	(43,424)
FLIP-03300930 Ward St-AC0	119,006	0	0	0	0
FLIP-270-3811 Bissel-FS01	28,505	0	0	0	0
FLIP-158-2099 Arnold-FS02	422,569	10,257	0	0	0
FLIP-093-968 23rd St-ES02	85	0	0	0	0
FLIP-095-6401 Stcktn-AC03	52,665	0	0	0	0
FLIP-115-2290 WPass-FS03	30,344	0	0	0	0
FLIP-163-406-6th St-FS0	28,822	0	0	0	0
FLIP-171-757 1st St-FS02	28,347	0	0	0	0
FLIP-390-5555 Giant-IS05	27,507	246,641	0	0	0
182FS01-12000 Marsh Creek	64,383	342,957	0	0	0
FLIP-093-968 23rd St-IS01	42	0	0	0	0
40 Muir-Bldg Rmdl/Occpnncy	84,443	174	0	1,000,000	1,000,000

County Summary Information

ALL COUNTY FUNDS

Expenditures by Type

Account Name	2015-16 Actuals	2016-17 Actuals	2017-18 Budget	2018-19 Recommended	2018-19 Change
230 Hookston-Landscaping	26,432	371,524	25,000	25,000	0
564 Mv Records to Summit	21,151	360	0	0	0
Sheriff's Facilities Imps	0	1,080,956	100,000	0	(100,000)
Sher Pub Sfty Comm Imps	46,980	0	0	0	0
Undesignated Cap Projects	0	0	18,187,170	17,550,000	(637,170)
564-2530 Arnold-Rmdl #300	0	700	0	0	0
555-2500 Alh-Cnvrtd Ed Rms	399,167	2,149,147	300,000	0	(300,000)
564-Remodel Suite #350 HSD	552,368	4,603	0	0	0
201 Replace Kit Drainage	62,269	107,540	0	0	0
555-Redesign Pharmacy	3,314	152,620	0	646,067	646,067
LMCH Ambulatory Care Clinic	40	66,555	0	0	0
Hosp-I and J Ward A/C	257,648	2,435,160	0	0	0
Fees Study - Remodel HS Clinic	0	418,965	0	0	0
Pathology Lab Remodel	0	465,534	0	0	0
RHC - Carpet	108,296	823,138	4,630,568	0	(4,630,568)
3505 Lonetree Ste 1 Imps	0	168,987	0	0	0
201-Joint Comms Repairs	0	217,273	0	0	0
663-Remdl Add Clinic Space	0	204,329	0	0	0
550-TI Move Him & Parking	0	179,250	0	0	0
Fab/Inst Modular Clinic	25,000	(0)	0	0	0
Replace Boiler	41,060	0	1,429,032	0	(1,429,032)
SB1953 Seismic Retrofit	651	0	0	0	0
BFA Painting/Ead Abate	0	0	0	1,185,000	1,185,000
BFA Mster Pln Stdy Prj#13	0	0	500,000	562,500	62,500
Miscellaneous Equipment	305,212	670,883	1,426,835	1,398,577	(28,258)
Office Equip & Furniture	2,891,866	3,972,559	29,853,122	2,062,261	(27,790,861)
Institutional Equip & Furniture	130,115	151,399	167,955	154,955	(13,000)
Autos and Trucks	1,405,201	1,502,276	4,810,525	5,194,310	383,785
Medical & Lab Equipment	3,386,425	3,629,389	7,763,870	3,361,830	(4,402,040)
Radio & Communication Equip	371,906	594,410	889,167	724,912	(164,255)
Tools & Sundry Equipment	60,408	144,714	470,312	92,000	(378,312)
Heavy Construction Equipment	27,094	20,064	0	0	0
Capitalized Software	290,141	282,321	343,000	343,000	0
Fixed Asset Adjusted Year-End	(6,970,990)	(11,873,272)	0	0	0
Fixed Assets	15,528,914	29,535,790	97,439,980	34,300,412	(63,139,568)

ALL COUNTY FUNDS

Expenditures by Type

Account Name	2015-16 Actuals	2016-17 Actuals	2017-18 Budget	2018-19 Recommended	2018-19 Change
Reimbursements-Gov/Gov	247,684,190	277,144,158	324,711,007	324,290,136	(420,871)
Reimbursements-Gov/Ent	339,250	263,642	412,065	312,487	(99,578)
Reimbursements-Ent/Ent	0	0	2,000	2,000	0
Intrafund-Trans-Gov/Gov	9,296,971	11,593,411	8,231,642	5,703,705	(2,527,937)
Transfers-Gov/Ent	405,505	4,607	300,086	1,516,330	1,216,244
Intrafund-Trans-Salaries	(276,550)	(269,490)	(2,562,970)	(2,554,958)	8,012
Intrafund-Trans-Services	(122,530,218)	(127,259,050)	(146,228,109)	(155,822,606)	(9,594,497)
Intrafund-Trans-FX Assets	(590,479)	(1,055,174)	(1,334,087)	(1,243,041)	91,046
Work Auth Transfer Adjustment	177	(0)	0	0	0
Expenditure Transfers	134,328,846	160,422,105	183,531,634	172,204,054	(11,327,581)
Appropriation For Contingencies	0	0	7,929,245	10,000,000	2,070,755
Provisions For Contingencies	0	0	7,929,245	10,000,000	2,070,755
TOTAL EXPENDITURES	3,010,170,876	3,274,499,095	3,586,914,687	3,576,868,633	(10,046,055)

County Summary Information

MAJOR GOVERNMENTAL FUNDS Changes In Projected Fund Balance (in thousands)

	Ending Fund Balance June 30, 2014	Ending Fund Balance June 30, 2015	Ending Fund Balance June 30, 2016	Ending Fund Balance June 30, 2017	% Change	Projected Fund Balance June 30, 2018	% Change
GENERAL FUND (Major Fund)							
Nonspendable	7,946	10,764	9,807	7,501	-23.5%	7,501	0.0%
Restricted	7,254	9,013	9,869	8,233	-16.6%	8,233	0.0%
Committed	1,575	1,508	1,440	1,440	0.0%	1,440	0.0%
Assigned	78,136	94,169	116,089	123,302	6.2%	123,302	0.0%
Unassigned	142,293	179,883	232,953	299,837	28.7%	312,337	4.2%
Total	237,204	295,337	370,158	440,313	19.0%	452,813	2.8%
CCC Fire Protection District Special Revenue							
Nonspendable	1,614	1,863	1,920	843	-56.1%	843	0.0%
Restricted	10,623	661	5,285	6,592	24.7%	6,592	0.0%
Committed	-	-	-	-	0.0%	-	0.0%
Assigned	18,263	31,923	31,725	53,348	68.2%	53,348	0.0%
Unassigned	-	-	-	-	0.0%	-	0.0%
Total	30,500	34,447	38,930	60,783	56.1%	60,783	0.0%
All Other Non-Major Governmental Funds in the Aggregate							
Nonspendable	2,550	3,085	3,823	4,111	7.5%	4,111	0.0%
Restricted	380,946	395,188	389,353	502,496	29.1%	502,496	0.0%
Committed	342	342	341	342	0.3%	342	0.0%
Assigned	23,009	33,340	40,026	56,144	40.3%	56,144	0.0%
Unassigned	(776)	-	-	(5,788)	0.0%	(5,788)	0.0%
Total	406,071	431,955	433,543	557,305	28.5%	557,305	0.0%
Total Governmental Funds							
Nonspendable	12,110	15,712	15,550	12,455	-19.9%	12,455	0.0%
Restricted	398,823	404,862	404,507	517,321	27.9%	517,321	0.0%
Committed	1,917	1,850	1,781	1,782	0.1%	1,782	0.0%
Assigned	119,408	159,432	187,840	232,794	23.9%	232,794	0.0%
Unassigned	141,517	179,883	232,953	294,049	26.2%	306,549	4.3%
Total	673,775	761,739	842,631	1,058,401	25.6%	1,070,901	1.2%

Fund balance represents unconstrained resources 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 fiscal year 2017-18 beginning fund balance of \$440.3 million, which represented 19.0% 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 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

Changes in Projected Fund Balance (continued)

a high number of vacant positions that continued to produce significant expenditure savings. Fund balance is expected to remain relatively flat in FY 2017-18 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 4.2% 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; and, \$10 million in budgeted contingency reserves. It is anticipated that the FY 2018-19 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 \$21.8 million during fiscal year 2016-17 and had a Budget Year beginning fund balance of \$60.7 million, which represented 56.1% 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 2018-19 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 \$557.3 million in Non-Major fund balance, \$440.8 is in Special Revenue Funds, \$113.9 million in Debt Service Funds, \$746,000 in Capital Project Funds, and \$1.8 million in the Permanent Fund. Non-Major Governmental Funds in the aggregate grew by 28.5% in the last year due to significant growth in debt service funds (\$83.1 million); however, they are not anticipated to increase or decline by more than 10% in the Budget Year nor for the 2018-19 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

County Summary Information

PROPRIETARY FUNDS Changes in Net Position (in thousands)

	Ending Position June 30, 2015	Ending Position June 30, 2016	Ending Position June 30, 2017	% Change	Projected Position June 30, 2018	% Change
County Hospital						
Net Investment in Capital Assets	31,974	42,044	58,557	39.3%	58,557	0.0%
Unrestricted	<u>(183,196)</u>	<u>(159,806)</u>	<u>(168,713)</u>	<u>5.6%</u>	<u>(168,713)</u>	0.0%
Total	(151,222)	(117,762)	(110,156)	-6.5%	(110,156)	0.0%
HMO Medi-Cal						
Net Investment in Capital Assets	-	-	-	-	-	0.0%
Unrestricted	<u>25,604</u>	<u>42,301</u>	<u>45,132</u>	<u>6.7%</u>	<u>45,132</u>	0.0%
Total	25,604	42,301	45,132	6.7%	45,132	0.0%
Nonmajor						
Net Investment in Capital Assets	16,591	18,451	19,296	4.6%	19,296	0.0%
Unrestricted	<u>11,028</u>	<u>5,715</u>	<u>8,809</u>	<u>54.1%</u>	<u>8,809</u>	0.0%
Total	27,619	24,166	28,105	16.3%	28,105	0.0%
Total						
Net Investment in Capital Assets	48,565	60,495	77,853	28.7%	77,853	0.0%
Unrestricted	<u>(146,564)</u>	<u>(111,790)</u>	<u>(114,772)</u>	<u>2.7%</u>	<u>(114,772)</u>	0.0%
Total	(97,999)	(51,295)	(36,919)	-28.0%	(36,919)	0.0%
Internal Service						
Net Investment in Capital Assets	7,859	8,273	8,681	4.9%	8,681	0.0%
Unrestricted	<u>(15,602)</u>	<u>(11,619)</u>	<u>(1,433)</u>	<u>-87.7%</u>	<u>(1,433)</u>	0.0%
Total	(7,743)	(3,346)	7,248	-316.6%	7,248	0.0%
Grand Total	(105,742)	(54,641)	(29,671)	-45.7%	(29,671)	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 2018-19 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 69 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 (\$2.55 million) 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 on the borrowing for the new Administration Building and new Emergency Operations Center (EOC)/Public Safety building program.

The County is currently in contract for the development of a comprehensive Capital Improvement Plan (CIP). As work is performed on the CIP and the multi-year capital plan is established, the County will develop a more sophisticated/improved method to implement and monitor the capital budget. The focus will be:

- Capital Planning Policies
- Master Plans and Capital Improvement Planning
- Multi-Year Capital Planning
- Capital Asset Management
- Communicating Capital Improvement Strategies
- Capital Project Monitoring and Reporting
- Presenting the Capital Budget in the Operating Budget Document

CAPITAL IMPROVEMENT PLAN

In FY 2018-19 the County will begin construction of two significant capital projects, a new 72,000 square foot administration building to replace the existing 651 Pine Street facility and a new 38,000 square foot EOC and administration building for the Sheriff.



Figure 1 New Admin Building

On January 30, 2018, 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

CAPITAL IMPROVEMENT PLAN

At the March 20, 2018 meeting the Board awarded a design/build contract to begin construction of the two buildings. Construction is expected to finish in April of 2020. Active construction will begin in FY 2018-19. The funding for these facilities is identified in the General County Building Occupancy write up on page 167.

In addition to these two major projects, the County will continue the design and planning for another capital project the West County Re-Entry, Treatment and Replacement Housing Project (WRTH). This project will partially replace space in the older Martinez Detention Facility while increasing the capacity to treat detainees with mental health issues in a more appropriate setting. No expansion of the total number of detainee beds is planned. This will reduce the number of detainees at the Martinez facility allowing that facility to prolong its useful life. The total project is budgeted at \$95 million dollars made up of a grant from the State of California for \$70 million and a \$25 million match from the County (appropriated in FY 2017-18). Design, programming and approval will be the main project activities during FY 2018-19.



Figure 3 New Admin Building Southwest Corner

The County's investment in capital assets for its governmental and business-type activities as of June 30, 2017, was \$1,053,554,000 (net of accumulated depreciation). 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 2017-2018 increased by 2.3% (a 2.5% increase for governmental activities and a 1.4% increase for business-type activities).

The County's capital acquisitions exceeded retirement of capital assets and depreciation expense. The major activity of capital assets for governmental activities was: Equipment \$16.576 million; Building and building construction in progress \$29.84 million. The major activity of capital assets for business-type activities (construction in progress-buildings) was \$5.483 million.

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, will eliminate almost \$25 million in deferred maintenance. The following table identifies planned significant non-recurring General Fund capital expenditures for FY 2018-19. The difference between the total of \$9.49 million listed below and the \$12.55 million budgeted under Facilities Lifecycle Improvement (page 70) is for contingency/unanticipated projects.

Address	Department	Electrical / Plumbing	Roof & Exterior Water Proofing	HVAC / Mechanical	Grand Total
1000 Ward Street, Martinez	Sheriff (Detention Facility)	\$1,726,000	\$1,380,884	\$750,000	\$3,856,884
1111 Ward Street, Martinez	DA/Courts/Conservatorship		\$199,541		\$199,541
12000 Marsh Creek Rd, Clayton	Sheriff (Detention Facility)	\$238,086		\$185,000	\$423,086
202 Glacier Dr, Martinez	Probation	\$154,560			\$154,560
30 Glacier Dr, Martinez	Sheriff	\$53,760			\$53,760
40 Glacier Dr, Martinez	Sheriff	\$453,760		\$44,000	\$497,760
4800 Imhoff, Martinez	Animal Services			\$250,000	\$250,000
50 Glacier, Martinez	Sheriff	\$64,512			\$64,512
555 Escobar Street, Martinez	Clerk Recorder		\$261,735		\$261,735
5555 Giant Highway, Richmond	Sheriff (Detention Facility)	\$1,151,902			\$1,151,902
910 San Pablo Ave, Pinole	Animal Services		\$140,810		\$140,810
Juvenile Hall, Martinez	Probation		\$95,537		\$95,537
930 Ward Street, Martinez	Veterans		\$39,676		\$39,676
6401 Stockton Ave, El Cerrito	Veterans		\$90,721		\$90,721
2290 Willow Pass Rd, Concord	Veterans		\$13,878		\$13,878
757 1st Street, Brentwood	Veterans		\$95,723		\$95,723
186 East Leland, Pittsburg	Veterans		\$18,840		\$18,840
3780 Mt Diablo, Lafayette	Veterans		\$21,348		\$21,348
1960 Muir Rd, Martinez	Sheriff	\$400,000			\$400,000
1980 Muir Rd, Martinez	Sheriff	\$400,000			\$400,000
4491 Bixler Road, Byron	Probation	\$667,500	\$199,286	\$156,000	\$1,022,786
100 Glacier, Martinez	Probation	\$53,760	\$115,262	\$68,000	\$237,022
Grand Total		\$5,363,840	\$2,673,241	\$1,453,000	\$9,490,081

CAPITAL IMPROVEMENT PLAN

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

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 continued progress in FY 2018-19 on the implementation of the Facilities Asset Management Plan. The County is developing software to bring fiscal, personnel and facilities information together in a graphical interface to help improve decision making on budgeting and targeting appropriate maintenance strategies for improving the County's assets.

CURRENT DEBT POSITION

The most recent Debt Report was issued by the Debt Affordability Advisory Committee on March 20, 2018. Information on the current Debt Position of the County follows:

Outstanding Debt. As of June 30, 2017, the County had a total of \$506.98 million of outstanding Pension Obligation Bonds (POBs) and Lease Revenue Bonds (LRBs)/Lease Revenue Obligations (together the LRBs). As of June 30 for each year the total amount of County outstanding POBs and LRBs was \$456.8 million (2016); \$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 County Debt Management Policy permits variable rate financial products 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 Management 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 POBs are taxable securities whereas the majority of the County’s Lease Revenue Bonds are tax-exempt securities. The exceptions are the 2010 Series A-2 and A-3 bonds, which are Build America Bonds (BABs) and Recovery Zone Economic Development Bonds (RZEDBs), and are taxable, but receive a federal subsidy to offset the taxable interest on the bonds. Thus, the True Interest Costs (TIC) for the taxable POBs and LRBs are generally higher than those for tax-exempt LRBs. A detailed, audited list of outstanding lease revenue and pension obligation bonds as of June 30, 2017 is shown below.

**County of Contra Costa (County Only)
Outstanding Lease Revenue and Pension Obligation Bonds and True Interest Cost
(as of June 30, 2017)
(\$ in thousands)**

<u>Bond Issues</u>	<u>Date of Issue</u>	<u>Final Maturity Date</u>	<u>Principal Amount Issued</u>	<u>Outstanding Principal</u>	<u>True Interest Cost (%)</u>
<u>Lease Revenue Bond and Obligation Issues (LRBs and LROs):</u>					
2010 Series A-1 (Capital Project I – Tax Exempt)	11/16/10	06/01/20	6,790	3,120	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	11,170	3.84%
2012 Lease Revenue Obligations	11/11/12	06/01/27	13,102	9,840	2.68%
2015 Series A (Refunding and Capital Projects)	08/25/15	06/01/35	19,055	17,985	3.18%
2015 Series B (Refunding and Capital Projects)	08/25/15	06/01/28	52,060	45,105	2.40%
2017 Series A (Refunding and Capital Projects)	03/03/17	06/01/27	99,810	99,810	2.33%
2017 Series B (Capital Projects)	05/26/17	06/01/32	100,285	100,285	2.39%
			<u>\$342,367</u>	<u>\$321,145</u>	
<u>Pension Obligation Bond Issues (POBs):</u>					
Series 2003 A (Taxable)	05/01/03	06/01/22	322,710	185,830	5.36%
			<u>\$322,710</u>	<u>\$185,830</u>	
			<u>\$665,077</u>	<u>\$506,975</u>	

1. The 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 (pursuant to 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 prior to the implementation of Proposition 13.

For FY 2016-17, the County’s total assessed valuation base was \$191.7 billion and the growth rate of total assessed valuation in the County was 5.9%, the fifth fiscal year increase since FY 2008-09. The local portion of total assessed valuation can grow up to the maximum annual rate of 2% allowed under Proposition 13 for existing property plus additional growth from new construction and the sale and exchange of property. The annual growth rate in assessed valuation averaged 9.1% over the last 25 years and averaged 5.9% over the past 5 years. Assessed valuation fell by a cumulative 9.3% from its peak in FY 2008-09 to its trough in FY 2011-12 as a result of the impacts from the Great Recession on the County’s economy. Assessed valuation appears to have stabilized and continues to grow. Subsequent to the reporting period of June 30, 2017, total assessed valuation grew by 5.6% for FY 2017-18.

The net assessed value of taxable property was \$185.96 billion (\$191.7 billion gross), resulting in a statutory bonded debt limitation of \$9.3 billion (calculated by taking 5% of the assessed value of taxable property) and a California Constitution limit of \$2.32 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 (TABs) 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, 2017, the County’s outstanding bonded debt was \$271.9 million leaving a statutory margin of \$9.0 billion and a Constitutional margin of \$2.05 billion. Subsequent to this reporting period, taxable property grew to \$202.4 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 budget. The following obligations are current as of June 30, 2017. Note that these are County obligations and do not include Special Districts or Successor Agency obligations (also excluded are capital leases).

Debt Service Requirements for Outstanding Lease Revenue and Pension Obligation Bonds
(As of June 30, 2017)

<u>Fiscal Year Ending 6/30</u>	<u>Total Lease Debt Service (1)</u>	<u>Total POB Debt Service</u>	<u>Total Debt Service</u>
2018	39,397,485	40,114,901	79,512,386
2019	39,008,141	41,821,636	80,829,777
2020	37,582,605	43,600,400	81,183,005
2021	37,577,704	45,452,243	83,029,947
2022	35,067,292	47,382,398	82,449,690
2023	35,045,074		35,045,074

CURRENT DEBT POSITION

Fiscal Year Ending 6/30	Total Lease Debt Service (1)	Total POB Debt Service	Total Debt Service
2024	25,031,119		25,031,119
2025	22,824,201		22,824,201
2026	20,446,724		20,446,724
2027	19,244,912		19,244,912
2028	12,863,233		12,863,233
2029	11,551,472		11,551,472
2030	11,553,281		11,553,281
2031	11,558,786		11,558,786
2032	11,555,508		11,555,508
2033-2040	22,927,947		22,927,947
TOTAL	\$ 393,235,484	\$ 218,371,578	\$ 611,607,062

(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 \$23.3 million of net present value savings were achieved over the remaining terms of bonds refunded since 2002. The County's largest refunding occurred in FY 2006-07 when \$200.9 million in Certificates of Participation (COPs) and LRBs were refunded as part of the plan of finance for the County's 2007 Series A and 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. It should be noted that the Tax Cuts and Jobs Act of 2017, which became law in December 2017, has eliminated the ability of municipalities to advance refund bonds on a tax-exempt basis. However, prior to passage of the Act, the County had refunded the vast majority of its debt portfolio at historically low interest rates.

**Lease Revenue Bond Refunding Savings Since 2002
(as of June 30, 2017)**

<u>Refunding Lease Revenue Bond Issue</u>	<u>Amount Refunded (\$ millions)</u>	<u>Term of the Refunding Bonds</u>	<u>Savings (\$ millions)</u>	<u>Average Annual Savings</u>
2002 Series B	\$ 25.870	18 years	\$ 0.85	\$ 49,906
2007 Series A (advance refunding)	61.220	21 years	3.83	182,380
2007 Series A (current refunding)	26.815	14 years	0.90	64,286
2007 Series B	112.845	15 years	2.93	195,333
2010 Series B (current refunding)	17.400	15 years	1.10	73,330
2015 Series B (advance & current)	55.995	13 years	4.58	416,893
2017 Series A	117.030	10 years	9.10	1,105,113
Total	<u>\$417.175</u>		<u>\$23.29</u>	<u>\$2,087,241</u>

CURRENT DEBT POSITION

Pension Obligation Bonds. In addition to the traditional refundings described above, the County issued 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 POBs, it is typically assumed that the respective UAAL will not change over the term of the bonds so that the debt service savings are calculated as the difference between the amortization of the respective UAAL at the time of issuance of POBs and the debt service on said POBs.

For example, in the 2003 POBs, 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% each year over 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 POBs are also reduced. CCCERA's net return on market value of assets for the last five calendar years is summarized presented below:

<u>Year Ending December 31</u>	<u>Net Return on Market Value of Assets</u>
2013	15.7%
2014	7.7%
2015	1.9%
2016	6.9%
2017	13.9%

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 POBs 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 POBs with such Federal and/or State program through reduced pension cost claims.

Long Term Credit Rating. Long-term credit ratings provided by a rating agency are an independent assessment of the relative credit risk associated with purchasing and holding a particular bond through its scheduled term of repayment. Long-term credit ratings serve as unbiased opinions of a borrower's financial strength and ability to repay its debt on a timely basis. Long-term credit ratings are one of the most important indicators of creditworthiness readily available to the investment community and have a direct impact on the borrowing rates paid by the County.

CURRENT DEBT POSITION

More than 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. A table showing the history of the County’s credit ratings is listed below:

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+
9	2017	Aa2	AAA	A1	AA+	Aa3 ⁹	AA+
10	2018	Aa2	AAA	A1	AAA	Aa3	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.
9. October 6, 2016, Moody's upgraded the County's LRB rating to Aa3.
10. February 23, 2018, Standard & Poor's Global upgraded the County's Pension Obligation Bonds from AA+ to AAA.

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 than 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 of Contra Costa Appendix

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	Services and Supplies	0.0	(50,015)	Reductions in agricultural expenses and various services and supplies.
2	2	Weights & Measures	Salaries and Benefits	(1.0)	(66,086)	Eliminate one Aide position vacated in 2018 due to promotion.
			Total	(1.0)	(116,101)	

Assessor

1	1	Appraisal	Salaries & Benefits	0.0	(1,025,202)	Vacancy Factor-will require the department to manage the filling of unplanned staff vacancies in a manner that achieves the savings.
			Total	0.0	(1,025,202)	

Board of Supervisors

1	1	Legislative and Policy Direction	Salary & Benefits	0.4	34,306	Increase hours for 1 General Secretary position
			Total	0.4	34,306	

Central Support Services

1	1	Clerk of the Board	Salary & Benefits	(1.0)	(122,866)	Eliminate 1 Senior Management Analyst Position
			Total	(1.0)	(122,866)	

County Counsel

1	1	General Law	Services and Supplies	0.0	(22,053)	Reduction in miscellaneous services and supplies
			Total	0.0	(22,053)	

District Attorney

1	1	Mainline Prosecution	Adds five (5) Case Preparation Assistant positions	5.0	457,492	Creation of a Discovery Compliance unit to ensure compliance with <i>Brady v. Maryland</i> obligations
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Countywide Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
2	1	Mainline Prosecution	Adds five (5) Clerk Experienced Level positions	5.0	315,440	Increased clerical staffing due to requirements of new case management system implementation
3	1	Mainline Prosecution	Adds one (1) Deputy District Attorney-Basic position	1.0	233,760	Additional staff assigned to Mainline Prosecution
4	2	Special Prosecution	Adds one (1) DA Senior Inspector position	1.0	0	Additional staff assigned to Special Operations unit and funded by Consumer Protection Fraud special fund
5	2	Special Prosecution	Adds one (1) DA Senior Inspector position	1.0	0	Additional staff assigned to Special Operations unit and funded by Environmental/OSHA special fund
6	2	Special Prosecution	Adds one (1) Forensic Accountant	1.0	0	Additional staff assigned to Special Operations unit and funded by Consumer Protection Fraud special fund Environmental/
			Total	14.0	1,006,692	

Employment and Human Services

1	1	Administrative Services	Provides IT support to all areas of the Department and fraud investigation.	(2.0)	(179,833)	Due to reduced program funding in CalWORKs, CalFresh, and WIOA, one vacant Information Technology (IT) position and one vacant Social Services Welfare Fraud Investigator position will be canceled. Due to the steady decline in CalFresh and CalWORKs cases in recent years, one less Welfare Fraud Investigator position is needed.
2	2	Adult Protective Services (APS)	Provides social worker response to investigate reports of physical, emotional or sexual abuse, financial or material exploitation, neglect, isolation or abandonment of individuals 65+ and dependent adults age 18 or over who are unable to protect their own interests, have been harmed or are threatened with harm.	5.0	380,476	Additional APS casework support staff 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 federal and state revenue.

Countywide Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
3	7	IHSS Administration	Provides administration of the In-Home Supportive Services (IHSS) program and determines eligibility for services.	(1.5)	(153,054)	Reduction of 1.5 vacant FTE is due to an anticipated reduction in the IHSS State General Fund allocation compared to the FY 17-18 budgeted allocation. The program is currently under a corrective action plan for failure to meet timelines for assessment and reassessment.
4	11	Child Welfare Services	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.	31.0	2,975,316	Additional Child Welfare Services (CWS) social work supervisors, clerical support staff, and support workers will allow the bureau to respond more timely to reports of abuse and be fully compliant with state mandates. The positions will be supported with additional federal and state revenue.
5	12	Adoption Services	Provides adoption services to children who are free for adoption under the Civil Code and Welfare & Institutions Code and for stepparent adoptions.	1.0	133,170	An additional supervisor position will allow the adoptions unit to better provide services to children in need of a permanent placement and support reunification efforts. This additional position will be supported with additional federal and state revenue.
6	22, 32, and 36	CalWORKs, CalFresh, and Medi-Cal Eligibility and Ongoing Case Management Services	Provides eligibility determination and ongoing case management for CalWORKs, CalFresh, and Medi-Cal programs.	(52.6)	(4,334,522)	CalWORKs and CalFresh caseloads have steadily declined in recent years. As a result, CalWORKs and Cal fresh funding allocations declined, and are projected to be further reduced in FY 18-19. A combination of reduced funding and unfunded cost increases requires a reduction in positions. Of the 52.63 FTE position modifications, 35.63 FTEs are being canceled and 17 are being transferred to programs with available funding. The cancellation of positions may result in delays in CalWORKs and Medi-Cal eligibility determination services and the issuance of CalFresh benefits. Not cancelling these positions would result in a significant net county cost.

Countywide Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
7	39	Workforce Innovation & Opportunity Act (WIOA)/ Workforce Services Bureau	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.	(20.0)	Fiscal and program impacts included in Line 8 below	In FY 17-18, the Workforce Development Board's (WDB) One-Stop operations, including staff positions, were located within the Workforce Services Bureau and the costs transferred to WDB. Six positions will be canceled directly due to reduced WIOA funding and fourteen will be canceled or transferred to programs with available funding. See fiscal/program impact in Line #8 below.
8	40	Workforce Innovation & Opportunity Act (WIOA)/ Workforce Development Board	Provides direct services to businesses, jobseekers and workers. Services include: job matching and access to wage reimbursements for employers; career counseling, skill assessments, assistance with resume writing and job interviewing, access to job training and support services, adult education and literacy, and employment services to primarily low-income individuals with barriers to employment, seeking to find new or better employment opportunities.	2.0	(815,639)	In FY 18-19, One-Stop operations will be contracted out for \$1,250,000. In addition to the position adjustments above, two of the impacted positions will be transferred to the WDB. The net fiscal impact of these actions is a reduction of \$815,639. Contracting operations will provide the most services with the limited funds projected to be available in FY 2018-19. Without the contract, several sites would be closed. Customers may experience a reduction in services.
				(37.1)	(1,994,086)	

Health Services

1	5	Administrative Services Summary	Facilities Maintenance	1.0	0	Add one new Chief of Plant Operations position. Funding will be appropriated in the future as structural and staffing plans emerge.
				1.0	0	

Probation Department

1	13	Juvenile Investigation/ Supervision/ Special Services	Salaries & Benefits	0.0	(265,135)	Establish a vacancy factor equivalent to two Deputy Probation Officer positions within the department budget. This will have a minimal impact on department operations.
2	4	Juvenile Hall	Salaries & Benefits	0.0	(769,292)	Establish a vacancy factor equivalent to eight Juvenile Institution Officer positions within the department budget. This will have a minimal impact on department operations.

Countywide Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
3	8	Adult Investigations & Supervision	Salaries & Benefits	0.0	(128,557)	Decrease 66% of staff time dedicated to SB 678 due to the addition of two FTE in Administration/Personnel/Info Tech.
4	14	Field Support Services	Salaries & Benefits	(1.0)	(71,489)	Eliminating one vacant Clerical position will have minimal impact on the department.
5	19	Administration/Personnel/Info Tech	Salaries & Benefits	2.0	194,783	Adding a Data Analyst and an Accounting position will enhance the department's data collection and evaluation activities.
			Total	1.0	(1,039,690)	

Public Defender

1	1	Administration	Salaries and Benefits	0.0	20,000	Reclassify Deputy Public Defender IV Position to Assistant Public Defender
2	2	Investigations	Salaries and Benefits	1.0	119,751	Addition of one full-time Investigator I for the Holistic Defender/Recidivism Reduction program
3	3	Criminal Defense	Salaries and Benefits	1.0	62,137	Addition of one full-time Clerk-Experience Level position
4	3	Criminal Defense	Salaries and Benefits	2.0	264,518	Addition of two full-time Deputy Public Defender II positions in the Evidentiary Bail Hearings
5	4	AB 109 Public Safety Realignment	Salaries and Benefits	4.0	0	Addition of one temporary Deputy Public Defender- Special Assignment position for the Failure to Appear (FTA) Program, two full-time Legal Assistants positions for the FTA and Pre-trial programs and one full-time Clerk-Experience Level position for the Reentry Program Support as recommended by the Community Corrections Partnership and the Public Protection Committee.
			Total	8.0	466,406	

Public Works

1	1	Public Works	Salaries & Benefits	9.0	884,000	Add various personnel (detailed on Page 189) to meet the increased staffing needs of the Department.
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Countywide Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
2	1	Public Works	Revenue	0.0	(884,000)	Increased charges to Road and Flood Control Funds to offset staffing costs.
3	13	Purchasing	Salaries & Benefits	1.0	83,390	Add 1 Buyer to handle increased requests from County Departments.
4	13	Purchasing	Charge-outs	0.0	(27,390)	Charges to non-General Fund Departments (33% of total cost) to fund the increase in staff.
5	18	Facilities Maintenance	Salaries & Benefits	7.0	621,000	Add 1 Asst Capital Facilities Project Mgr, 2 Roofers, 2 Painters, 2 facilities workers to meet the increased need for facilities maintenance.
6	18	Facilities Maintenance	Charge-outs	0.0	(621,000)	Increased charges anticipated from requested projects to fund additional staff.
			Total	17.0	56,000	

Sheriff-Coroner

1	1	Central Administration	Increase funding for (15) Deputy Sheriff-Recruit positions	0.0	1,216,330	Increase appropriations in Sheriff's Administrator to transfer to the Law Enforcement Training Center for the projected cost of fifteen (15) Deputy Sheriff-Recruit positions previously authorized, but not funded
2	29	Records	Abolish (1) Clerk-Senior Level position	(1.0)	(62,674)	Reduce administrative support position in the Sheriff's Records Unit
3	2	Custody Services Administration	Abolish (1) Clerk-Senior Level position	(1.0)	(62,674)	Reduce support position in Custody Services Administration Unit
4	12	Investigations	Abolish (1) Clerk-Senior Level position and (1) Sheriff's Specialist position	(2.0)	(159,121)	Reduce support positions in the Investigations Unit
5	17	Unincorporated Patrol	County Patrol Operations	0.0	(5,656,326)	Establish vacancy factor to balance the budget. The County Administrator acknowledges that the Sheriff may allocate this reduction throughout his department at his discretion.
			Total	(4.0)	(4,724,465)	

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

Animal Benefit Fund

1	5	Animal Benefit Fund (ABF)	Services & Supplies	0.0	210,000	Appropriation to support Animal Benefit Fund welfare programs, including the new Dog Walking Program that was established in FY 2017-18.
			Total	0.0	210,000	

Contra Costa County Fire Protection District

1	N/A	Operations	Fire Suppression	9.0	757,481	Adds nine (9) Firefighter-Recruit positions for a partial year.
2	N/A	Operations	EMS	(1.0)	(372,620)	Transfers one (1) EMS Chief to the EMS Transport Fund.
3	N/A	Operations	Administration	1.0	140,696	Adds one (1) Departmental Fiscal Officer position.
4	N/A	Operations	Administration	1.0	112,375	Adds one (1) Departmental Human Resources Analyst I position.
5	N/A	Operations	Administration	(1.0)	(92,600)	Cancels one (1) Administrative Analyst position.
6	N/A	Operations	Operations and Support Services	1.0	91,545	Adds one (1) Secretary-Advanced Level position
			Total General Operating Fund	10.0	636,877	
7	N/A	EMS Transport Fund	Communications	1.0	333,938	Adds one (1) Assistant Fire Chief-Exempt position.
8	N/A	EMS Transport Fund	EMS	1.0	372,620	Transfers one (1) EMS Chief to the EMS Transport Fund.
9	N/A	EMS Transport Fund	Helicopter/EMS Rescue	1.0	304,400	Adds one (1) Fire Captain-40 Hour position.
10	N/A	EMS Transport Fund	Administration	1.0	75,570	Adds one (1) Account Clerk-Experienced Level position.
			Total EMS Transport Fund	4.0	1,086,528	

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 and Measures

1	Administration	M	D	1,973,935	0	1,973,935	3.0	No	Provides direction and financial control, develop and implement policies and procedures in support of the operations of the department.
2	Agricultural Division	M	D	3,013,935	2,791,631	222,304	28.6	No	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.
3	Weights and Measures	M	D	1,056,510	917,256	139,254	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	195,508	0	195,508	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	Field Services	M	D	4,406,384	3,231,634	1,174,750	24.0	No	Enforces state laws and County ordinances in the unincorporated area of the County and the cities that have agreements with the County.
2	Center Operations	M	M	3,686,698	1,827,304	1,859,394	30.0	No	Provide temporary husbandry and veterinary care to animals impounded at the County's shelters.
3	Administration Services	M	D	3,853,267	2,535,669	1,317,598	20.0	No	Provides operational support for the department and includes human resource functions, fiscal management, data management, contract management, and general business operations.
4	Community Services	M	D	347,258	0	347,258	3.0	No	Provides public information, media relations, community education, and managing all aspect of the department's volunteer program.
5	Animal Benefit Fund	D	D	510,000	510,000	0	0.0	No	Provides monetary support for animal health and welfare projects that are not funded by departmental or general County revenue.

Assessor

1	Appraisal	M	D	6,818,637	658,637	6,160,000	47.0	No	Secured property appraisal mandated by R&T Code Sections 50-93, 101-2125.
2	Business	M	D	1,735,653	167,653	1,568,000	12.0	No	Unsecured property appraisal mandated by R&T Code Sections 2901-2928.1.
3	Support Services	M	D	8,146,943	786,943	7,360,000	56.0	Yes	Provides clerical support for appraisal and business divisions; exemption processing; drafting and GIS mapping (R&T Code 75.230); public service; and information systems support.
4	Administrative Services	M	D	1,009,513	97,513	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	2,974,865	2,974,865	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	1,514,627	1,538,635	(24,008)	8.0	Yes	Builds the countywide tax roll and allocates and accounts for property tax apportionment and assessments. Assists in preparing the budget documents for the County and special districts, including monitoring expenditures for budget compliance. Assists in administering the Tax and Revenue Anticipation Notes and other bond programs that greatly enhance the County's financial status. The Division also is responsible for a variety of governmental fiscal reports.
2	Payroll	M	D	2,626,940	1,458,962	1,167,978	16.0	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/Accounts Payable	M	D	2,648,379	2,902,121	(253,742)	18.0	Yes	Manages the countywide Financial System and processes 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	868,297	38,131	830,166	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
5	Special Accounting	M	D	587,883	379,934	207,949	4.0	Yes	Assist in preparing the budget documents for the county and special districts, including monitoring expenditures for budget compliance. Prepares the countywide Cost Allocation plan. Prepares the State Controller and other governmental fiscal reports.
6	Administration / Systems	M	D	2,489,657	260,000	2,229,657	8.0	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.
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	7,517,579	346,579	7,171,000	31.8	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	39,000	0	39,000	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
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.
5	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.

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	1,151,575	93,575	1,058,000	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	509,192	44,192	465,000	0.0	No	Provides funding to the Arts Commission to promote the arts throughout the County.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
3	LAFCO	M	M	261,000	0	261,000	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	Management Information System	D	D	1,057,000	450,000	607,000	0.0	Yes	Computer support to small departments, Productivity Investment Fund, Geographic Information System Program.
5	Risk Management	M	D	10,446,692	5,946,692	4,500,000	37.0	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	143.0	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 - Elections

1	Elections	M	M	10,643,172	4,413,961	6,229,211	32.5	No	Conducts Federal, State, local and district elections in an accurate and timely manner.
2	Recorder	M	M	4,837,990	6,067,201	(1,229,211)	39.0	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)	D	M	11,129,511	11,129,511	0	11.0	No	Provides support, improvement and full operation of a modernized recording system 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.

Conflict Defense

1	Conflict Defense	M	D	5,007,000	0	5,007,000	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	1,479,739	1,479,739	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	6,544,836	6,544,836	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	219,341	219,341	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	955,680	955,680	0	5.0	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 Districts.
5	Conservation/ Solid Waste	M	D	1,412,436	1,412,436	0	6.0	No	Administer the Solid Waste Management and Waste Recycling programs and provide technical services related to sanitary landfills, and other environmental issues. Participation in 2 solid waste partnerships and other solid waste, recycling programs must be supported.
6	Transportation Planning	M	D	1,394,688	1,394,688	0	4.0	No	Develop an effective transportation network throughout the county by planning for roads and other types of transportation systems on countywide corridors and with local and neighborhood areas. Administer programs related to Growth Management, Congestion Management and trip reduction. Provide staff support for other County efforts requiring transportation planning resources. Staff support or participation in over 10 committees including the Board's Transportation, Infrastructure and Water Committee is required.
7	Federal Programs, CDBG, Successor Agency	D	D	2,244,253	2,244,253	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-

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
									income. Successor Agency oversees dissolution of the former Redevelopment Agency and staffs Oversight Board.
8	Business and Information Services	D	D	5,132,486	5,132,486	0	29.0	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	8,350,166	8,350,166	0	28.0	No	Review plans, issue building permits, and inspect the construction of buildings.
10	Code Enforcement	M	D	1,460,039	1,460,039	0	9.0	No	Respond to building and zoning complaints, perform on-site investigations, abate hazards, and perform inspections.
11	Weatherization	D	D	1,116,446	1,116,446	0	12.0	No	Free home weatherization services to low income residents.
12	Application & Permit Center (includes Engineering Services)	M	D	4,667,202	4,667,202	0	34.0	No	Manage and help process applications and permits.
13	Clean Water	M	D	15,000	15,000	0	0.0	No	Inspection services for development projects requiring compliance with Clean Water regulations.
14	Residential Rental Inspection	D	D	11,531	11,531	0	0.0	No	Inspection services for all rental units in unincorporated portions of the County
15	Vehicle Abatement Program	D	D	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	5,523,500	5,523,500	0	4.0	No	Inspection services to various contract cities and remote locations within the unincorporated county.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
17	Plant Acquisition	D	D	1,000,000	1,000,000	0	0.0	No	Funding for the acquisition and rehabilitation of a department financed central operations office
18	Energy Upgrade CA	D	D	173,593	173,593	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.
19	Measure WW Grant Project	D	M	2,382,879	2,382,879	0	0.0	No	Funding through general obligation bonds, for local parks as approved by voters of Alameda and Contra Costa.
20	Keller Canyon Mitigation Fee	D	D	1,439,000	1,439,000	0	0.0	No	Funding for mitigation programs within East County community.
21	Housing Rehabilitation & Sustainability Program	D	D	1,032,175	247,175	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.
22	HOPWA Grant	D	D	1,137,410	1,137,410	0	0.0	No	Provide housing opportunities for people with HIV/AIDS.
23	HUD Block Grant	D	M	6,122,051	6,122,051	0	0.0	No	CDBG provides annual direct grants that can be used to revitalize neighborhoods, expand affordable housing and economic opportunities, and/or improve community facilities and services, principally to benefit low- and moderate-income persons.
24	HUD Emergency Shelter	D	D	636,050	636,050	0	0.0	No	Emergency Shelter Grant program provides homeless persons with basic shelter and essential supportive services.
25	HUD Home Block Grants	D	D	5,085,617	5,085,617	0	0.0	No	Grants for the acquisition, rehabilitation or new construction of housing for rent or ownership, tenant-based rental assistance, and assistance to homebuyers. Funds may also be used for the development of non-luxury housing, such as site acquisition, site improvements, demolition and relocation.
26	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
27	Fish and Game Protection	M	D	158,400	158,400	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.
28	Livable Communities	D	D	2,132,830	2,132,830	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.
29	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.
30	Housing Successor Agency	D	M	11,255,150	11,255,150	0	0.0	No	Provide funding for all Successor Agency-related obligations and activities pursuant to the terms of the Dissolution Act.
31	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.
32	Private Activity Bond	D	M	1,225,000	1,225,000	0	0.0	No	Bond revenue received from single and multiple family housing programs that is used primarily to fund program staff costs and finance property acquisition related to affordable housing and economic development projects.
33	Affordable Housing	D	M	325,000	325,000	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
34	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.
35	Transportation Improvement - Measure J	D	D	3,698,500	3,698,500	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.

Contingency Reserve

1	Contingency Reserve	D	D	10,000,000	0	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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County Administrator

1	Affirmative Action	D	D	281,760	10,000	271,760	2.0	No	Coordinates various state, federal and locally approved affirmative action programs.
2	Board Support & Gen Administration	M	D	5,003,533	285,499	4,718,034	14.8	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	1,358,273	1,358,273	0	7.0	No	Administers cable franchises and community access (CCTV). Supported by cable TV franchise fees.
4	AB109	D	D	8,640,986	7,690,986	950,000	3.2	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
5	Labor Relations	M	D	1,897,037	776,831	1,120,206	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	6,953,809	3,953,809	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	Child Protective Services- Probate	M	M	3,265,550	3,265,550	0	17.0	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/ Civil Litigation Unit	M	D	2,173,841	2,173,841	0	10.0	Yes	Defends the County in tort, employment and civil rights actions in State and Federal court and monitors outside litigation counsel. Services are reimbursed by General Liability Trust Fund.

Crockett/Rodeo Revenues

1	Crockett/Rodeo	D	D	560,000	0	560,000	0.0	No	Appropriations attributable to the property tax increment from the co-generation facility in Crockett and the UNOCAL Reformulated Gasoline Project at the Rodeo facility for both capital and program uses.
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Debt Service

1	Debt Service	D	M	0	0	0	0.0	Yes	Allows County to issue notes, permitting it to borrow money in order to meet short term cash flow deficiencies, pending receipt of taxes and revenues.
2	County/State West Contra Costa Healthcare District (WCCHCD)	D	M	0	2,500,000	(2,500,000)	0.0	Yes	To account for the West Contra Costa Healthcare District's allocation of property tax revenue.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
3	Retirement/ UAAL Bond Fund	D	M	41,823,136	41,823,136	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).

Department of Information Technology

1	Administration	D	D	772,148	772,148	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	982,974	982,974	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	2,025,372	2,075,372	(50,000)	8.0	Yes	Provides business and technical assistance, including overall IT infrastructure design, implementation, project management, system integration, storage services, e-mail & internet access.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
4	Operations	D	D	4,092,762	4,092,762	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	649,195	599,195	50,000	3.1	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	5,361,575	5,361,575	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.
7	Telecommunications	D	D	11,155,209	11,060,209	95,000	21.8	Yes	Responsible for planning, operating, maintaining, and managing the County's communication systems including radio, telephone, voice mail and microwave.
8	Wide-Area-Network Services	D	D	4,121,818	4,121,818	0	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	26,483,250	16,399,317	10,083,933	139.0	No	Attends the courts and conducts on behalf of the people all prosecutions for public offenses occurring in Contra Costa County, including homicide, gang crimes, sexual assault, juvenile, general felony, and misdemeanor crimes
2	Special Prosecution	M	D	4,465,868	4,161,411	304,457	21.0	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

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
3	Investigation	M	D	5,261,077	434,275	4,826,802	19.0	No	Investigates all types of crime under the District Attorney's jurisdiction, locates and interviews suspects and witnesses, assists in grand jury investigations, writes search warrant affidavits, serves search warrants, conducts searches for fugitives, conducts surveillance, makes arrests and appears and testifies as witnesses in criminal and civil cases.
4	Victim/Witness Advocacy	M	D	1,448,544	1,191,986	256,558	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	429,137	294,919	134,218	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	4,962,232	18,200	4,944,032	13.0	No	Operations, fiscal, personnel, procurement, and facilities management, and resource development
7	AB 109	M	D	2,104,792	2,104,792	0	12.0	No	Public Safety Realignment Act which transfers responsibility for supervising specific low-level inmates and parolees from CDCR to counties, including parole revocation proceedings.
Special Funds									
8	Consumer Protection	D	D	737,137	500,000	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	122,000	122,000	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	433,067	313,012	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
11	DA Federal Forfeiture-DOJ	D	D	16,800	16,800	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	560,000	560,000	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	483,326	483,326	0	0.0	No	As provided by AB 3229 (Chapter 134, Statutes of 1996), the State supplements otherwise available funding for local public safety services ("COPS"). These funds are used locally to enhance prosecution of domestic violence cases. Under AB 109 Public Safety Realignment, SLESF allocations are now subsumed under the County's Local Revenue Fund for Public Safety Realignment.
14	AB109-District Attorney	M	M	316,058	316,058	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	4,537,836	0	4,537,836	0.0	Yes	Funds PeopleSoft Project (Payroll).
2	Retiree Health Benefits	M	D	1,012,164	50,000	962,164	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

Administration									
1	Administrative Services	D	D	54,783,656	54,516,666	266,990	204.0	Yes	Provides administrative support to all areas of the Department

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
<i>Aging and Adult Services Bureau</i>									
2	Adult Protective Services	M	D/M	17,223,325	16,311,217	912,108	88.1	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	D/M	D/M	4,584,578	4,497,215	87,363	8.4	No	Provides supportive social services, congregate meals, home delivered meals, in-home services and elder abuse prevention to over 24,000 seniors annually.
4	General Assistance Eligibility	M	M	4,288,024	413,561	3,874,463	21.2	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	M	D	2,781,389	0	2,781,389	0.0	No	Provides cash assistance to adults not eligible for state or federal assistance.
6	Indigent Interment	M	M	106,922	18,388	88,534	0.0	No	Provides cremation and burial, in cemetery lots or niches, of indigent decedents.
7	In-Home Supportive Services Administration	M	D	10,406,146	7,994,686	2,411,460	60.8	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	42,983,152	36,728,300	6,254,852	0.0	No	Provides funds for wages, health and retirement benefits for individuals who provide in-home supportive services to eligible individuals.
9	Senior Community Services Employment Program	D	M	72,450	72,450	0	0.5	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
10	IHSS Public Authority	M	D	2,265,704	2,265,704	0	0.0	No	Provides registry and referral services, screens registry applicants, assists IHSS recipients with hiring IHSS providers. 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.
Children and Family Services Bureau									
11	Child Welfare Services	M	M	68,563,013	67,774,047	788,966	353.0	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	2,864,013	2,853,228	10,785	16.1	No	Provides adoption services to children who are free for adoption under the Civil Code and Welfare & Institutions Code. It also provides services, on a fee basis, for stepparent adoptions.
13	Foster Care/Adoption Assistance Eligibility	M	M	5,470,724	4,885,715	585,009	25.0	No	Provides eligibility determination for cash assistance for care of children placed in out of home care.
14	Resource Family Home Approval (formerly Foster Care Licensing)	D	M	1,589,272	1,374,135	215,137	2.7	No	Processes applications and provides support services to approved Resource Family Homes.
15	Aid to Adoptions Program	M	M	19,472,962	19,084,623	388,339	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	33,494,291	32,061,066	1,433,225	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	303,000	272,700	30,300	0.0	No	Provides child abuse prevention services authorized by AB 1733; supports the Zero Tolerance for Domestic Violence implementation plan.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
18	Family Preservation Program Promoting Safe and Stable Families	D	M	2,069,149	1,623,861	445,288	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	1,096,963	1,096,963	0	7.7	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.
Workforce Services Bureau									
22	CalWORKs Eligibility Services	M	M	17,698,475	17,567,730	130,745	154.0	No	Provides eligibility determination for CalWORKs cash aid, supportive services, and includes ongoing case management. Eligibility is limited to a maximum of 48 months.
23	CalWORKs Employment Services	M	D	22,403,608	22,403,608	0	102.2	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	194,833	194,833	0	1.1	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	M	M	6,470,171	6,470,171	0	19.4	No	Eligibility and ongoing case management under Stage One subsidized child care.
26	CalWORKs Mental Health/Substance Abuse	M	D	2,178,000	2,178,000	0	0.0	No	Provides CalWORKs case management and treatment services for mental health and substance abuse.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
27	CalWORKs SB 1569	M	M	57,825	57,825	0	0.4	No	Provides case management of CalWORKs recipients who are victims of trafficking or crime.
28	CalWORKs Family Stabilization	M	M	868,160	868,160	0	5.0	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	3,479,613	3,479,613	0	12.4	No	Provides funds for wage, non-wage and operational costs for six-month job placements for Welfare-to-Work clients.
30	CalWORKs Housing Support	D	D	1,380,441	1,380,441	0	0.0	No	Provides funds for support services and administrative activities for homeless CalWORKs families.
31	CalWORKs Cash Assistance	M	M	50,528,358	49,601,305	927,053	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	35,088,011	31,872,289	3,215,721	163.6	No	Provides eligibility determination and ongoing case management for CalFresh benefits for eligible low-income individuals and families.
33	CalFresh Eligibility - Work Incentive Nutritional Supplement Program	M	M	334,029	334,029	0	0.0	No	Provides a \$10 per month additional food supplement for eligible CalFresh and California Food Assistance Program households.
34	CalFresh Eligibility - Standard Utility Assistance Subsidy Program	M	M	170,324	170,324	0	0.0	No	Provides an annual \$20.01 utility assistance benefit to eligible CalFresh households.
35	CalFresh Eligibility - Work Incentive Nutritional Supplement Eligibility	M	M	99,056	99,056	0	0.5	No	Provides eligibility determination for eligible CalFresh and California Food Assistance Program households.
36	Medi-Cal Eligibility	M	M	59,631,004	59,631,004	0	380.1	No	Provides eligibility determination for Medi-Cal programs including determinations for the new MAGI Medi-Cal Program implemented as an expansion of the Medi-Cal Program mandated by Health Care Reform.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
37	Refugee Programs Eligibility	M	M	48,349	48,349	0	0.3	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	114,987	114,987	0	0.0	No	Provides funds for cash assistance payments for immigrants.
39	Service Integration Team / Sparkpoint	D	D	102,260	42,260	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	Formerly the only county-operated statewide Call Center which provides healthcare enrollment services under the Affordable Care Act to California residents. The program ended on December 31, 2016.
Workforce Development Board									
41	Workforce Innovation & Opportunity Act (WIOA)	M	D	5,866,502	5,866,502	0	10.0	No	Provides employment services (such as job search and placement assistance, and initial assessment of skills), career counseling, access to job training, adult education and literacy, and employment services to individuals seeking to find new or better employment opportunities.
42	Small Business Development Center	D	M	410,000	410,000	0	1.0	No	Provides training, counseling, and technical assistance to small businesses and startups to support economic development and stimulate job growth in Contra Costa County and the region.
Community Services Bureau									
43	Head Start	D	M	18,906,476	18,906,476	0	72.0	No	Federally-funded childcare services that provide part-day and full-day educational and comprehensive services for children ages 3-5, serving 1,351 income eligible and disabled children and families.
44	Comprehensive Funding Model (formerly known as Child Start)	D	M	8,120,938	8,120,938	0	75.0	No	Combines Head Start, Early Head Start, and Child Development funds to provide full-day, full-year childcare for 787 children of low-income working parents.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
45	Early Head Start	D	M	9,206,992	9,206,992	0	31.0	No	Federally-funded childcare program for infants and toddlers ages 0-3, serving 573 income eligible and disabled infants and toddlers and their families.
46	Child Nutrition	D	M	1,276,439	1,276,439	0	13.0	No	Nutritional counseling for families and meal services for low-income and disabled children serving approximately 1,075 children and families and delivers approximately 454,475 meals.
47	Community Action Programs	D	M	3,031,718	2,872,930	158,788	20.0	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	2,495,560	2,495,560	0	5.0	No	Federally-funded program that provides utility bill payment assistance, energy education, and weatherization services to approximately 4,471 low-income residents of the County.
49	Child Development Fund	D	M	29,294,435	29,294,435	0	114.0	No	State-funded Preschool and General Child Care program serving 1,808 children in 16 centers with 65 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.
Contra Costa Alliance to End Abuse									
51	Contra Costa Alliance to End Abuse	D	D	2,994,234	1,150,750	1,843,484	0.0	No	Coordinated Services designed to reduce domestic and family violence and elder abuse.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
52	Contra Costa Alliance to End Abuse - Special Revenue Fund	M	M	152,664	152,664	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.
53	Contra Costa Alliance to End Abuse - SB 968 Administration	M	D	634,447	634,447	0	4.0	No	Provides oversight and coordination of domestic violence programs. Supported by recording fees authorized by State law (SB 968)

General Purpose Revenue

1	General County Revenues	M	D	0	447,622,000	(447,622,000)	0.0	No	Receives revenues which are not attributable to a specific County services and which are available for County General Fund expenditures.
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Health Services

<i>Hospital & Ambulatory Care Centers</i>									
1	Hospital and Emergency Care	M	M	296,833,349	295,404,855	1,428,494	963.2	No	Provides for operation of the 167 beds at Contra Costa Regional Medical Center and the medical and psychiatric emergency rooms.
2	Ambulatory Care Centers	M	M	148,749,884	148,316,037	433,847	741.3	No	Provides for operation of the 11 medical ambulatory care centers located throughout the County.
3	Physician Services	M	M	118,894,293	118,547,524	346,769	272.4	No	Provides for operation of medical staff at the Contra Costa Regional Medical Center, the 11 ambulatory care clinics, and the Family Practice Residency Program.
4	Emergency Medical Services	M	M	2,023,656	2,023,656	0	6.0	Yes	Provides overall coordination of the emergency ambulance services throughout the County, and coordination of medical disaster response efforts.
5	Administrative Services	D	D	25,467,853	25,467,853	0	302.9	Yes	Provides centralized Department-wide administrative support to all Health Services divisions, e.g. IT, Payroll, Personnel.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
6	Charges from Other County Departments	M	D	17,461,387	0	17,461,387	0.0	Yes	Provides centralized charges to Health Services Department from other County departments, e.g. GSD.
7	Hospital Capital Project	D	D	16,277,162	16,277,162	0	0.0	No	Debt services principal payments, and acquisition of new and replacement capital equipment.
Contra Costa Health Plan - Enterprise Fund II									
8	Medi-Cal Members	M	M	517,084,780	517,084,780	0	180.0	No	Serves County residents enrolled in Contra Costa Health Plan who qualify for Medi-Cal and are not seniors or persons with a disability.
9	Medi-Cal Seniors and Persons with Disabilities Members	D	M	187,658,381	187,658,381	0	0.0	No	Serves County residents enrolled in Contra Costa Health Plan who are seniors or persons with a disability who qualify for Medi-Cal.
10	Charges from Other County Depts	D	D	3,759,905	3,759,905	0	0.0	No	Provides centralized charges to Health Services Department from other County departments, e.g. GSD.
Contra Costa Community Health Plan - Enterprise Fund III									
11	Commercial Groups, including Basic Health Care (Excludes IHSS)	D	M	58,030,156	58,030,156	0	0.0	No	Serves County residents enrolled in Contra Costa Health Plan (CCHP) whose premiums are paid by themselves or by their employers. Includes those who qualify for Medicare coverage. Basic Health Care serves medically indigent County residents where household income is less than or equal to 300% of the federal poverty level, whose medical care is managed by CCHP. Includes Health Care for Indigent eligibles and primary care services to adults not covered by the Affordable Care Act.
12	In-Home Supportive Services	D	M	16,942,618	12,956,330	3,986,288	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.
Behavioral Health Division - Mental Health									

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
13	Child & Adolescent Services	M	D	67,117,426	66,308,498	808,928	99.0	No	Provides comprehensive mental health services to seriously emotionally disabled youth (up to age 21) and children (under age 18) and their families, including hospitalization, intensive day treatment, outpatient, outreach, case management and wraparound services.
14	Adult Services	M	D	60,450,532	57,515,959	2,934,573	142.0	No	Provides comprehensive mental health services to seriously and persistently mentally disabled adults including hospitalization, residential care, intensive day treatment, outpatient, outreach and case management.
15	Support Services	D	D	14,838,108	4,032,460	10,805,648	83.9	No	Provides personnel administration, contract negotiation, program planning and development, monitoring service delivery and quality assurance, and interagency coordination.
16	Local Hosp Inpatient Psychiatric	M	M	13,219,859	12,240,265	979,594	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	Outpatient Mental Health Crisis	M	M	13,893,611	13,025,443	868,168	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.
18	Medi-Cal Managed Care	M	M	8,868,520	7,960,574	907,946	21.0	No	Provides community-based acute psychiatric inpatient hospital services and outpatient specialty mental health services for Medi-Cal eligible adults and children.
19	Mental Health Services Act	M	D	50,513,394	50,513,394	0	172.0	No	Expands mental health care programs for children, transition age youth, adults and older adults. (Proposition 63)

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
<i>Behavioral Health Division - Alcohol and Other Drugs</i>									
20	Prevention Services	D	D	1,499,595	1,499,595	0	2.6	No	Provides alcohol and other drugs education, drug-free activities, community-based initiatives, problem identification and referral for youth and adults.
21	Information, Screening and Referral into SUD	D	D	700,616	700,616	0	7.0	No	Provides information, American Society of Addiction Medicine (ASAM) screening and referral to individuals in need of prevention, treatment and recovery services.
22	Outpatient and Intensive Outpatient Program	D	D	6,585,470	5,973,481	611,989	6.0	No	Provides outpatient substance abuse recovery services for adults, youth/adolescents and family members who have substance use disorders.
23	Residential Services Program	D	D	6,267,691	4,944,373	1,323,318	19.2	No	Provides recovery services for men, women, women and their children (perinatal), and adolescents, and detoxification for adults.
24	Narcotic Treatment Program	D	D	6,883,955	6,883,955	0	0.0	No	Provides outpatient methadone maintenance for opiate dependent adults, especially those persons at risk of HIV infection through injection drug use.
25	Special Programs	D	D	2,330,933	2,330,933	0	5.9	No	Time-limited federal and state special initiatives and demonstration programs.
26	Drug Medi-Cal Waiver	D	D	2,386,813	2,386,813	0	11.3	No	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 the County.
<i>Behavioral Health Division - Health, Housing and Homeless Services</i>									
27	Administration	D	D	1,465,065	1,270,985	194,080	8.0	Yes	Includes staffing, occupancy costs, costs incurred for the homeless advisory board activities, and costs associated with grant writing and consultation.
28	Coordinated Entry System	D	D	2,783,455	2,091,904	691,551	0.0	No	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 svc.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
29	Interim Housing and Support Services	D	D	4,980,398	3,745,118	1,235,280	1.0	No	Offers short-term shelter and support services that allow for stabilization, referral and preparation for permanent housing and/or mental health and treatment services.
30	Supportive Housing Program	D	D	5,099,922	4,724,449	375,473	0.0	No	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.
31	Contra Costa Youth Continuum of Services	D	D	636,061	501,418	134,643	1.0	No	Provides outreach, shelter, transitional, and permanent housing and services to youth ages 18-24.
32	Homeless Management Information System	D	D	321,221	262,689	58,532	1.0	No	A shared homeless service and housing database system administered by the County Homeless Program and includes community based homeless service providers. System enables the collection and sharing of uniform client data information.
Public Health									
33	Public Health Support Services	D	D	7,909,943	1,504,845	6,405,098	37.5	Yes	Provides program oversight, including management and administrative support staff.
34	Senior Nutrition Program	D	D	4,086,098	4,054,960	31,138	4.3	No	Provides over 550,000 meals per year to the elderly population in the County through a congregate (Senior Center) or home delivery (Meals on Wheels) model. In addition to elderly clients, approximately 2,700 meals are delivered to homebound AIDS/HIV clients.
35	Communicable Disease Control	M/D	D	8,898,401	5,745,772	3,152,629	47.7	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	HIV/AIDS and STD Program	M/D	D	4,571,557	3,678,195	893,362	33.5	No	Provides access to care, monitoring and surveillance, community education and prevention services.
37	Family, Maternal & Child Health	M/D	D	10,192,290	8,740,996	1,451,294	82.8	No	Promotes health and welfare of families and children.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
38	Public Health Clinical Services	D	D	36,935,171	27,762,004	9,173,167	243.1	No	Provides full scope pediatric clinics, women's health and family planning, sexually transmitted disease clinics, immunization clinics, the employee occupational health program, and school-based clinics. In addition, provides public health nursing visits to new babies and mothers, and health care for the homeless.
39	Community Wellness & Prevention Program	D	D	3,261,217	3,187,054	74,163	25.5	No	Provides for prevention of chronic disease and injuries.
Environmental Health									
40	Hazardous Materials Program	M	M	10,847,414	11,009,878	(162,464)	37.0	No	Provides emergency response, hazardous waste, hazardous material, underground tank and accidental release programs.
41	Environmental Health	M	M	11,086,423	11,248,884	(162,461)	61.0	No	Provides retail food programs, consumer protection programs, solid waste program, medical waste program and land use programs.
42	Fixed Assets	D	D	210,000	210,000	0	0.0	No	Provides for acquisition of capital equipment and for needed capital improvement projects.
Detention Facility Program									
43	Detention Facility MH Services	M	D	4,647,923	65,570	4,582,353	16.0	No	Provides assistance to Sheriff's Department in identification and management of mentally ill in the main County detention facility.
44	Detention Facility Med Services	M	D	20,821,644	1,492,731	19,328,913	72.5	No	Provides primary care medical services for inmates in County detention facilities.
45	Juvenile Hall Medical Services	M	D	1,872,584	1,742,141	130,443	10.4	No	Provides primary care medical services to inmates at Juvenile Hall. Expenditures are transferred to the Probation Department.
46	Juvenile Justice Facilities	D	D	711,394	711,394	0	0.0	No	Provides crisis intervention, medication evaluation and consultation.
Conservatorship/Guardianship									
47	Conservatorship/Guardianship	M	M	4,064,733	877,001	3,187,732	23.0	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
California Children's Services Program									
48	California Children's Services Program	M	M	11,082,920	8,644,664	2,438,256	64.7	No	Provides medical care, equipment and rehabilitation for youth under 21 years of age with CCS eligible conditions whose families are unable to pay for all or part of their care.
Public Administrator									
49	Public Administrator	M	D	688,773	293,904	394,869	5.0	No	Investigates and administers the estates of persons who are County residents at the time of death and have no will or appropriate person willing or able to administer their estate.
Emergency Medical Services SB-12									
50	Administration	D	D	152,916	152,916	0	0.0	No	Reimbursement for County incurred costs related to Emergency Medical Services program collections and disbursements.
51	Emergency Medical Services	D	M	229,690	229,690	0	0.0	No	Reimbursement for County operated Emergency Medical Services program.
52	Physicians	D	M	784,799	784,799	0	0.0	No	Payments to physicians for emergency services to indigents.
53	Hospitals	D	M	337,779	337,779	0	0.0	No	Payments to hospitals for emergency room care provided to indigents.
54	Pediatric Trauma Centers	D	M	66,365	66,365	0	0.0	No	Reimbursement to physicians and hospitals for uncompensated services provided at pediatric trauma centers.
Ambulance Services Areas (Measure H)									
55	Zone A	D	M	232,863	232,863	0	0.0	No	Funds EMS first responder medical and communication equipment, supplies, and training of medical dispatchers.
56	Zone B	D	M	4,967,050	4,967,050	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.

Human Resources

1	Administration	M	D	1,741,245	2,294,145	(552,900)	5.0	Yes	Develops, administers and maintains merit and exempt employment systems.
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Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
2	Employee Benefits Administration	M	D	7,013,432	7,013,432	0	21.0	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	D	4,263,900	200,000	4,063,900	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 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.

Justice System Development/Planning

1	Law and Justice System Dev	D	D	2,184,720	394,720	1,790,000	5.0	Yes	Develops, implements and maintains automated info systems for justice departments.
2	Automated ID & Warrant	D	M	1,508,560	1,508,560	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	1,000,000	1,000,000	0	0.0	No	Provides local funding programs relating to vehicle theft crimes.
4	SLESF - Front Line Law Enforcement-City	M	M	483,326	483,326	0	0.0	No	Provides for the pass-through of State Supplemental Law Enforcement funding to Contra Costa cities.
5	DNA Identification	D	M	270,000	270,000	0	0.0	No	Provides for the collection of DNA specimens, samples and print impressions.
6	Local Community Corrections	M	D	27,885,959	27,885,959	0	0.0	No	Within the County's Local Revenue Fund pursuant to AB 109 and AB 118, this account provides the State funding allocation for Community Corrections Grant.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
7	SLESA - AB109	M	M	9,528,633	9,528,633	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	400	400	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	6,429,071	70,747	0	23.2	No	Provides administrative, shipping, and volunteer services management while organizing and directing the operation of the County Library.
2	Countywide Services	D	D	1,840,564	324,943	0	11.0	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	19,708,537	3,200,435	0	137.4	No	Includes the provision of community library services through 26 County Library facilities. These services include materials collections, public services, and programs that are tailored for each community.
4	Support Services	D	D	4,589,512	29,645	0	26.2	No	Support Services includes automation, Virtual Library, circulation, technical services, and collection management.
5	County Library Taxes	M	M	0	28,941,914	0	0.0	No	County Library Tax Revenues.
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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
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Probation

Care of Court Wards									
1	Out-of-Home Placement	M	M	7,750,480	3,308,000	4,442,480	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	825,000	0	825,000	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	2,891,212	397,000	2,494,212	0.0	No	Fees paid to Health Services for medical care of juvenile residents in County facilities.
Juvenile Facilities									
4	Juvenile Hall	M	M	23,042,295	5,331,970	17,710,325	138.5	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	8,129,750	10,564,671	(2,434,921)	41.0	No	Correctional facility providing 100 beds for seriously delinquent boys committed by the courts. Approximately 225 juveniles are committed annually for an average stay of six months. (W&I 880)
6	Home Supervision	M	M	331,941	403,386	(71,445)	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	School Lunch Program	D	D	710,000	266,000	444,000	4.0	No	Federally assisted meal program. Provides nutritionally balanced, low-cost or free lunches to children each school day.
Probation Programs									
8	Adult Investigations & Supervision	M	D	12,900,940	8,344,320	4,556,620	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.
9	Drug Enforcement	D	M	378,984	0	378,984	2.0	No	Intensive monitoring of drug usage and supervision of 75 offenders annually.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
10	Vehicle Theft (Adult)	D	M	193,178	193,178	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.
11	Domestic Violence	D	M	1,088,690	453,575	635,115	6.0	No	Intensive supervision of felony/misdemeanor cases that may involve court-ordered participation in a 52-week batterer's program. All batterer's programs are mandated to be certified by the Probation Department. (PC 1203.097)
12	Office of Traffic Safety DUI Program	D	M	327,997	362,821	(34,824)	2.0	No	California Office of Traffic Safety provides grant funding for intensified supervision of felony drunk drivers. The grant does not cover indirect costs.
13	Juvenile Investigation/Supervision/Special Services	M	D	6,594,143	986,555	5,607,588	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.
14	Field Services Support	D	D	2,173,512	0	2,173,512	24.0	No	Provides support services to Deputy Probation Office staff in adult and juvenile programs.
15	School Probation Officers	D	M	1,863,431	1,863,501	(70)	10.0	No	Case management services for juveniles referred by school districts as well as those on active probation.
16	Community Probation	D	M	902,336	720,548	181,788	5.0	No	Partners deputy probation officers with eight police jurisdictions to provide intensive supervision to high-risk youth.
17	Youthful Offender Treatment Program	D	M	879,984	611,361	268,623	6.0	No	Aftercare supervision for institution commitment treatment program for male youthful offenders.
18	Training	M	D	133,384	117,339	16,045	3.0	Yes	State required and approved training for Probation staff. (PC 6035)
19	Administration / Personnel / Info Tech	M	D	9,517,590	410,621	9,106,969	18.0	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
Special Funds									
20	Supplemental Law Enforcement Services Fund	D	D	4,692,483	4,692,483	0	0.0	No	Provides state resources from the Juvenile Justice Crime Prevention Act of 2000 to support juvenile prevention initiatives.
21	Probation Ward Welfare	D	D	111,900	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.
22	Community Corrections Performance Incentives Fund	D	D	4,584,144	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	4,215,517	0	4,215,517	10.0	No	Provides management, administrative support, and oversight of all Departmental functions.
2	Investigations	M	D	1,879,723	0	1,879,723	13.0	No	Conducts defense investigations of adult criminal and juvenile cases as needed to ensure effective representation of all clients.
3	Criminal Defense	M	M	14,619,915	1,178,173	13,441,742	66.8	No	Provides effective assistance of counsel for all qualifying adults and juveniles charged with criminal offenses.
4	AB 109	M	D	3,128,443	3,128,443	0	16.5	No	Provides support and services to reduce recidivism for low level felony offenders; furthers the goals of AB109.
5	Alternate Defender Office	M	D	4,395,018	0	4,395,018	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.
Special Fund									
6	AB109-Public Defender	M	D	316,058	316,058	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).

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
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Public Safety Realignment

1	Law Enforcement Services	M	D	58,823,286	57,132,935	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	115,962,210	115,962,210	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.

Public Works

1	Public Works Services /Administration	M	D	48,161,017	46,985,621	1,175,396	279.8	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	3,502,000	3,502,000	0	0.0	No	Non-county road construction projects funded by other governmental agencies.
3	County Drainage Maintenance	M	D	720,000	20,000	700,000	0.0	No	Drainage maintenance for County owned drainage facilities.
4	Rd Fund-Construction & Road Planning/Admin/Revenues	M	D	30,508,919	30,508,919	0	0.0	No	Road construction projects for county roads. Includes administration and planning costs.
5	Rd Fund Maintenance & Misc. Property	M	D	25,289,000	25,289,000	0	0.0	No	Maintenance for county streets and roads.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
6	PW Land Development	M	D	3,136,100	3,136,100	0	0.0	No	Engineering services and regulation of land development.
7	Airport Enterprise Fund	D	M	6,634,782	6,634,782	0	17.0	No	Operation and capital development of airports.
8	Other Special Rev. Funds	D	M	3,924,729	3,924,729	0	0.0	No	Use based on special revenue agreements.
9	Development Funds	D	M	7,972,990	7,972,990	0	0.0	No	Revenue from permits & developers for construction and Conditions of Approval.
10	Southern Pacific Railway	D	M	4,345,174	4,345,174	0	0.0	No	Sale of easements & license agreements used for maintenance of Iron Horse Corridor.
11	Navy Transportation Mitigation	D	M	5,656,034	5,656,034	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	1,643,000	1,643,000	0	0.0	No	Fees on development for future road projects.
13	Purchasing	M	D	1,233,483	552,483	681,000	7.0	Yes	Purchasing services for all County departments.
14	Fleet Services	D	D	540,000	540,000	0	0.0	Yes	Maintenance, repair, and vehicle acquisition for County departments & fire district.
15	Fleet Services ISF	D	D	16,981,122	16,981,122	0	21.0	Yes	Internal Services Fund for Fleet
16	General County Building Occupancy	D	D	24,280,258	156,200	24,124,058	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	Outside Agency Services	D	D	722,264	722,264	0	0.0	Yes	Outside Agency services. This program area includes occupancy costs, print & mail services, and fleet services.
18	Facilities Maintenance	D	D	122,386,367	122,386,367	0	199.0	Yes	General maintenance and repairs of County buildings & facilities.
19	Print and Mail Services	D	D	5,299,184	5,299,184	0	21.0	Yes	Copy, printing, and mail services for County departments.
20	Keller Surcharge/Mitigation	M	D	397,546	105,000	292,546	0.0	Yes	Recycling services for County departments.

Sheriff-Coroner

<i>Administrative Services Bureau</i>									
1	Central Administration	D	D	20,320,063	1,371,480	18,948,583	34.0	No	Comprised of the Sheriff's executive, fiscal, and personnel units which provide centralized administrative oversight of the Office of the Sheriff.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
<i>Custody Services Bureau</i>									
2	Custody Services Admin	M	D	3,733,958	36,716,696	(32,982,738)	16.0	No	Provides inmate classification, training, and other detention management services.
3	Martinez Detention Facility	M	M	30,982,091	121,013	30,861,078	143.0	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	27,424,831	39,144	27,385,687	136.0	No	WCDF is a program-oriented facility for medium security prisoners, located in Richmond. Inmates who present behavioral problems are returned to the MDF in Martinez.
5	Marsh Creek Detention Facility	D	D	4,491,873	1,500	4,490,373	21.0	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	D	3,999,019	1,300,000	2,699,019	21.0	No	Diverts persons who would be incarcerated into programs such as Work Alternative Program. Work Alternative is operated for those inmates sentenced to jail for 30 days or less. Inmates accepted into the program provide public service labor.
7	Detention Transportation	M	D	5,641,491	3,500	5,637,991	23.0	No	Provides inmate transportation between detention facilities and the Courts.
8	AB109 Program	M	M	8,643,656	8,643,656	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.
<i>Field Operations Bureau</i>									
9	Cities/Districts Contracts	D	M	17,883,599	17,883,599	0	70.0	No	Contract city law enforcement services provided in the cities of Danville, Lafayette, and Orinda; and to AC transit and Diablo.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
10	Coroner	M	D	3,298,496	185,000	3,113,496	9.0	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	2,000	230,000	(228,000)	0.0	No	Provides Investigation services to the District Attorney's Office.
12	Investigations	M	D	10,245,052	365,805	9,879,247	40.0	No	This division conducts narcotics enforcement and follow-up investigation of all reported serious crimes that occur in the unincorporated area of Contra Costa County, as well as in the cities and districts that contract for investigative services.
13	Property and Evidence Services	M	M	722,118	94,000	628,118	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	4,240,992	1,210,239	3,030,753	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	157,915	120,000	37,915	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	596,575	596,575	0	0.0	No	Provides air support throughout the County and through contract with the City of Vallejo.
17	Unincorporated Patrol	M	D	30,037,899	46,258,762	(16,220,863)	142.0	No	Provides patrol services throughout the unincorporated area of the County using a community based policing model.
Contract Services Budget									
18	Facility Security Contracts	M	D	4,834,196	4,834,196	0	34.0	No	Contract facility security services for the Health Services Department and the Employment and Human Services Department.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
19	Court Security	M	D	15,496,773	15,496,773	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.
Support Services Bureau									
20	Sheriff's Recruiting	M	D	2,451,306	8,000	2,443,306	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.
21	Resources/ Plans/ Standards	D	D	3,704,801	318,500	3,386,301	10.0	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	2,847,356	420,000	2,427,356	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	125,334	125,334	0	0.0	No	Restricted funding for vehicle usage by the Civil unit.
24	AB 709 Automated Program	M	M	408,153	408,153	0	0.0	No	Restricted funding for automation services by the Civil unit.
25	Communications/ Dispatch	M	M	8,350,434	3,486,402	4,864,032	58.0	No	Provides a basic emergency telephone answering system as provided in articles 53100-53120 of the Calif. Govt Code. Shall provide public safety answering point system for telecommunications from the public for reporting, police, fire, ambulance, and medical related incidents.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
26	Automated Regional Information Exchange Systems (ARIES)	D	D	761,476	761,476	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	10,652,571	3,915,598	6,736,973	42.0	No	Conducts firearms, forensic biology and trace evidence examinations. Conducts DNA profiling on evidence materials; submits DNA profiles to the Calif. Dept of Justice database of unsolved crimes. Responds to crime scenes to document and collect evidence. Also includes federal grants for Criminalistics supplies and equipment.
28	Information Services	D	D	7,056,441	69,200	6,987,241	18.0	No	Provides communication and programming for networks, jail management, communication system and ARIES.
29	Records	M	M	2,453,353	211,000	2,242,353	23.0	No	Provides for the release, inspection and production of law enforcement records, and fingerprint identification.
30	CAL-ID	D	D	3,391,703	3,391,703	0	18.5	No	Operates a computerized system for the identification of fingerprints.
31	Technical Services Administration	D	D	226,719	0	226,719	0.0	No	Provides administrative oversight for the Technical Services Division and administration of federal grants.
32	Vehicle Anti-Theft Program	D	D	3,840	474,500	(470,660)	0.0	No	Investigates and gathers evidence on stolen vehicles throughout Contra Costa County.
Office of Emergency Services									
33	Emergency Services Support	D	D	1,276,917	32,500	1,244,417	3.0	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	2,837,043	215,000	2,622,043	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
35	Community Warning System	D	D	1,388,765	1,388,765	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	1,349,505	1,349,505	0	0.0	No	Homeland Security grant management and centralization.
37	Special Weapons and Tactics (SWAT) Team	D	D	379,259	20,000	359,259	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.
Special Funds									
38	Central ID Bureau	D	M	1,437,000	1,437,000	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	172,500	172,500	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	M	22,500	22,500	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	2,466,098	2,466,098	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
42	Narcotic Forfeiture	D	M	107,250	107,250	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	1,585,235	1,341,000	0	6.0	No	Provides for the revenues associated primarily with detention commissary and commission from detention pay telephones. Funds are restricted to funding educational opportunities for inmates and enhancing inmate welfare.
44	Supplemental Law Enforcement Services Funds	D	M	886,626	886,626	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	15,455	15,455	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	15,697,584	15,697,584	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	76,300	76,300	0	0.0	No	Provides expenditures and revenues for preventing, enforcing and prosecuting illegal gang and/or drug activity. Expenditures must be approved by a panel consisting of the Sheriff, District Attorney, Chief Probation Officer, and a representative from the County Police Chiefs' Association.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
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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	70,000	0	70,000	0.0	No	Examine evidence presented by the District Attorney and return criminal indictments directly to the Superior Court.
3	Trial Court Programs	M	M	18,119,566	6,120,066	11,999,500	0.0	No	Provide for all court services not eligible under California Rule of Court 810 (e.g., capital case costs) and fund the General Fund subsidy for Court operations to the State of California.
4	Dispute Resolution	M	D	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	753,000	753,000	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	870,000	870,000	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
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Treasurer-Tax Collector

1	Treasurer	M	D	1,499,227	233,900	1,265,327	8.4	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 Collection	M	M	3,847,282	2,751,400	1,095,882	19.8	No	Collects property taxes and special levies for all cities, school districts, special districts and County government.
3	Business License	M	D	165,356	123,565	41,791	1.3	No	Chapter 64-14.202 Purpose and authority: The purpose of this chapter is to effectuate Revenue and Taxation Code Section 7284 (CH 466, Stats. 1990; Cal. Const. Art. IV, § 8(c)(2)) in order to levy a business license tax in the unincorporated area of the county. (Ord. 91-35 § 1). State law permits the levy of such tax.

Veterans Service

1	Veterans Service	D	D	1,294,042	293,043	1,000,999	9.5	No	Provides assistance to veterans, their dependents and survivors in obtaining veteran's benefits.
2	Veterans Memorial Building Lifecycle Costs	D	D	116,001	0	116,001	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 Department

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 - EF II	Medi-Cal Members	M	M	517,084,780	517,084,780	0	180.0	No	Serves County residents enrolled in Contra Costa Health Plan who qualify for Medi-Cal and are not seniors or persons with a disability.
2	HSD - Hospital & Ambulatory Care Centers	Hospital and Emergency Care	M	M	296,833,349	295,404,855	1,428,494	963.2	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	148,749,884	148,316,037	433,847	741.3	No	Provides for operation of the 11 medical ambulatory care centers located throughout the County.
4	HSD - Hospital & Ambulatory Care Centers	Physician Services	M	M	118,894,293	118,547,524	346,769	272.4	No	Provides for operation of medical staff at the Contra Costa Regional Medical Center, the 11 ambulatory care clinics, and the Family Practice Residency Program.
5	EHSD - Children and Family Services Bureau	Child Welfare Services	M	M	68,563,013	67,774,047	788,966	353.0	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	59,631,004	59,631,004	0	380.1	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	M	M	50,528,358	49,601,305	927,053	0.0	No	Provides cash assistance to eligible families based on income levels. Eligibility limited to a maximum of 24 months.
8	EHSD - Aging and Adult Services Bureau	In-Home Supportive Services Payments	M	M	42,983,152	36,728,300	6,254,852	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	EHSD - Workforce Services Bureau	CalFresh Eligibility	M	M	35,088,011	31,872,289	3,215,721	163.6	No	Provides eligibility determination and ongoing case management for CalFresh benefits for eligible low-income individuals and families.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
10	EHSD - Children and Family Services Bureau	Foster Care and Other Out of Home Care Payments	M	M	33,494,291	32,061,066	1,433,225	0.0	No	Federal, state and county funded program that provides payment for care of foster children in the custody of the county.
11	Sheriff - Custody Services Bureau	Martinez Detention Facility	M	M	30,982,091	121,013	30,861,078	143.0	No	Maximum-security institution, located in Martinez that houses many of the County's unsentenced inmates while they are awaiting trial. It also serves as the booking and intake center for all law enforcement agencies within the County.
12	Sheriff - Custody Services Bureau	West County Detention Facility	M	M	27,424,831	39,144	27,385,687	136.0	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	23,042,295	5,331,970	17,710,325	138.5	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	EHSD - Children and Family Services Bureau	Aid to Adoptions Program	M	M	19,472,962	19,084,623	388,339	0.0	No	Provides payments to families in the adoption process or who have adopted children .
15	Child Support Enforcement Program	Child Support Enforcement Program	M	M	18,769,093	18,769,093	0	143.0	No	Mandated services assisting parents to meet their mutual obligation to support their children. Operations of this Department are currently controlled by the regulations of the State Department of Child Support Services.
16	Superior Court Programs	Trial Court Programs	M	M	18,119,566	6,120,066	11,999,500	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.
17	EHSD - Workforce Services Bureau	CalWORKs Eligibility Services	M	M	17,698,475	17,567,730	130,745	154.0	No	Provides eligibility determination for CalWORKs cash aid, supportive services, and includes ongoing case management. Eligibility is limited to a maximum of 48 months.
18	Public Defender	Criminal Defense	M	M	14,619,915	1,178,173	13,441,742	66.8	No	Provides effective assistance of counsel for all qualifying adults and juveniles charged with criminal offenses.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
19	HSD - Behavioral Health Division - Mental Health	Outpatient Mental Health Crisis	M	M	13,893,611	13,025,443	868,168	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	HSD - Behavioral Health Division - Mental Health	Local Hosp Inpatient Psychiatric	M	M	13,219,859	12,240,265	979,594	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.
21	HSD - Environmental Health	Environmental Health	M	M	11,086,423	11,248,884	(162,461)	61.0	No	Provides retail food programs, consumer protection programs, solid waste program, medical waste program and land use programs.
22	HSD - California Children's Services Program	California Children's Services Program	M	M	11,082,920	8,644,664	2,438,256	64.7	No	Provides medical care, equipment and rehabilitation for youth under 21 years of age with CCS eligible conditions whose families are unable to pay for all or part of their care.
23	HSD - Environmental Health	Hazardous Materials Program	M	M	10,847,414	11,009,878	(162,464)	37.0	No	Provides emergency response, hazardous waste, hazardous material, underground tank and accidental release programs.
24	Sheriff - Support Services Bureau	Criminalistics	M	M	10,652,571	3,915,598	6,736,973	42.0	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.
25	Clerk – Recorder - Elections	Elections	M	M	10,643,172	4,413,961	6,229,211	32.5	No	Conducts Federal, State, local and district elections in an accurate and timely manner and according to State and Federal law.
26	Justice System Development/ Planning	SLESA - AB109	M	M	9,528,633	9,528,633	0	0.0	No	Within the County's Local Revenue Fund pursuant to AB 109 and AB 118, this account provides the State Supplemental Law Enforcement funding for the Sheriff and Contra Costa cities.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
27	HSD - Behavioral Health Division - Mental Health	Medi-Cal Managed Care	M	M	8,868,520	7,960,574	907,946	21.0	No	Provides community-based acute psychiatric inpatient hospital services and outpatient specialty mental health services for Medi-Cal eligible adults and children.
28	Sheriff - Custody Services Bureau	AB109 Program	M	M	8,643,656	8,643,656	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.
29	Sheriff - Support Services Bureau	Communication s/ Dispatch	M	M	8,350,434	3,486,402	4,864,032	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.
30	Conservation and Development	Building Inspection Services	M	M	8,350,166	8,350,166	0	28.0	No	Review plans, issue building permits, and inspect the construction of buildings.
31	Probation - Care of Court Wards	Out-of-Home Placement	M	M	7,750,480	3,308,000	4,442,480	0.0	No	Court-ordered board and care costs for minors placed outside of County facilities by the Juvenile Court.
32	EHSD - Workforce Services Bureau	CalWORKs Child Care	M	M	6,470,171	6,470,171	0	19.4	No	Eligibility and ongoing case management under Stage One subsidized child care.
33	EHSD - Children and Family Services Bureau	Foster Care/Adoption Assistance Eligibility	M	M	5,470,724	4,885,715	585,009	25.0	No	Provides eligibility determination for cash assistance for care of children placed in out of home care.
34	Clerk – Recorder - Elections	Recorder	M	M	4,837,990	6,067,201	(1,229,211)	39.0	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 Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
35	EHSD - Aging and Adult Services Bureau	General Assistance Eligibility	M	M	4,288,024	413,561	3,874,463	21.2	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.
36	HSD - Conservatorship/Guardianship	Conservatorship/Guardianship	M	M	4,064,733	877,001	3,187,732	23.0	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.
37	Treasurer-Tax Collector	Tax Collection	M	M	3,847,282	2,751,400	1,095,882	19.8	No	Collects property taxes and special levies for all cities, school districts, special districts and County government.
38	Animal Services	Center Operations	M	M	3,686,698	1,827,304	1,859,394	30.0	No	Provide temporary husbandry and veterinary care to animals impounded at the County's shelters.
39	County Counsel	Child Protective Services-Probate	M	M	3,265,550	3,265,550	0	17.0	No	Provides mandatory legal services for Employment and Human Services Department activities (adoptions, dependent children, etc.) and Health Services Department activities (conservatorships, etc.)
40	Probation - Care of Court Wards	Medical Services in Juvenile Facilities	M	M	2,891,212	397,000	2,494,212	0.0	No	Fees paid to Health Services for medical care of juvenile residents in County facilities.
41	Sheriff - Support Services Bureau	Civil	M	M	2,847,356	420,000	2,427,356	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.
42	Sheriff - Support Services Bureau	Records	M	M	2,453,353	211,000	2,242,353	23.0	No	Provides for the release, inspection and production of law enforcement records, and fingerprint identification.
43	HSD - Hospital & Ambulatory Care Centers	Emergency Medical Services	M	M	2,023,656	2,023,656	0	6.0	Yes	Provides overall coordination of the emergency ambulance services throughout the County, and coordination of medical disaster response efforts.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
44	EHSD - Workforce Services Bureau	CalWORKs Family Stabilization	M	M	868,160	868,160	0	5.0	No	Provides comprehensive evaluations and wraparound services to Welfare-to-Work families who are experiencing identified situations and/or crises.
45	Probation - Care of Court Wards	California Dept. of Juv. Justice Fees	M	M	825,000	0	825,000	0.0	No	Fees paid to the California Division of Juvenile Justice for incarceration costs of juveniles.
46	Sheriff - Field Operations Bureau	Property and Evidence Services	M	M	722,118	94,000	628,118	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.
47	District Attorney - Special Funds	Supplemental Law Enforcement Services Fund - DA	M	M	483,326	483,326	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.
48	Justice System Development/ Planning	SLESF - Front Line Law Enforcement- City	M	M	483,326	483,326	0	0.0	No	Provides for the pass-through of State Supplemental Law Enforcement funding to Contra Costa cities.
49	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.
50	EHSD - Workforce Services Bureau	CalFresh Eligibility - Work Incentive Nutritional Supplement Program	M	M	334,029	334,029	0	0.0	No	Provides a \$10 per month additional food supplement for eligible CalFresh and California Food Assistance Program households.
51	Probation - Juvenile Facilities	Home Supervision	M	M	331,941	403,386	(71,445)	1.0	No	Provides electronic monitoring / GPS support to juvenile probation deputies and intensive supervision to minors released to the community prior to sentencing.
52	District Attorney - Special Funds	AB109-District Attorney	M	M	316,058	316,058	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).

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
53	Central Support	LAFCO	M	M	261,000	0	261,000	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.
54	EHSD - Workforce Services Bureau	CalFresh Eligibility - Standard Utility Assistance Subsidy Prg	M	M	170,324	170,324	0	0.0	No	Provides an annual \$20.01 utility assistance benefit to eligible CalFresh households.
55	EHSD - Contra Costa Alliance to End Abuse	Contra Costa Alliance to End Abuse - Special Revenue Fund	M	M	152,664	152,664	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.
56	Sheriff - Support Services Bureau	AB 1109 Vehicle Program	M	M	125,334	125,334	0	0.0	No	Restricted funding for vehicle usage by the Civil unit.
57	EHSD - Workforce Services Bureau	Refugee Programs Cash Assistance	M	M	114,987	114,987	0	0.0	No	Provides funds for cash assistance payments for immigrants.
58	EHSD - Aging and Adult Services Bureau	Indigent Interment	M	M	106,922	18,388	88,534	0.0	No	Provides cremation and burial, in cemetery lots or niches, of indigent decedents.
59	EHSD - Workforce Services Bureau	CalFresh Eligibility - Work Incentive Nutritional Supplement Eligibility	M	M	99,056	99,056	0	0.5	No	Provides eligibility determination for eligible CalFresh and California Food Assistance Program households.
60	EHSD - Workforce Services Bureau	CalWORKs SB 1569	M	M	57,825	57,825	0	0.4	No	Provides case management of CalWORKs recipients who are victims of trafficking or crime.
61	EHSD - Workforce Services Bureau	Refugee Programs Eligibility	M	M	48,349	48,349	0	0.3	No	Provides eligibility determination and grant maintenance activities for the Refugee Cash Assistance (RCA) and Cash Assistance Program for Immigrants (CAPI) programs.
62	Sheriff - Special Funds	Traffic Safety	M	M	15,455	15,455	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

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
										culverts.
63	Library	County Library Taxes	M	M	0	28,941,914	0	0.0	No	County Library Tax Revenues.
64	EHSD - Aging and Adult Services Bureau	Adult Protective Services	M	D/M	17,223,325	16,311,217	912,108	88.1	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.
65	Public Safety Realignment	Support Services	M	D	115,962,210	115,962,210	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.
66	HSD - Behavioral Health Division - Mental Health	Child & Adolescent Services	M	D	67,117,426	66,308,498	808,928	99.0	No	Provides comprehensive mental health services to seriously emotionally disabled youth (up to age 21) and children (under age 18) and their families, including hospitalization, intensive day treatment, outpatient, outreach, case management and wraparound services.
67	HSD - Behavioral Health Division - Mental Health	Adult Services	M	D	60,450,532	57,515,959	2,934,573	142.0	No	Provides comprehensive mental health services to seriously and persistently mentally disabled adults including hospitalization, residential care, intensive day treatment, outpatient, outreach and case management.
68	Public Safety Realignment	Law Enforcement Services	M	D	58,823,286	57,132,935	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

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
										programming.
69	HSD - Behavioral Health Division - Mental Health	Mental Health Services Act	M	D	50,513,394	50,513,394	0	172.0	No	Expands mental health care programs for children, transition age youth, adults and older adults. (Proposition 63)
70	Public Works	Public Works Services /Administration	M	D	48,161,017	46,985,621	1,175,396	279.8	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.
71	Public Works	Rd Fund- Construction & Road Planning/ Admin /Revenues	M	D	30,508,919	30,508,919	0	0.0	No	Road construction projects for county roads. Includes administration and planning costs.
72	Sheriff - Field Operations Bureau	Unincorporated Patrol	M	D	30,037,899	46,258,762	(16,220,863)	142.0	No	Provides patrol services throughout the unincorporated area of the County using a community based policing model.
73	Justice System Development/ Planning	Local Community Corrections	M	D	27,885,959	27,885,959	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.
74	District Attorney	Mainline Prosecution	M	D	26,483,250	16,399,317	10,083,933	139.0	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
75	Public Works	Rd Fund Maintenance & Misc. Property	M	D	25,289,000	25,289,000	0	0.0	No	Maintenance for county streets and roads.
76	EHSD - Workforce Services Bureau	CalWORKs Employment Services	M	D	22,403,608	22,403,608	0	102.2	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.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
77	HSD - Detention Facility Program	Detention Facility Med Services	M	D	20,821,644	1,492,731	19,328,913	72.5	No	Provides primary care medical services for inmates in County detention facilities.
78	HSD - Hospital & Ambulatory Care Centers	Charges from Other County Depts	M	D	17,461,387	0	17,461,387	0.0	Yes	Provides centralized charges to Health Services Department from other County departments, e.g. GSD.
79	Sheriff - Special Funds	Trial Court Security	M	D	15,697,584	15,697,584	0	0.0	No	Provides AB 109 Public Safety Realignment (State) funding for bailiff and court security services for the Superior Court.
80	Sheriff - Contract Services Budget	Court Security	M	D	15,496,773	15,496,773	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.
81	Probation Programs	Adult Investigations & Supervision	M	D	12,900,940	8,344,320	4,556,620	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.
82	Central Support	Risk Management	M	D	10,446,692	5,946,692	4,500,000	37.0	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.
83	EHSD - Aging and Adult Services Bureau	In-Home Supportive Services Administration	M	D	10,406,146	7,994,686	2,411,460	60.8	No	Funds for administration to determine eligibility for recipients who are unable to care for themselves at home.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
84	Sheriff - Field Operations Bureau	Investigations	M	D	10,245,052	365,805	9,879,247	40.0	No	This division conducts narcotics enforcement and follow-up investigation of all reported serious crimes that occur in the unincorporated area of Contra Costa County, as well as in the cities and districts that contract for investigative services.
85	Probation Programs	Administration/ Personnel / Info Tech	M	D	9,517,590	410,621	9,106,969	18.0	Yes	Services include fiscal and personnel management, central records, automated systems, contract management, employee and facility safety, purchasing and payroll, facility and office management, and resource development.
86	Assessor	Support Services	M	D	8,146,943	786,943	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,
87	Legislation & Policy Direction	Legislation & Policy Direction	M	D	7,517,579	346,579	7,171,000	31.8	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.
88	Human Resources	Employee Benefits Administration	M	D	7,013,432	7,013,432	0	21.0	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.
89	County Counsel	General Law	M	D	6,953,809	3,953,809	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.
90	Assessor	Appraisal	M	D	6,818,637	658,637	6,160,000	47.0	No	Secured property appraisal mandated by R&T Code Sections 50-93, 101-2125.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
91	Probation Programs	Juvenile Investigation/Supervision/Special Services	M	D	6,594,143	986,555	5,607,588	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.
92	Conservation and Development	Current Planning	M	D	6,544,836	6,544,836	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.
93	EHSD - Workforce Development Board	Workforce Innovation & Opportunity Act (WIOA)	M	D	5,866,502	5,866,502	0	10.0	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.
94	Sheriff - Custody Services Bureau	Detention Transportation	M	D	5,641,491	3,500	5,637,991	23.0	No	Provides inmate transportation between detention facilities and the Courts.
95	District Attorney	Investigation	M	D	5,261,077	434,275	4,826,802	19.0	No	Investigates all types of crime under the District Attorney's jurisdiction, locates and interviews suspects and witnesses, assists in grand jury investigations, writes search warrant affidavits, serves search warrants, conducts searches for fugitives, conducts surveillance, makes arrests and appears and testifies as witnesses in criminal and civil cases.
96	Conflict Defense	Conflict Defense	M	D	5,007,000	0	5,007,000	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.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
97	County Administrator	Board Support & Gen Administration	M	D	5,003,533	285,499	4,718,034	14.8	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
98	District Attorney	Administration	M	D	4,962,232	18,200	4,944,032	13.0	No	Operations, fiscal, personnel, procurement, and facilities management, and resource development
99	Sheriff - Contract Services Budget	Facility Security Contracts	M	D	4,834,196	4,834,196	0	34.0	No	Contract facility security services for the Health Services Department and the Employment and Human Services Department.
100	Conservation and Development	Application & Permit Center (includes Engineering Services)	M	D	4,667,202	4,667,202	0	34.0	No	Manage and help process applications and permits.
101	HSD - Detention Facility Program	Detention Facility MH Services	M	D	4,647,923	65,570	4,582,353	16.0	No	Provides assistance to Sheriff's Department in identification and management of mentally ill in the main County detention facility.
102	Employee/ Retiree Benefits	Employee Benefits	M	D	4,537,836	0	4,537,836	0.0	Yes	Funds PeopleSoft Project (Payroll).
103	District Attorney	Special Prosecution	M	D	4,465,868	4,161,411	304,457	21.0	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
104	Animal Services	Field Services	M	D	4,406,384	3,231,634	1,174,750	24.0	No	Enforces state laws and County ordinances in the unincorporated area of the County and the cities that have agreements with the County.
105	Public Defender	Alternate Defender Office	M	D	4,395,018	0	4,395,018	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.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
106	Human Resources	Personnel Services	M	D	4,263,900	200,000	4,063,900	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.
107	Public Defender	Administration	M	D	4,215,517	0	4,215,517	10.0	No	Provides management, administrative support, and oversight of all Departmental functions.
108	Sheriff - Custody Services Bureau	Custody Alternative/ County Parole Program	M	D	3,999,019	1,300,000	2,699,019	21.0	No	Diverts persons who would be incarcerated into programs such as Work Alternative Program. Work Alternative is operated for those inmates sentenced to jail for 30 days or less. Inmates accepted into the program provide public service labor.
109	Animal Services	Administration Services	M	D	3,853,267	2,535,669	1,317,598	20.0	No	Provides operational support for the department and includes human resource functions, fiscal management, data management, contract management, and general business operations.
110	Sheriff - Custody Services Bureau	Custody Services Admin	M	D	3,733,958	36,716,696	(32,982,738)	16.0	No	Provides inmate classification, training, and other detention management services.
111	Public Works	Non-County Funded Road Construction	M	D	3,502,000	3,502,000	0	0.0	No	Non-county road construction projects funded by other governmental agencies.
112	EHSD - Workforce Services Bureau	CalWORKs Expanded Subsidized Employment	M	D	3,479,613	3,479,613	0	12.4	No	Provides funds for wage, non-wage and operational costs for six-month job placements for Welfare-to-Work clients.
113	Sheriff-Coroner	Coroner	M	D	3,298,496	185,000	3,113,496	9.0	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.
114	Public Works	PW Land Development	M	D	3,136,100	3,136,100	0	0.0	No	Engineering services and regulation of land development.
115	Public Defender	AB 109	M	D	3,128,443	3,128,443	0	16.5	No	Provides support and services to reduce recidivism for low level felony offenders; furthers the goals of AB109.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
116	Agriculture/Weights and Measures	Agricultural Division	M	D	3,013,935	2,791,631	222,304	28.6	No	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.
117	Assessor	Property Tax Administration Program	M	D	2,974,865	2,974,865	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.
118	EHSD - Aging and Adult Services Bureau	General Assistance Cash Assistance	M	D	2,781,389	0	2,781,389	0.0	No	Provides cash assistance to adults not eligible for state or federal assistance.
119	Auditor-Controller	General Accounting/Accounts Payable	M	D	2,648,379	2,902,121	(253,742)	18.0	Yes	Manages the countywide Financial System and processes 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	Auditor-Controller	Payroll	M	D	2,626,940	1,458,962	1,167,978	16.0	Yes	Processes timely and accurate payroll for all County departments, most fire districts, some special districts, and some non-county regional agencies. Processes demands, purchase orders, and contracts.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
121	Auditor-Controller	Administration/Systems	M	D	2,489,657	260,000	2,229,657	8.0	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.
122	Sheriff - Support Services Bureau	Sheriff's Recruiting	M	D	2,451,306	8,000	2,443,306	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.
123	EHSD - Aging and Adult Services Bureau	IHSS Public Authority	M	D	2,265,704	2,265,704	0	0.0	No	Provides registry and referral services, screens registry applicants, assists IHSS recipients with hiring IHSS providers. 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.
124	EHSD - Workforce Services Bureau	CalWORKS Mental Health/Substance Abuse	M	D	2,178,000	2,178,000	0	0.0	No	Provides CalWORKS case management and treatment services for mental health and substance abuse.
125	County Counsel	Risk Mgt/ Civil Litigation Unit	M	D	2,173,841	2,173,841	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.
126	District Attorney	AB 109	M	D	2,104,792	2,104,792	0	12.0	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	Agriculture/Weights and Measures	Administration	M	D	1,973,935	0	1,973,935	3.0	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
128	County Administrator	Labor Relations	M	D	1,897,037	776,831	1,120,206	6.0	Yes	Administers County's labor management relations programs including the collective bargaining process, grievance investigation, training and counseling.
129	Public Defender	Investigations	M	D	1,879,723	0	1,879,723	13.0	No	Conducts defense investigations of adult criminal and juvenile cases as needed to ensure effective representation of all clients.
130	HSD - Detention Facility Program	Juvenile Hall Medical Services	M	D	1,872,584	1,742,141	130,443	10.4	No	Provides primary care medical services to inmates at Juvenile Hall. Expenditures are transferred to the Probation Department.
131	Human Resources	Administration	M	D	1,741,245	2,294,145	(552,900)	5.0	Yes	Develops, administers and maintains merit and exempt employment systems.
132	Assessor	Business	M	D	1,735,653	167,653	1,568,000	12.0	No	Unsecured property appraisal mandated by R&T Code Sections 2901-2928.1.
133	Auditor-Controller	Property Tax	M	D	1,514,627	1,538,635	(24,008)	8.0	Yes	Builds the countywide tax roll and allocates and accounts for property tax apportionment and assessments. Assists in preparing the budget documents for the County and special districts, including monitoring expenditures for budget compliance. Assists in administering the Tax and Revenue Anticipation Notes and other bond programs that greatly enhance the County's financial status. The Division also is responsible for a variety of governmental fiscal reports.
134	Treasurer-Tax Collector	Treasurer	M	D	1,499,227	233,900	1,265,327	8.4	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.
135	Conservation and Development	Administration	M	D	1,479,739	1,479,739	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
136	Conservation and Development	Code Enforcement	M	D	1,460,039	1,460,039	0	9.0	No	Respond to building and zoning complaints, perform on-site investigations, abate hazards, and perform inspections.
137	District Attorney	Victim/Witness Advocacy	M	D	1,448,544	1,191,986	256,558	14.0	No	Victim liaison providing assistance in obtaining protective orders and restitution, advice to the Bench on bail levels, and victim advocacy
138	Conservation and Development	Conservation/Solid Waste	M	D	1,412,436	1,412,436	0	6.0	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.
139	Conservation and Development	Transportation Planning	M	D	1,394,688	1,394,688	0	4.0	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.
140	Public Works	Purchasing	M	D	1,233,483	552,483	681,000	7.0	Yes	Purchasing services for all County departments.
141	Central Support	Clerk of the Board	M	D	1,151,575	93,575	1,058,000	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
142	EHSD - Children and Family Services Bureau	Independent Living Skills Program	M	D	1,096,963	1,096,963	0	7.7	No	Provides individual and group support services, including practical skill building for current and former foster youth that are eligible for federal foster care funds when transitioning out of the foster care system.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
143	Agriculture/ Weights and Measures	Weights and Measures	M	D	1,056,510	917,256	139,254	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.
144	Employee/Retiree Benefits	Retiree Health Benefits	M	D	1,012,164	50,000	962,164	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.
145	Assessor	Administrative Services	M	D	1,009,513	97,513	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.
146	Auditor-Controller	Internal Audit	M	D	868,297	38,131	830,166	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.
147	Public Works	County Drainage Maintenance	M	D	720,000	20,000	700,000	0.0	No	Drainage maintenance for County owned drainage facilities.
148	HSD - Public Administrator	Public Administrator	M	D	688,773	293,904	394,869	5.0	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.
149	EHSD - Contra Costa Alliance to End Abuse	Contra Costa Alliance to End Abuse - SB 968 Administration	M	D	634,447	634,447	0	4.0	No	Provides oversight and coordination of domestic violence programs. Supported by recording fees authorized by State law (SB 968)

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
150	Auditor-Controller	Special Accounting	M	D	587,883	379,934	207,949	4.0	Yes	Assist in preparing the budget documents for the county and special districts, including monitoring expenditures for budget compliance. Prepares the countywide Cost Allocation plan. Prepares the State Controller and other governmental fiscal reports.
151	District Attorney	Public Assistance Fraud	M	D	429,137	294,919	134,218	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.
152	Public Works	Keller Surcharge/Mitigation	M	D	397,546	105,000	292,546	0.0	Yes	Recycling services for County departments.
153	Animal Services	Community Services	M	D	347,258	0	347,258	3.0	No	Provides public information, media relations, community education, and managing all aspect of the department's volunteer program.
154	Public Defender - Special Fund	AB109-Public Defender	M	D	316,058	316,058	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).
155	Conservation and Development	Advance Planning	M	D	219,341	219,341	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.
156	EHSD - Workforce Services Bureau	CalWORKs Cal-Learn	M	D	194,833	194,833	0	1.1	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.
157	Superior Court Programs	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.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
158	Treasurer-Tax Collector	Business License	M	D	165,356	123,565	41,791	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.
159	Conservation and Development	Fish and Game Protection	M	D	158,400	158,400	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.
160	Superior Court Programs	Civil Grand Jury	M	D	155,500	0	155,500	0.0	No	An investigative body which examines County accounts, and inquiries into any alleged misconduct in office or public officials. It may also inquire into all public offenses committed within the county, conduct confidential investigations, and bring indictments when deemed appropriate.
161	Probation Programs	Training	M	D	133,384	117,339	16,045	3.0	Yes	State required and approved training for Probation staff. (PC 6035)
162	Merit Board	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.
163	Superior Court Programs	Criminal Grand Jury	M	D	70,000	0	70,000	0.0	No	Examine evidence presented by the District Attorney and return criminal indictments directly to the Superior Court.
164	Conservation and Development	Clean Water	M	D	15,000	15,000	0	0.0	No	Inspection services for development projects requiring compliance with Clean Water regulations.
165	Justice System Development/ Planning	Obscene Matter-Minors	M	D	400	400	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.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
166	General County Revenues	General County Revenues	M	D	0	447,622,000	(447,622,000)	0.0	No	Receives revenues which are not attributable to a specific County services and which are available for County General Fund expenditures.
167	HSD - Public Health	Family, Maternal & Child Health	M/D	D	10,192,290	8,740,996	1,451,294	82.8	No	Promotes health and welfare of families and children.
168	HSD - Public Health	Communicable Disease Control	M/D	D	8,898,401	5,745,772	3,152,629	47.7	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	4,571,557	3,678,195	893,362	33.5	No	Provides access to care, monitoring and surveillance, community education and prevention services.
170	EHSD - Aging and Adult Services Bureau	Area Agency on Aging	D/M	D/M	4,584,578	4,497,215	87,363	8.4	No	Provides supportive social services, congregate meals, home delivered meals, in-home services and elder abuse prevention to over 24,000 seniors annually.
171	HSD - Contra Costa Health Plan - EF II	Medi-Cal Seniors and Persons with Disabilities Members	D	M	187,658,381	187,658,381	0	0.0	No	Serves County residents enrolled in Contra Costa Health Plan who are seniors or persons with a disability who qualify for Medi-Cal.
172	HSD - CC Community Health Plan - EF III	Commercial Groups, including Basic Health Care (Excludes IHSS)	D	M	58,030,156	58,030,156	0	0.0	No	Serves County residents enrolled in Contra Costa Health Plan (CCHP) whose premiums are paid by themselves or by their employers. Includes those who qualify for Medicare coverage. Basic Health Care serves medically indigent County residents where household income is less than or equal to 300% of the federal poverty level, whose medical care is managed by CCHP. Includes Health Care for Indigent eligibles and primary care services to adults not covered by the Affordable Care Act.
173	Debt Service	Retirement/ UAAL Bond Fund	D	M	41,823,136	41,823,136	0	0.0	Yes	Accumulate and payout the principal and interest costs for the Pension Obligation bond for employee retirement liabilities, covering the general County group of funds including the General, Library and Land Development Funds. The bond obligation rate is adjusted each year to take into account the prior year's variances in operational costs and recovery.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
174	EHSD - Community Services Bureau	Child Development Fund	D	M	29,294,435	29,294,435	0	114.0	No	State-funded Preschool and General Child Care program serving 1,808 children in 16 centers with 65 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.
175	EHSD - Community Services Bureau	Head Start	D	M	18,906,476	18,906,476	0	72.0	No	Federally-funded childcare services that provide part-day and full-day educational and comprehensive services for children ages 3-5, serving 1,351 income eligible and disabled children and families.
176	Sheriff - Field Operations Bureau	Cities/Districts Contracts	D	M	17,883,599	17,883,599	0	70.0	No	Contract city law enforcement services provided in the cities of Danville, Lafayette, and Orinda; and to AC transit and Diablo.
177	HSD - CC Community Health Plan - EF III	In-Home Supportive Services	D	M	16,942,618	12,956,330	3,986,288	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.
178	Conservation and Development	Housing Successor Agency	D	M	11,255,150	11,255,150	0	0.0	No	Provide funding for all Successor Agency-related obligations and activities pursuant to the terms of the Dissolution Act.
179	Clerk – Recorder - Elections	Recorder Micro/ Mod/ VRIP/ Redaction/ ERDS (Dedicated funds)	D	M	11,129,511	11,129,511	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

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
										users. Maintains and improves vital records, redacts Social Security Numbers from public documents and sets up and maintains an electronic recording program.
180	EHSD - Community Services Bureau	Early Head Start	D	M	9,206,992	9,206,992	0	31.0	No	Federally-funded childcare program for infants and toddlers ages 0-3, serving 573 income eligible and disabled infants and toddlers and their families.
181	Probation - Juvenile Facilities	Orin Allen Youth Rehabilitation	D	M	8,129,750	10,564,671	(2,434,921)	41.0	No	Correctional facility providing 100 beds for seriously delinquent boys committed by the courts. Approximately 225 juveniles are committed annually for an average stay of six months. (W&I 880)
182	EHSD - Community Services Bureau	Comprehensive Funding Model (formerly known as Child Start)	D	M	8,120,938	8,120,938	0	75.0	No	Combines Head Start, Early Head Start, and Child Development funds to provide full-day, full-year childcare for 787 children of low-income working parents.
183	Public Works	Development Funds	D	M	7,972,990	7,972,990	0	0.0	No	Revenue from permits & developers for construction and Conditions of Approval.
184	Public Works	Airport Enterprise Fund	D	M	6,634,782	6,634,782	0	17.0	No	Operation and capital development of airports.
185	Conservation and Development	HUD Block Grant	D	M	6,122,051	6,122,051	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.
186	Public Works	Navy Transportation Mitigation	D	M	5,656,034	5,656,034	0	0.0	No	Proceeds from the Navy for the sale of a portion of Port Chicago Hwy.
187	HSD - Ambulance Services Areas (Measure H)	Zone B	D	M	4,967,050	4,967,050	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.
188	Public Works	Southern Pacific Railway	D	M	4,345,174	4,345,174	0	0.0	No	Sale of easements & license agreements used for maintenance of Iron Horse Corridor.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
189	Public Works	Other Special Rev. Funds	D	M	3,924,729	3,924,729	0	0.0	No	Use based on special revenue agreements.
190	EHSD - Community Services Bureau	Community Action Programs	D	M	3,031,718	2,872,930	158,788	20.0	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.
191	EHSD - Children and Family Services Bureau	Adoption Services	D	M	2,864,013	2,853,228	10,785	16.1	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.
192	Debt Service	Retirement Litigation Settlement Debt Service	D	M	2,759,911	2,759,911	0	0.0	Yes	To provide funding for the Retirement Litigation debt services repayment schedule, which resulted from a court case requiring the County to pay \$28.1 million over a period of approximately 20 years (ending February 2024).
193	EHSD - Community Services Bureau	Housing & Energy	D	M	2,495,560	2,495,560	0	5.0	No	Federally-funded program that provides utility bill payment assistance, energy education, and weatherization services to approximately 4,471 low-income residents of the County.
194	Conservation and Development	Measure WW Grant Project	D	M	2,382,879	2,382,879	0	0.0	No	Funding through general obligation bonds, for local parks as approved by voters of Alameda and Contra Costa.
195	EHSD - Children and Family Services Bureau	Family Preservation Program Promoting Safe and Stable Families	D	M	2,069,149	1,623,861	445,288	0.0	No	Provides intensive social work services to children and families when the child is at risk of out-of-home placement.
196	Probation Programs	School Probation Officers	D	M	1,863,431	1,863,501	(70)	10.0	No	Case management services for juveniles referred by school districts as well as those on active probation.
197	Public Works	Area of Benefit Fees	D	M	1,643,000	1,643,000	0	0.0	No	Fees on development for future road projects.
198	EHSD - Children and Family Services Bureau	Resource Family Home Approval (formerly Foster Care Licensing)	D	M	1,589,272	1,374,135	215,137	2.7	No	Processes applications and provides support services to approved Resource Family Homes.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
199	Sheriff - Special Funds	Prisoners Welfare Summary	D	M	1,585,235	1,341,000	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.
200	Justice System Development/ Planning	Automated ID & Warrant	D	M	1,508,560	1,508,560	0	0.0	No	Special fund to finance a Countywide warrant system and to replace and enhance the automated fingerprint identification equipment.
201	Sheriff - Special Funds	Central ID Bureau	D	M	1,437,000	1,437,000	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.
202	EHSD - Community Services Bureau	Child Nutrition	D	M	1,276,439	1,276,439	0	13.0	No	Nutritional counseling for families and meal services for low-income and disabled children serving approximately 1,075 children and families and delivers approximately 454,475 meals.
203	Conservation and Development	Private Activity Bond	D	M	1,225,000	1,225,000	0	0.0	No	Bond revenue received from single and multiple family housing programs that is used primarily to fund program staff costs and finance property acquisition related to affordable housing and economic development projects.
204	Probation Programs	Domestic Violence	D	M	1,088,690	453,575	635,115	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)
205	Justice System Development/ Planning	Vehicle Theft Program	D	M	1,000,000	1,000,000	0	0.0	No	Provides local funding programs relating to vehicle theft crimes.
206	Probation Programs	Community Probation	D	M	902,336	720,548	181,788	5.0	No	Partners deputy probation officers with eight police jurisdictions to provide intensive supervision to high-risk youth.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
207	Sheriff - Special Funds	Supplemental Law Enforcement Services Funds	D	M	886,626	886,626	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.
208	Probation Programs	Youthful Offender Treatment Program	D	M	879,984	611,361	268,623	6.0	No	Aftercare supervision for institution commitment treatment program for male youthful offenders.
209	Superior Court Programs	Criminal Justice Facility Construction	D	M	870,000	870,000	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.
210	Conservation and Development	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.
211	HSD - Emergency Medical Services SB-14	Physicians	D	M	784,799	784,799	0	0.0	No	Payments to physicians for emergency services to indigents.
212	Superior Court Programs	Courthouse Construction	D	M	753,000	753,000	0	0.0	Yes	Special fund created for penalty assessments levied on court fines for the purpose of courthouse construction and maintenance.
213	EHSD - Workforce Development Board	Small Business Development Center	D	M	410,000	410,000	0	1.0	No	Provides training, counseling, and technical assistance to small businesses and startups to support economic development and stimulate job growth in Contra Costa County and the region.
214	Probation Programs	Drug Enforcement	D	M	378,984	0	378,984	2.0	No	Intensive monitoring of drug usage and supervision of 75 offenders annually.
215	HSD - Emergency Medical Services SB-15	Hospitals	D	M	337,779	337,779	0	0.0	No	Payments to hospitals for emergency room care provided to indigents.
216	Probation Programs	Office of Traffic Safety DUI Program	D	M	327,997	362,821	(34,824)	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.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
217	Conservation and Development	Affordable Housing	D	M	325,000	325,000	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.
218	EHSD - Children and Family Services Bureau	Child Abuse Prevention Contracts	D	M	303,000	272,700	30,300	0.0	No	Provides child abuse prevention services authorized by AB 1733; supports the Zero Tolerance for Domestic Violence implementation plan.
219	Conservation and Development	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.
220	Justice System Development/ Planning	DNA Identification	D	M	270,000	270,000	0	0.0	No	Provides for the collection of DNA specimens, samples and print impressions.
221	HSD - Ambulance Services Areas (Measure H)	Zone A	D	M	232,863	232,863	0	0.0	No	Funds EMS first responder medical and communication equipment, supplies, and training of medical dispatchers.
222	HSD - Emergency Medical Services SB-13	Emergency Medical Services	D	M	229,690	229,690	0	0.0	No	Reimbursement for County operated Emergency Medical Services program.
223	Probation Programs	Vehicle Theft (Adult)	D	M	193,178	193,178	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.
224	Sheriff - Field Operations Bureau	Avoid the 25	D	M	157,915	120,000	37,915	0.0	No	Avoid the 25 is a grant sponsored by the State of California to fight DUIs on County roadways.
225	Conservation and Development	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.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
226	Sheriff - Special Funds	Narcotic Forfeiture	D	M	107,250	107,250	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.
227	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.
228	EHSD - Aging and Adult Services Bureau	Senior Community Services Employment Program	D	M	72,450	72,450	0	0.5	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.
229	HSD - Emergency Medical Services SB-16	Pediatric Trauma Centers	D	M	66,365	66,365	0	0.0	No	Reimbursement to physicians and hospitals for uncompensated services provided at pediatric trauma centers.
230	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.
231	Sheriff - Special Funds	Controlled Substance Analysis	D	M	22,500	22,500	0	0.0	No	Provides criminalistics laboratory analysis of controlled substances, in order to increase the effectiveness of criminal investigation and prosecution.
232	Sheriff - Field Operations Bureau	Special Investigations	D	M	2,000	230,000	(228,000)	0.0	No	Provides Investigation services to the District Attorney's Office.
233	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.
234	Public Works	Facilities Maintenance	D	D	122,386,367	122,386,367	0	199.0	Yes	General maintenance and repairs of County buildings & facilities.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
235	EHSD - Administrative Services	Administrative Services	D	D	54,783,656	54,516,666	266,990	204.0	Yes	Provides administrative support to all areas of the Department
236	HSD - Public Health	Public Health Clinical Services	D	D	36,935,171	27,762,004	9,173,167	243.1	No	Provides full scope pediatric clinics, women's health and family planning, sexually transmitted disease clinics, immunization clinics, the employee occupational health program, and school-based clinics. In addition, provides public health nursing visits to new babies and mothers, and health care for the homeless.
237	HSD - Hospital & Ambulatory Care Centers	Administrative Services	D	D	25,467,853	25,467,853	0	302.9	Yes	Provides centralized Department-wide administrative support to all Health Services divisions, e.g. IT, Payroll, Personnel.
238	Public Works	General County Building Occupancy	D	D	24,280,258	156,200	24,124,058	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.
239	Sheriff - Administrative Services Bureau	Central Administration	D	D	20,320,063	1,371,480	18,948,583	34.0	No	Comprised of the Sheriff's executive, fiscal, and personnel units which provide centralized administrative oversight of the Office of the Sheriff.
240	Library	Lib-Community Services	D	D	19,708,537	3,200,435	0	137.4	No	Includes the provision of community library services through 26 County Library facilities. These services include materials collections, public services, and programs that are tailored for each community.
241	Public Works	Fleet Services ISF	D	D	16,981,122	16,981,122	0	21.0	Yes	Internal Services Fund for Fleet
242	HSD - Hospital & Ambulatory Care Centers	Hospital Capital Project	D	D	16,277,162	16,277,162	0	0.0	No	Debt services principal payments, and acquisition of new and replacement capital equipment.
243	HSD - Behavioral Health Division - Mental Health	Support Services	D	D	14,838,108	4,032,460	10,805,648	83.9	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 (RAMP).

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
245	Department of Information Technology	Telecommunications	D	D	11,155,209	11,060,209	95,000	21.8	Yes	Responsible for planning, operating, maintaining, and managing the County's communication systems including radio, telephone, voice mail and microwave.
246	Contingency Reserve	Contingency Reserve	D	D	10,000,000	0	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.
247	County Administrator	AB109	D	D	8,640,986	7,690,986	950,000	3.2	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	Public Health Support Services	D	D	7,909,943	1,504,845	6,405,098	37.5	Yes	Provides program oversight, including management and administrative support staff.
249	Sheriff - Support Services Bureau	Information Services	D	D	7,056,441	69,200	6,987,241	18.0	No	Provides communication and programming for networks, jail management, communication system and ARIES.
250	HSD - Behavioral Health Division - Alcohol and Other Drugs	Narcotic Treatment Program	D	D	6,883,955	6,883,955	0	0.0	No	Provides outpatient methadone maintenance for opiate dependent adults, especially those persons at risk of HIV infection through injection drug use.
251	HSD - Behavioral Health Division - Alcohol and Other Drugs	Outpatient and Intensive Outpatient Program	D	D	6,585,470	5,973,481	611,989	6.0	No	Provides outpatient substance abuse recovery services for adults, youth/adolescents and family members who have substance use disorders.
252	Library	Administration	D	D	6,429,071	70,747	0	23.2	No	Provides administrative, shipping, and volunteer services management while organizing and directing the operation of the County Library.
253	HSD - Behavioral Health Division - Alcohol and Other Drugs	Residential Services Program	D	D	6,267,691	4,944,373	1,323,318	19.2	No	Provides recovery services for men, women, women and their children (perinatal), and adolescents, and detoxification for adults.
254	Conservation and Development	Service Contracts/ Satellite Locations	D	D	5,523,500	5,523,500	0	4.0	No	Inspection services to various contract cities and remote locations within the unincorporated county.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
255	Department of Information Technology	Systems and Programming	D	D	5,361,575	5,361,575	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	Public Works	Print and Mail Services	D	D	5,299,184	5,299,184	0	21.0	Yes	Copy, printing, and mail services for County departments.
257	Conservation and Development	Business and Information Services	D	D	5,132,486	5,132,486	0	29.0	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	HSD - Behavioral Health Division - Health, Housing and Homeless Services	Supportive Housing Program	D	D	5,099,922	4,724,449	375,473	0.0	No	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.
259	Conservation and Development	HUD Home Block Grants	D	D	5,085,617	5,085,617	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.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
260	Capital Improvements	Plant Acquisition	D	D	5,000,000	0	5,000,000	0.0	Yes	Majority of projects appropriated by mid-year adjustments. Used to plan, design and construct various repair, improvement and construction projects for County facilities using in-house staff, consultants and contractors.
261	HSD - Behavioral Health Division - Health, Housing and Homeless Services	Interim Housing and Support Services	D	D	4,980,398	3,745,118	1,235,280	1.0	No	Offers short-term shelter and support services that allow for stabilization, referral and preparation for permanent housing and/or mental health and treatment services.
262	Probation - Special Funds	Supplemental Law Enforcement Services Fund	D	D	4,692,483	4,692,483	0	0.0	No	Provides state resources from the Juvenile Justice Crime Prevention Act of 2000 to support juvenile prevention initiatives.
263	Library	Support Services	D	D	4,589,512	29,645	0	26.2	No	Support Services includes automation, Virtual Library, circulation, technical services, and collection management.
264	Probation - Special Funds	Community Corrections Performance Incentives Fund	D	D	4,584,144	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.
265	Sheriff - Custody Services Bureau	Marsh Creek Detention Facility	D	D	4,491,873	1,500	4,490,373	21.0	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.
266	Sheriff - Field Operations Bureau	Marine Patrol	D	D	4,240,992	1,210,239	3,030,753	12.0	No	Responsible for patrol of the navigable waterways within the County and enforcement of all applicable laws.
267	Department of Information Technology	Wide-Area-Network Services	D	D	4,121,818	4,121,818	0	5.0	Yes	Insures on-going support and maintenance of the County's Wide-Area-Network (WAN) Infrastructure.
268	Department of Information Technology	Operations	D	D	4,092,762	4,092,762	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.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
269	HSD - Public Health	Senior Nutrition Program	D	D	4,086,098	4,054,960	31,138	4.3	No	Provides over 550,000 meals per year to the elderly population in the County through a congregate (Senior Center) or home delivery (Meals on Wheels) model. In addition to elderly clients, approximately 2,700 meals are delivered to homebound AIDS/HIV clients.
270	HSD - Contra Costa Health Plan - EF II	Charges from Other County Depts	D	D	3,759,905	3,759,905	0	0.0	No	Provides centralized charges to Health Services Department from other County departments, e.g. GSD.
271	Sheriff - Support Services Bureau	Resources/ Plans/ Standards	D	D	3,704,801	318,500	3,386,301	10.0	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.
272	Conservation and Development	Transportation Improvement - Measure J	D	D	3,698,500	3,698,500	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.
273	Sheriff - Support Services Bureau	CAL-ID	D	D	3,391,703	3,391,703	0	18.5	No	Operates a computerized system for the identification of fingerprints.
274	HSD - Public Health	Community Wellness & Prevention Program	D	D	3,261,217	3,187,054	74,163	25.5	No	Provides for prevention of chronic disease and injuries.
275	EHSD - Contra Costa Alliance to End Abuse	Contra Costa Alliance to End Abuse	D	D	2,994,234	1,150,750	1,843,484	0.0	No	Coordinated Services designed to reduce domestic and family violence and elder abuse.
276	Sheriff - Office of Emergency Services	Emergency Services	D	D	2,837,043	215,000	2,622,043	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.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
277	HSD - Behavioral Health Division - Health, Housing and Homeless Services	Coordinated Entry System	D	D	2,783,455	2,091,904	691,551	0.0	No	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.
278	Sheriff - Special Funds	Law Enforcement Training Center	D	D	2,466,098	2,466,098	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.
279	HSD - Behavioral Health Division - Alcohol and Other Drugs	Drug Medi-Cal Waiver	D	D	2,386,813	2,386,813	0	11.3	No	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 the County.
280	HSD - Behavioral Health Division - Alcohol and Other Drugs	Special Programs	D	D	2,330,933	2,330,933	0	5.9	No	Time-limited federal and state special initiatives and demonstration programs.
281	Conservation and Development	Federal Programs, CDBG, Successor Agency	D	D	2,244,253	2,244,253	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.
282	Justice System Development/ Planning	Law and Justice System Dev	D	D	2,184,720	394,720	1,790,000	5.0	Yes	Develops, implements and maintains automated info systems for justice departments.
283	Probation Programs	Field Services Support	D	D	2,173,512	0	2,173,512	24.0	No	Provides support services to Deputy Probation Office staff in adult and juvenile programs.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
284	Conservation and Development	Livable Communities	D	D	2,132,830	2,132,830	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.
285	Department of Information Technology	Network Services	D	D	2,025,372	2,075,372	(50,000)	8.0	Yes	Provides business and technical assistance, including overall IT infrastructure design, implementation, project mgmt, system integration, storage services, e-mail & internet access.
286	Library	Countywide Services	D	D	1,840,564	324,943	0	11.0	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.
287	Capital Improvements	Minor non-Capital Improvements	D	D	1,500,000	0	1,500,000	0.0	Yes	Minor repairs and improvements to County facilities using in-house staff, consultants, and contractors.
288	HSD - Behavioral Health Division - Alcohol and Other Drugs	Prevention Services	D	D	1,499,595	1,499,595	0	2.6	No	Provides alcohol and other drugs education, drug-free activities, community-based initiatives, problem identification and referral for youth and adults.
289	HSD - Behavioral Health Division - Health, Housing and Homeless Services	Administration	D	D	1,465,065	1,270,985	194,080	8.0	Yes	Includes staffing, occupancy costs, costs incurred for the homeless advisory board activities, and costs associated with grant writing and consultation.
290	Conservation and Development	Keller Canyon Mitigation Fee	D	D	1,439,000	1,439,000	0	0.0	No	Funding for mitigation programs within East County community.
291	Sheriff - Office of Emergency Services	Community Warning System	D	D	1,388,765	1,388,765	0	3.0	No	Manages the countywide all hazard Community Warning System. The CWS is funded entirely from private industry funds and/or fines.
292	EHSD - Workforce Services Bureau	CalWORKs Housing Support	D	D	1,380,441	1,380,441	0	0.0	No	Provides funds for support services and administrative activities for homeless CalWORKs families.
293	County Administrator	CCTV & Public Info	D	D	1,358,273	1,358,273	0	7.0	No	Administers cable franchises and community access (CCTV). Supported by cable TV franchise fees.
294	Sheriff - Office of Emergency Services	Homeland Security Grants	D	D	1,349,505	1,349,505	0	0.0	No	Homeland Security grant management and centralization.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
295	Veterans Service	Veterans Service	D	D	1,294,042	293,043	1,000,999	9.5	No	Provides assistance to veterans, their dependents and survivors in obtaining veteran's benefits.
296	Sheriff - Office of Emergency Services	Emergency Services Support	D	D	1,276,917	32,500	1,244,417	3.0	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.
297	Conservation and Development	HOPWA Grant	D	D	1,137,410	1,137,410	0	0.0	No	Provide housing opportunities for people with HIV/AIDS.
298	Conservation and Development	Weatherization	D	D	1,116,446	1,116,446	0	12.0	No	Free home weatherization services to low income residents.
299	Central Support	Management Information System	D	D	1,057,000	450,000	607,000	0.0	Yes	Computer support to small depts, Productivity Investment Fund, Geographic Information System Program.
300	Conservation and Development	Housing Rehabilitation & Sustainability Program	D	D	1,032,175	247,175	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.
301	Conservation and Development	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.
302	Conservation and Development	Plant Acquisition	D	D	1,000,000	1,000,000	0	0.0	No	Funding for the acquisition and rehabilitation of a department financed central operations office
303	Department of Information Technology	Information Security	D	D	982,974	982,974	0	1.0	Yes	Maintains the Countywide Information Security Program including Information Security Awareness, Risk Assessment and Business Resumption programs.
304	Conservation and Development	Water Planning/Habitat Conservancy	D	D	955,680	955,680	0	5.0	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 the budget is included in 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	Department of Information Technology	Administration	D	D	772,148	772,148	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.
306	Sheriff - Support Services Bureau	Automated Regional Information Exchange Systems (ARIES)	D	D	761,476	761,476	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.
307	District Attorney - Special Funds	Consumer Protection	D	D	737,137	500,000	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.
308	Public Works	Outside Agency Services	D	D	722,264	722,264	0	0.0	Yes	Outside Agency services. This program area includes occupancy costs, print & mail services, and fleet services.
309	HSD - Detention Facility Program	Juvenile Justice Facilities	D	D	711,394	711,394	0	0.0	No	Provides crisis intervention, medication evaluation and consultation.
310	Probation - Juvenile Facilities	School Lunch Program	D	D	710,000	266,000	444,000	4.0	No	Federally assisted meal program. Provides nutritionally balanced, low-cost or free lunches to children each school day.
311	HSD - Behavioral Health Division - Alcohol and Other Drugs	Information, Screening and Referral into SUD	D	D	700,616	700,616	0	7.0	No	Provides information, American Society of Addiction Medicine (ASAM) screening and referral to individuals in need of prevention, treatment and recovery services.
312	Department of Information Technology	GIS Support	D	D	649,195	599,195	50,000	3.1	Yes	Manages the central GIS data repository and facilitates the sharing and integration of geographically referenced information among multiple agencies or users.
313	HSD - Behavioral Health Division - Health, Housing and Homeless Services	Contra Costa Youth Continuum of Services	D	D	636,061	501,418	134,643	1.0	No	Provides outreach, shelter, transitional, and permanent housing and services to youth ages 18-24.
314	Conservation and Development	HUD Emergency Shelter	D	D	636,050	636,050	0	0.0	No	Emergency Shelter Grant program provides homeless persons with basic shelter and essential supportive services.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
315	Sheriff - Field Operations Bureau	Sheriff's Helicopter Program	D	D	596,575	596,575	0	0.0	No	Provides air support throughout the County and through contract with the City of Vallejo.
316	Crockett/Rodeo Revenues	Crockett/Rodeo	D	D	560,000	0	560,000	0.0	No	Appropriations attributable to the property tax increment from the co-generation facility in Crockett and the UNOCAL Reformulated Gasoline Project at the Rodeo facility for both capital and program uses.
317	District Attorney - Special Funds	Real Estate Fraud Prosecution	D	D	560,000	560,000	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.
318	North Richmond Waste & Recovery Mitigation Fund	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.
319	Public Works	Fleet Services	D	D	540,000	540,000	0	0.0	Yes	Maintenance, repair, and vehicle acquisition for County departments & fire district.
320	Animal Services	Animal Benefit Fund	D	D	510,000	510,000	0	0.0	No	Provides monetary support for animal health and welfare projects that are not funded by departmental or general County revenue.
321	Central Support	Economic Development/ Arts Commission	D	D	509,192	44,192	465,000	0.0	No	Provides funding to the Arts Commission to promote the arts throughout the County.
322	District Attorney - Special Funds	Environmental/ OSHA	D	D	433,067	313,012	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.
323	Sheriff - Office of Emergency Services	Special Weapons and Tactics (SWAT) Team	D	D	379,259	20,000	359,259	0.0	No	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.
324	HSD - Behavioral Health Division - Health, Housing and Homeless Services	Homeless Management Information System	D	D	321,221	262,689	58,532	1.0	No	A shared homeless service and housing database system administered by the County Homeless Program and includes community based homeless service providers. System enables the collection and sharing of uniform client data information.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
325	County Administrator	Affirmative Action	D	D	281,760	10,000	271,760	2.0	No	Coordinates various state, federal and locally approved affirmative action programs.
326	Sheriff - Support Services Bureau	Technical Services Administration	D	D	226,719	0	226,719	0.0	No	Provides administrative oversight for the Technical Services Division and administration of federal grants.
327	HSD - Environmental Health	Fixed Assets	D	D	210,000	210,000	0	0.0	No	Provides for acquisition of capital equipment and for needed capital improvement projects.
328	Auditor-Controller	Automated Systems Development	D	D	200,000	200,000	0	0.0	No	Non General-Fund. Accumulates interest earnings from the Teeter Plan borrowing program and other funding sources to finance maintenance and enhancement for countywide financial systems.
329	Agriculture/Weights and Measures	Cooperative Extension	D	D	195,508	0	195,508	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.
330	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.
331	Conservation and Development	Energy Upgrade CA	D	D	173,593	173,593	0	0.0	No	This is the new BayRen grant State Energy Program Grant, with the Association of Bay Area Governments as the fiscal agent which provides residential retrofit programs to eligible local governments for cost-effective energy efficiency projects.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
332	Sheriff - Special Funds	County Law Enforcement Capital Projects	D	D	172,500	172,500	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.
333	HSD - Emergency Medical Services SB-12	Administration	D	D	152,916	152,916	0	0.0	No	Reimbursement for County incurred costs related to Emergency Medical Services program collections and disbursements.
334	Board Mitigation Programs	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.
335	Conservation and Development	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.
336	District Attorney - Special Funds	Narcotics Forfeiture	D	D	122,000	122,000	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.
337	Veterans Service - Veterans Memorial Building Lifecycle Costs	Veterans Memorial Building Lifecycle Costs	D	D	116,001	0	116,001	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.
338	Probation - Special Funds	Probation Ward Welfare	D	D	111,900	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.
339	EHSD - Workforce Services Bureau	Service Integration Team / Sparkpoint	D	D	102,260	42,260	60,000	0.0	No	Provides integrated delivery of human services provided by various county departments.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
340	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.
341	Sheriff - Special Funds	Countywide Gang and Drug Trust	D	D	76,300	76,300	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.
342	Municipal Advisory Councils	Municipal Advisory Councils	D	D	39,000	0	39,000	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.
343	District Attorney - Special Funds	DA Federal Forfeiture-DOJ	D	D	16,800	16,800	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.
344	Conservation and Development	Residential Rental Inspection	D	D	11,531	11,531	0	0.0	No	Inspection services for all rental units in unincorporated portions of the County
345	Sheriff - Support Services Bureau	Vehicle Anti-Theft Program	D	D	3,840	474,500	(470,660)	0.0	No	Investigates and gathers evidence on stolen vehicles throughout Contra Costa County.
346	Library	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.

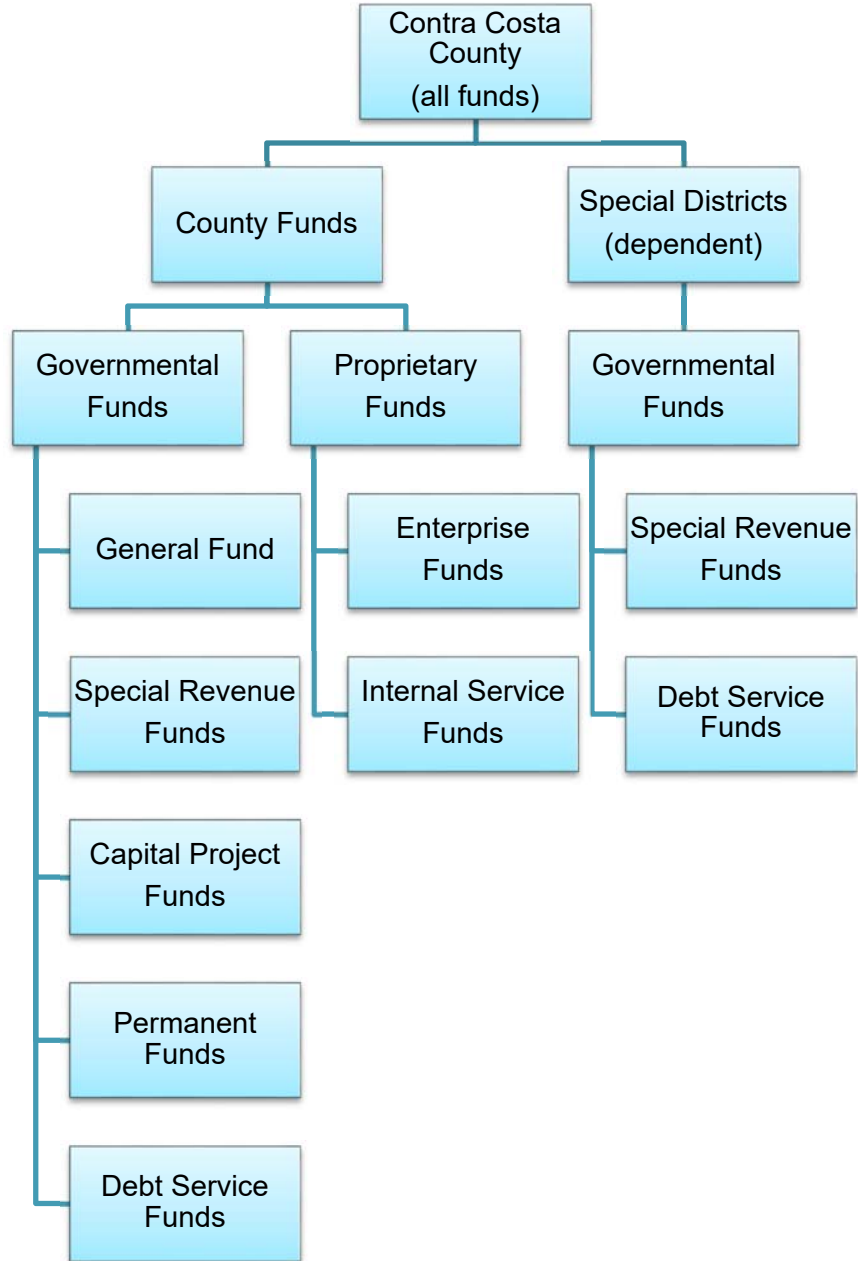
County Fund Definitions

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.

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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
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COUNTY - Governmental

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.
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	116200	CASP CERT & TRAINING FUND	To account for moneys used for increased certified access specialist (CASP) training and certification within that local jurisdiction and to facilitate compliance with construction-related accessibility requirements (AB1379 - Jan 2018)
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).

Table of Funds – Financial Fund Order

FUND CATEGORY

Fund Type	Fund Number	Fund Title	Fund Description
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COUNTY - Governmental

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).
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).

Table of Funds – Financial Fund Order

FUND CATEGORY

Fund Type	Fund Number	Fund Title	Fund Description
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COUNTY - Governmental

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.
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).

Table of Funds – Financial Fund Order

FUND CATEGORY

Fund Type	Fund Number	Fund Title	Fund Description
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COUNTY - Governmental

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).
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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.

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	STORM DRAINAGE DISTRICTS	To account for accumulated monies for payment of storm drainage bonds. Financed provided by specific property tax levies.
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 Enfrcmt-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
116200 - CASP Cert & Training 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

Fund – Department Relationship

Fund	Department
128000 - Pitts/Antioch Area/Benefit	Public Works
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/El 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

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.

AB – Assembly Bill

ACA – Affordable Care Act. The short name for the Patient Protection and Affordable Care Act, a federal overhaul of the U.S. healthcare system.

Accrual - an accounting adjustment that recognizes revenues and expenses in the period earned or spent, regardless of the timing of related cash flows.

ACER – Arraignment Court Early Representation

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.

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.

AIR – Assumed Investment Rate

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.

APC – Ambulatory Payment Classification

Appropriation - a legal authorization granted by the Board of Supervisors to make expenditures and to incur obligations for specific purposes. Appropriation authority is granted at the object level: Salaries & Benefits; Services & Supplies; Other Charges; Fixed Assets; Other Financing Uses; and Intrafund Transfers.

ARC – Annual Required Contribution. The ARC is the employer's periodic required contribution to a defined benefit OPEB plan to keep the plan fully funded.

ARRA - American Recovery and Reinvestment Act of 2009. Federal stimulus funds available to State and local governments to modernize our nation's infrastructure,

Glossary of Acronyms & Terms

enhance energy independence, expand educational opportunities, preserve and improve affordable health care, provide tax relief, and protect those in greatest need.

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.

AVA – Actuarial Value of Assets

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.

BARB – Bay Area Regional Benchmarking project

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.

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

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.

CCCERA - Contra Costa County Employees' Retirement Association

CCCFPD - Contra Costa County Fire Protection District

CCP – Community Corrections Partnership

CCPI - California Consumer Price Index

CCRMC – Contra Costa Regional Medical Center

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.

CMS - Centers for Medicare and Medicaid Services

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

CPOC - Chief Probation Officer's Association of California

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.

CSAC - California State Association of Counties

Debt Service Fund - a Governmental Fund used to account for accumulation of resources dedicated to pay principal and interest on general obligation debt.

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.

DOF - Department of Finance

DRG - Diagnostic Related Group

DSRIP - Delivery System Reform Incentive Pool

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.

ERAF - Educational Revenue Augmentation Funding

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.

FICA - Federal Insurance Contributions Act tax

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.

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.

FLIP - Facilities Life-Cycle Investment Program

FMAP - Federal Matching Percentage

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.

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.

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*.

LAIF – Local Agency Investment Fund

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.

LIHP - Low Income Health Plan

LRB - Lease Revenue Bonds

LRO - Lease Revenue Obligations

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 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.

Glossary of Acronyms & Terms

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.

MVA – Market Value of Assets

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

PPS - Prospective Payment System

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.

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.

SB1 - Senate Bill 1, also known as the Road Repair and Accountability Act of 2017.

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.

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.

Glossary of Acronyms & Terms

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

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