

Fiscal Year 2019 – 2020 Recommended Budget

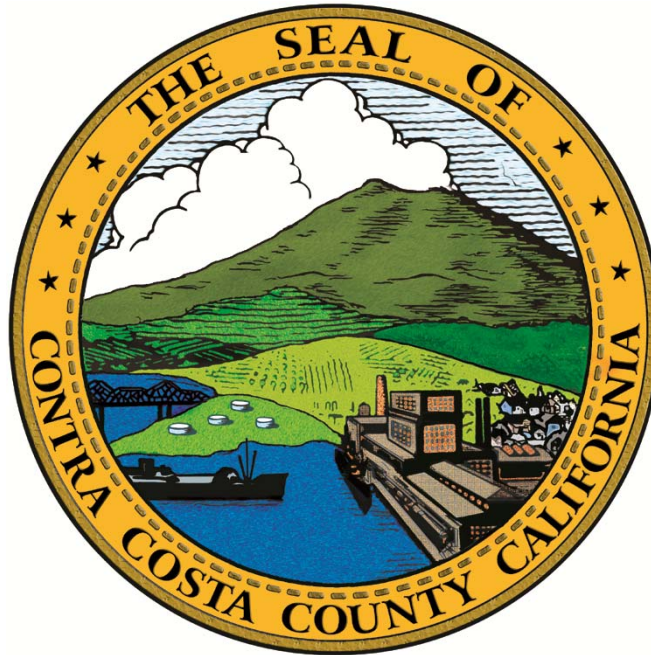


County of
Contra Costa
California



COUNTY OF CONTRA COSTA

RECOMMENDED BUDGET 2019-2020



Presented to the Board of Supervisors

JOHN M. GIOIA

Chair
Supervisor, District I

CANDACE ANDERSEN

Supervisor, District II

KAREN MITCHOFF

Supervisor, District IV

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
July 1, 2018

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County Administrator

County Administration Building
651 Pine Street, 10th Floor
Martinez, California 94553-1229
(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

March 29, 2019

Board of Supervisors
Contra Costa County
Martinez, CA 94553

Dear Board Members:

After several years of relative stability, we now enter a period of needing to adjust our County Budgets to meet challenges due to the uncertainty of countywide revenue streams (especially in the Health Services and the Employment and Human Services departments), compounded by sharply rising wage and benefit costs. Although relatively stable over the last ten years, General Purpose Revenue subsidies to the County hospital have again begun to have an impact on countywide provision of services. We can expect reduced funding available for programs in the foreseeable future, and this will necessitate cuts throughout the County's program areas.

In spite of this, 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 \$3.698 billion (\$1.705 billion General Fund) for FY 2019-20 and beyond.

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

- Developed a comprehensive zoning ordinance that will permit and regulate commercial cannabis businesses. The related cannabis tax (Measure R) approved in November 2018 will enable orderly, well-regulated sale, cultivation and manufacture of cannabis products from businesses located in the unincorporated area beginning in 2019.
- Launched an online document center to allow public access to over 128,300 records of the Board of Supervisors, including meeting agendas, minutes, ordinances and resolutions dating back to 1852; and implemented a new reporting process for advisory body seats across 78 active boards, resulting in a nearly 17% reduction in vacant seats as compared to last year.
- Established 40 Prescription Drug Drop Kiosks in pharmacies so that residents can drop off their unused, expired or unneeded prescription medicines.

- Introduced a Food Inspector app to keep residents aware of the health violations and quality of local eateries, providing full information on every restaurant in the area.
- Leveraged technology to streamline hiring processes and improve user experience by implementing paperless requisition and hiring, and launching online un-proctored testing, online reference checking, online I-9 completion and verification, online scheduling for candidate fingerprinting, and expanding online benefits enrollment to all active employees.
- Launched Video Story Time through the Library's YouTube channel. Each playlist includes songs, rhymes, finger plays and stories. This gives everyone the opportunity to enjoy story time at any time.
- Implemented the Senior Veterans Benefits Program. Intended to target our senior and elderly Veteran population, working with long-term care facilities to ensure that Veterans and surviving spouses can access free VA benefits claims assistance (often times Veterans are illegally charged for this service by businesses in the community).
- Facilitated development of hundreds of units of affordable housing, including 42 units at the Heritage Point project in North Richmond, which broke ground in 2018.
- Partnered with Mental Health to provide Functional Family Therapy, Health Housing and Homeless programs to enhance services for adults and transitional age youth, and with the County Office of Education to insure a smooth community transition for youth reintegrating to the community from a commitment program. Additionally, partnered with community-based organizations such as Bay Area Community Resources and RYSE to provide enhanced reentry services to youth.
- Awarded two major federal grants totaling over \$1.1 million to the Alliance to End Abuse in partnership with the District Attorney's Office to address human trafficking in Contra Costa County.
- Implemented the use of text messaging in the Employment and Human Services' Community Services Bureau to communicate with Head Start program parents and caregivers about their engagement with the program and the status of their children during the day.
- 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. This goal provides the context for decisions regarding this Recommended Budget.

The FY 2019-20 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 Budget Issues affecting the County. Below are the key issues facing the County that have particularly informed or impacted the development of our budget for FY 2019-20.

Labor

The County bargained in 2018 with the majority of its labor partners to extend contracts that would provide for increased wages, and provided for significant increases to the employee health benefit subsidies. The increased benefits were necessitated by the difficulty in hiring, compounded by low unemployment rates throughout the Bay Area. The County will continue to promote 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, the following key labor contracts are in active negotiations:

1. In-Home Supportive Services workers (IHSS)
2. Physicians and Dentists Organization, representing employees in Health and Human Services mainly at the Contra Costa Regional Medical Center and Clinics
3. Deputy Sheriffs Association - Rank and File, Management, and Probation units, representing employees in the Sheriff's Department, and the Probation Department, and
4. District Attorney Investigators Association, representing employees in the District Attorneys Department.

With the exception of IHSS and the Physicians group whose contracts have expired, these contracts do not expire until July 1, 2019. 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 remaining labor contracts extend through June 30, 2022.

Capital Improvements

The County Board of Supervisors is on track with the replacement of the County's Emergency Operations Center and the County Administration Buildings. These two projects are expected to be completed by the middle 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 continue to

lead efforts in the next year to provide 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 on this subject can be found in the Capital Improvement Plan section of this document on page 527.

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 2020s. County Departments will be required to balance our needs with our limited resources to insure that we can deliver quality programs to the people we serve.

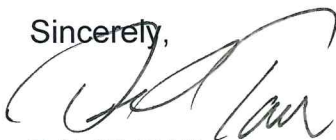
Each department was asked to submit a budget that balanced its requirements to provide services with the County's goals of adopting a FY 2019-20 budget that balances annual expenses and revenues, addresses revenue constraints and benefit cost increases, and includes an appropriation for partially pre-funding 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 significant effort from our employees and the Board of Supervisors have allowed us to deliver 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 foundation 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 2, 2023
Candace Andersen	Supervisor, District II	January 4, 2021
Diane Burgis	Supervisor, District III	January 4, 2021
Karen Mitchoff	Supervisor, District IV	January 2, 2023
Federal D. Glover	Supervisor, District V	January 4, 2021
Gus S. Kramer	Assessor	January 2, 2023
Robert R. Campbell	Auditor-Controller	January 2, 2023
Joseph E. Canciamilla	Clerk-Recorder	January 2, 2023
Diana Becton	District Attorney	January 2, 2023
David O. Livingston	Sheriff-Coroner	January 2, 2023
Russell V. Watts	Treasurer-Tax Collector	January 2, 2023

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 1,149,363 as of January 1, 2018. 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)

	2014 ⁽²⁾	2015 ⁽²⁾	2016 ⁽²⁾	2017 ⁽²⁾	2018
Antioch	110,028	111,973	113,495	112,280	113,061
Brentwood	55,353	57,072	59,058	61,383	63,042
Clayton	11,096	11,159	11,262	11,342	11,431
Concord	126,851	128,063	128,280	128,282	129,159
Danville	42,145	42,491	43,287	44,048	44,396
El Cerrito	23,980	24,132	24,490	24,674	24,939
Hercules	24,430	24,578	24,909	26,185	26,317
Lafayette	24,321	24,732	25,041	25,416	25,655
Martinez	36,497	36,931	37,224	37,831	38,097
Moraga	16,337	16,434	16,581	16,866	16,991
Oakley	38,864	39,609	40,327	41,116	41,742
Orinda	18,083	18,578	18,838	19,012	19,199
Pinole	18,560	18,660	18,827	19,101	19,236
Pittsburg	66,053	67,119	68,133	71,342	72,647
Pleasant Hill	33,708	33,918	34,232	34,944	35,068
Richmond	108,447	109,568	110,886	110,114	110,967
San Pablo	30,196	30,498	30,972	31,383	31,593
San Ramon	76,472	77,470	78,729	81,354	82,643
Walnut Creek	67,954	68,652	70,340	70,558	70,667
Subtotal	929,375	941,637	954,911	967,231	976,850
Unincorporated	167,797	169,506	171,913	172,082	172,513
Total	1,097,172	1,111,143	1,126,824	1,139,313	1,149,363

⁽¹⁾ Columns may not total due to independent rounding

⁽²⁾ Revised

Source: California Department of Finance

Population Demographics					
Gender		Race and Hispanic Origin*			
Male	48.90%	<u>One Race</u>		92.60%	
Female	51.10%	White		57.10%	
		Black or African American		8.20%	
		American Indian and Alaska Native		0.50%	
		Asian		17.00%	
		Native Hawaiian and Other Pacific Islander		0.50%	
		Some other race		9.30%	
Age		<u>Two or More Races</u>		7.40%	
Under 5 years	5.70%				
5 - 19 years	19.30%				
20 - 64 years	59.60%				
65+ years	15.30%				

*Hispanics may be of any race and are included in applicable race categories (25.7%)

Source: US Census Bureau, 2016 American Community Survey 1-Year Estimates, Contra Costa County

Educational attainment of a bachelor's degree or higher, according to the U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates, was 40.7% of the County population up from 37.6% in 2009.

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

Employment by Industry						
Annual Averages - Ranked for 2017						
	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	
Wage & Salary Employment						
Educational & Health Services	59,500	61,500	64,100	67,400	69,200	18.7%
Trade, Transportation & Utilities	58,700	60,400	62,500	64,800	65,300	17.6%
Professional & Business Services	52,100	53,200	50,900	52,000	54,400	14.7%
Government	48,200	49,200	49,300	49,900	50,400	13.6%
Goods Producing	37,100	37,100	37,800	39,700	41,100	11.1%
Leisure & Hospitality	35,400	36,300	38,300	40,100	40,800	11.0%
Financial Activities	25,300	25,000	26,300	26,900	27,300	7.4%
Other Services	12,100	12,500	12,700	12,900	13,000	3.5%
Information	8,600	8,300	8,300	8,000	8,000	2.2%
Farm	800	800	700	800	800	0.2%

Source: State of California, Employment Development Department, Labor Market Information Division, March 2018 Benchmark

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

Employer	2018 ⁽¹⁾	2008 ⁽²⁾	Rank
	Estimated Employees	Estimated Employees	
Chevron Corporation	10,000+	4,700	1
Bay Alarm Co.	1,000 - 4,999		
Bio-Rad Laboratories, Inc.	1,000 - 4,999	1,700	4
Chevron Global Downstream LLC	1,000 - 4,999		
Chevron Richmond Refinery	1,000 - 4,999		
Chevron Technology Ventures	1,000 - 4,999		
Job Connections	1,000 - 4,999		
John Muir Hospital Concord	1,000 - 4,999		
John Muir Hospital Walnut Creek	1,000 - 4,999		
John Muir Medical Center		1,900	3
John Muir Medical Center-Concord	1,000 - 4,999	1,500	5
Kaiser Permanente		900	9
Kaiser Permanente Antioch	1,000 - 4,999		
Kaiser Permanente Walnut Creek	1,000 - 4,999		
Kaiser Foundation Hospital		2,300	2
La Raza Market	1,000 - 4,999		
Martinez Medical Offices	1,000 - 4,999		
St. Mary's College of California	1,000 - 4,999		
USS-POSCO Industries	1,000 - 4,999	975	8
Broadspectrum Americas	500 - 999		
Robert Half International	500 - 999		
Santa Fe Pacific Pipe Lines	500 - 999		
Shell Oil Products	500 - 999		
Sutter Delta Medical Center	500 - 999	850	10
Doctors Medical Center		1,000	6-7
Liberty Mutual Insurance Co.		1,000	6-7

⁽¹⁾ Source: *State of California Employment Development Department, extracted from the America's Labor Market Information System (ALMIS) Employer Database, 2019 1st Edition.*

⁽²⁾ Source: *Rich's everyday Sales Prospecting Directory (2008) – Contra Costa County*

Between 2013 and 2017 the County's jobless rate decreased from 7.50% to 3.80%, below the statewide averages of 8.90% and 4.80%, 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**

	2013*	2014*	2015*	2016*	2017
County Civilian Labor Force	538,000	540,900	547,500	557,000	563,900
Employment	497,700	507,500	520,000	532,200	542,500
Unemployment	40,300	33,400	27,500	24,800	21,400
Unemployment Rate					
County	7.50%	6.20%	5.00%	4.50%	3.80%
State of California	8.90%	7.50%	6.20%	5.50%	4.80%

* 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 and the State for calendar years 2013 through 2017.

**Personal Income
Calendar Years 2013 through 2017**

	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017†</u>
Personal Income (thousands of dollars)					
County	67,290,115	71,164,468	77,914,957	82,204,425	87,810,279
California	1,885,672,400	2,021,640,000	2,173,299,700	2,259,413,900	2,364,129,400
Per Capita Income (dollars)					
County	61,435	64,056	69,195	72,195	76,527
California	49,173	52,237	55,679	57,497	59,796

† 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 property taxpayers in the County compared to ten years ago.

**Principal Property Taxpayers - Ranked by Assessed Value⁽¹⁾
Current Year and Ten Years Ago (in Thousands)
(unaudited)**

Taxpayer	FY Ended June 30, 2018			FY Ended June 30, 2008		
	Taxable Assessed Value Secured and Unitary	Rank	% of Taxable Assessed Value	Taxable Assessed Value Secured and Unitary	Rank	% of Taxable Assessed Value
Chevron USA	\$3,405,224	1	1.79%	\$6,843,072	1	4.49%
Equilon Enterprises LLC	1,597,288	2	0.84	4,002,788	2	2.63
Tesoro Refining Marketing	1,145,265	3	0.60	2,092,737	3	1.37
Phillips 66 Company	1,008,681	4	0.53			
SDC 7	838,352	5	0.44			
First Walnut Creek Mutual	697,960	6	0.37			
BRE Properties, Inc.	597,825	7	0.31			
Sierra Pacific Properties, Inc.	543,445	8	0.29			
NRG Delta LLC	542,275	9	0.29			
Shadelands Park LLC	394,262	10	0.21			
Tosco Corporation				1,648,867	4	1.08
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	\$10,770,577		5.67%	\$18,538,452		12.16%

⁽¹⁾ Beginning 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 businesses*

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 one 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, which has been superseded by GASB Statement 75;
 - 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 currently budgeted at \$20 million. 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) since 2006 from \$2.57 billion to \$662.5 million. The County implemented GASB 75 for the FY 2016-17 Comprehensive Annual Financial Report (CAFR) and subsequently completed a new OPEB actuarial valuation as of January 1, 2018 using the updated

accounting standards included in GASB 75. The actuarial valuation, rolled forward to June 30, 2018, indicated that the County had prefunded 28.9% of its OPEB liability, with total OPEB trust assets of \$269.6 million. The next OPEB actuarial valuation is scheduled to be performed as of January 1, 2020.

- 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 527-532.
- 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 Pension Benefits on Page 29).

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.

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 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

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.

impacts of the project on the affected community. Such fees are not intended to be a general-purpose revenue measure for the host community.

- b. Trust Fund: Funds held in trust for any beneficiary or for any purpose, in a separate fund and not commingled with any public funds, earning interest, and to be paid to the beneficiary of such trust upon the termination thereof, including moneys held as trustee, agent or bailee by the state, any county, city or town, or other political subdivision of the state, or any commission, committee, board or office thereof or any court of the state, when deposited in any qualified public depository. Trust funds are limited to the following purposes as defined by Governmental Accounting, Auditing, and Financial Reporting: Pension, Investment, Private-Purpose and OPEB Irrevocable funds.
 - c. Special Revenue Fund: Funds used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or major capital projects) that are legally restricted to expenditure for specified purposes. Examples of special revenue funds are those established for the purpose of financing schools, parks, or libraries.
 - d. Community Benefit Fee: Voluntary payment(s) made by a developer or project sponsor that benefit a defined community, either through capital or community program improvements. These funds, typically, have been intended for uses that will benefit the quality of life for the communities in which a project is approved. In the past, these funds have been identified for such uses as economic development, health care, education, infrastructure, transportation, etc.
 - e. Special Board Appropriation: A designation by the Board of Supervisors dedicating a portion of one or more General-Purpose Revenue sources to a specific program or activity, and/or to benefit a specific geographic area.
 - f. Special Revenues: Collectively, all of the preceding revenues.
16. Authorization for Mitigation and Community Benefit Fees and Their Allocation:
- a. Affirm that revenues from existing fees are to be administered by the Supervisor serving in the district for which the fee was created, unless specified otherwise when the fee was established or as an action of the Board of Supervisors, and may require Board of Supervisors approval prior to expenditure.
 - b. Affirm that revenues from existing fees are to be used with the support and authorization (to be signified by sponsorship or co-sponsorship of a Board Order/Proposal) of the current Supervisor serving in the district where the fee originated, unless specified otherwise when the fee was created or as an action of the Board of Supervisors.
 - c. Affirm that when fees are created in the future, the authorizing Board Order or Resolution must specify:
 - the type of fee (mitigation or community benefit)
 - in what geographic area the funds are to be used, e.g., countywide or limited to one or more supervisorial districts or areas within a supervisorial district;
 - the specific purpose of the fee;
 - the recommended process for allocating the funds; and
 - the department that will be responsible for administration of the funds;
 - measurable performance outcomes that demonstrate how the fee revenue has mitigated the project impacts and otherwise benefited the affected community.
 - d. Affirm that no new fees are to be negotiated or created without input or consultation with the current Supervisor serving in the district where the land development project is located.

Overview

- 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 \$7 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 2019-20, departments requested over \$5.48 million and the County Administrator is recommending \$2.49 million for projects that include:

- Customer service enhancements in the Employment and Human Services and Conservation and Development departments, waiting area guest/employee Wi-Fi in 48 additional locations throughout County facilities, and network redundancy and IT security enhancements; 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, supranational 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 authorized Joint Powers Authority. The Board of Supervisors (Board) approved its first Investment Policy in 1994 and the most recent update to the Investment Policy was on June 26, 2018. 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 (seven statutory members and three alternates) 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 September 28, 2018. 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 2017-18 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 February 26, 2019 (Resolution No. 2019/37), to fully incorporate amendments to the Securities and Exchange Commission (SEC) Rule 15c2-12 and modernize document retention procedures to allow for electronic document retention of debt issuance and management records.

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 for Tax-Exempt and Tax-Advantaged Bonds.** To assure it manages its debt obligations in accordance with all federal tax

requirements, the County will comply with the Post-Issuance Tax Compliance Procedures for Tax-Exempt and Tax-Advantaged Bonds, as set forth in the policy appendix.

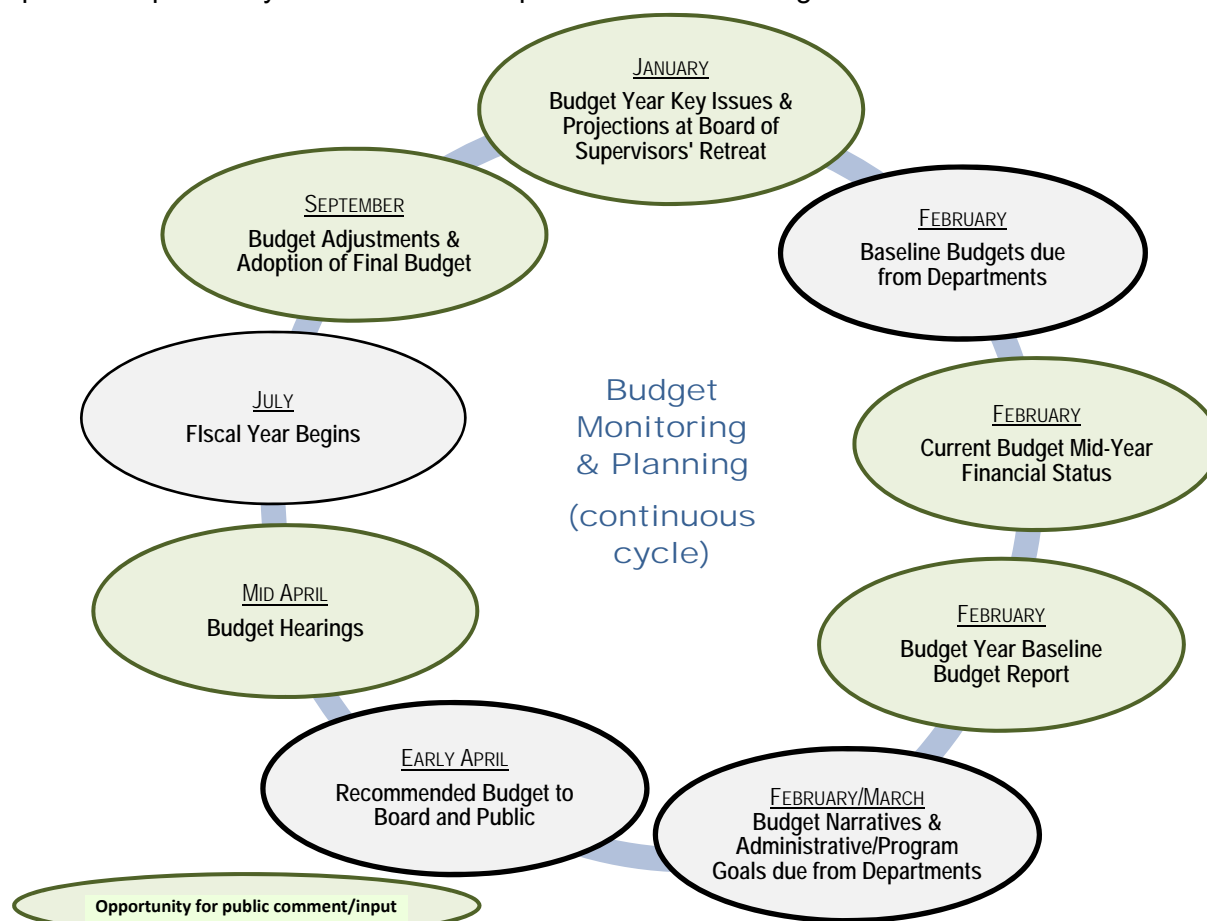
- E. Continuing Disclosure Procedures.** To assure it manages its debt obligations in accordance with the terms of Continuing Disclosure Agreements included in individual bond issuances and federal and state regulations, the County has adopted policies and procedures set forth in the policy appendix.

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 of 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 2017-18 and was 95% as of June 30, 2018. Presently, the County pays approximately \$26.4 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 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 2019-2020 Budget Development Calendar

2019 Dates	Key Budget Meetings/Activities/Deliverables
September 11, 2018 and March 12	Department Head meeting discussing FY 2019-20 budget preparation
January 2	Budget preparation instructions to Departments
January 3	Personnel Cost Forecasting staff training
January 2 – 11	Departmental fiscal staff review Personnel Cost Forecasts
January 11	Personnel position count, salary & benefits cost projections due from Departments
January 15	Board of Supervisors set Budget Schedule (Board Chambers*)
January 16 – February 8	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 16 – 17	Budget system training sessions for Departmental fiscal staff
January 29	Board of Supervisor's retreat (District I*): The Economic Outlook: Focus on the Contra Costa Economy; Budget & Key Issues for 2019-20 and Beyond (including Mid-Year Current Budget Status; and Capital Projects)
February 8	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 1	County Performance Reports due from Departments
April 5	Formal Public Notice of Hearing Recommended Budget to Board of Supervisors and posted on County website
April 16	State Controller's Office Recommended Budget Adopted by Board of Supervisors (Board Chambers*)
April 16	Budget Hearings on County Recommended Budget (Board Chambers*)
May 2	Budget Adoption Board Order to Board of Supervisors
May 7	Budget Adoption Board Order presentation (Board Chambers*)
August	Fiscal year-end closing activities, including final adjustments to fund balance
September	Final Budget presentation based upon fiscal year-end closing activities, including final adjustments to fund balance, and passage of State budget (Board Chambers*) ¹

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

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

The County Administrator monitors actual expenditures and revenue receipts each month and mid-year adjustments may be made so that the County's Budget remains in balance throughout the fiscal year. On an annual basis, the County Administrator's staff prepares and presents a report to the Board of Supervisors that details the activity within each budget category and provides summary information on the status of the County's Budget. The County Administrator also recommends any actions that are necessary to ensure a healthy budget status at the end of the fiscal year.

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

BUDGETARY BASIS FOR ACCOUNTING

The term "basis of accounting" refers to the timing of recognition of assets, liabilities, revenues and expenditures. The basis of accounting used for financial reporting in accordance with generally accepting accounting principles (GAAP) is not necessarily the same as used in preparing the budget ("basis of budgeting"). Some of the differences include:

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

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

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

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 2019-20 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:** The Contra Costa County economy is heavily dependent on the national and state economies. The outlook for the U.S. economy has not changed much from the last year, despite the fact that we are approaching the longest economic expansion in the nation's history. Growth has progressed at a steady pace since the 2015 commodity bust and mild economic slowdown that occurred that year.

Our economist (from Beacon, Inc.) tells us that outside of the rapidly growing Federal budget deficit, the U.S. economy looks to be well-balanced in terms of its growth structure, with solid fundamentals including private-sector debt levels, consumer savings rates, rising wages, the overall pace of homebuilding and business investment. The U.S. housing market slowed in late 2018 as the 30-year mortgage rate closed in on 5%, rates have since receded. The U.S. housing market is not overpriced, and there has not been risky lending. The pace of building has been reasonable, so there is no excess supply and the market is responding to changes in interest. The slowing pace of sales is part of that process, forecasts remains cautiously positive, and that outlook is expected to stay in place through 2020. Our economist is forecasting the expansion to continue, albeit at a slower pace than last year. Barring some unexpected external impact, we do not expect any major change in economic growth leading up to the 2020 election. Throughout 2018 the California economy prospered despite a tight labor market and concerns about housing. California's steady economic performance was fueled by expansion of the State's industries, increases in incomes, and the Federal tax cuts enacted early in the year.

Growth or lack of growth in the housing market significantly impacts 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 a greater impact on our County than on 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 5.4% over the last 20 years and a year-over-year growth of 6.2% 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 reflected the slow economic recovery in Contra Costa County; however, as stated above, 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 growth in the coming fiscal year. Moreover, inflation is picking up slightly in the state, which will help put upward pressure on assessed valuation growth for properties not changing ownership. The FY 2018-19 total assessed value growth was 6.34%. The FY 2018-19 assessment roll is the highest to date in Contra Costa County's history and the first time the assessment roll has topped the \$200 billion mark. The current forecast is projected upon continued property tax recovery. The County is projecting growth of 5% for FY 2019-20 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 2019-20 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. As of June 30, 2018, the County's fiduciary net position as a percentage of total other post-employment benefit liability was 28.9%. The total liability for benefits was \$932.2 million, and the actuarial value of assets was \$269.7 million, resulting in a net OPEB liability of \$662.5 million (the liability was \$2.6 billion in 2006). 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 due as of January 1, 2020 and is scheduled for release summer 2020.

- **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 Proposed Budget for FY 2019-20 includes several items that impact counties, including proposed changes to the IHSS MOE, continuing to address the issue of homelessness, and setting new regional housing goals. The State Budget has a surplus going into FY 2019-20 of \$24.1 billion and the Governor has proposed spending 86% of those funds on several one-time items, including \$4.8 billion to address pensions & OPEB benefit liabilities, a \$4.8 billion contribution to reserves and \$4 billion to eliminate debts and long-term deferrals. Although the Governor has proposed certain uses of the one-time surplus funding, the Legislature may have other items of interest that could be negotiated in the coming months.

The Governor's proposed changes to the IHSS MOE would increase State support to IHSS programs in 2019-20 and beyond. If adopted by the Legislature, the Governor's proposal would result in a significantly increased State General Fund commitment to IHSS. This includes language that lowers the MOE base, reduces the inflation factor from seven percent to four percent beginning in 2020-21, stops the redirection of health and mental health growth funding, and partially funds IHSS administration with State General Fund. Together, these revisions provide some relief to counties as it relates to the State MOE, but still leaves the County facing significant costs as we negotiate wage increases to the IHSS providers for 2019-20 and beyond. Finally, the Governor's proposals would result in significant cost increases to the County in 2022 when the Governor's proposals would change the formula to require the County to pick up 65% of the non-Federal share of the costs instead of the County's current share of 35% of the non-Federal share.

Funding for siting of emergency shelters, navigation centers and supportive housing is proposed to be increased by a one-time allocation of \$500 million. This includes \$200 million for local Continuums of Care, \$200 million for grants to local jurisdictions for housing and shelter development and \$100 million directed specifically toward the largest cities throughout the State. In addition, the Governor's proposal expedites "No Place Like Home" funding, approved by voters in November 2018, to provide permanent housing for individuals with severe mental illness; however, it is not clear how those funds would be expedited at this time.

Finally, the Governor's Proposed Budget relies on a continued positive economic outlook. The State's primary source of revenue is the personal income tax, which is a very volatile funding stream. In years of declining State revenues from the personal income tax receipts or otherwise, funding to counties throughout the State is also impacted. Although the economic outlook for FY 2019-20 remains positive, we will continue to monitor the State's revenues throughout the year.

- **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 527.

- **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, 2018 the County's outstanding bonded debt was \$155.9 million leaving a statutory margin of \$9.7 billion and a Constitutional margin of \$2.30 billion. (See Current Debt Position, Page 533 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. Over the past several years, and again in the FY 2019-20 Recommended Budget, the prudent use of these funds by the Board of Supervisors and the Community Corrections Partnership (CCP) allows us to provide critical services to returning citizens within our community. Continued restraint will be necessary in future years to maintain critical programs that have been implemented over the last eight years.

The Public Protection Committee met on January 28, 2019 and again on February 4, 2019 to review funding recommendations from the CCP for FY 2019-20. The Public Protection Committee ultimately approved a \$29.8 million budget package to continue and expand funding critical program infrastructure put in place following 2011 Realignment. The FY 2019-20 budget provides an increase in appropriations of \$1.9 million, or 6.8% across all initiatives funded with the community corrections allocation of AB 109 dollars. Highlights of the FY 2019-20 budget include: (1) a \$419,000, or 8.3%, increase to the Community Advisory Board (CAB) allocation specifically for increased housing access and employment assistance programs supporting returning citizens, (2) \$150,000 to establish a new Neighborhood Court program within the District Attorney's office and (3) adds a new Social Services Program Assistant

position in the Employment and Human Services department to connect individuals with important social service programs once released from custody. In addition, the FY 2019-20 CCP budget includes the final \$500,000 AB 109 reserve allocation for the Stand Together CoCo immigration rapid response program, approved as a three-year pilot project, and continues funding to local police departments for Mental Health Evaluation Teams (MHET) to assist with diverting those suffering from mental illness from the local criminal justice system. Funding allocations approved by the Public Protection Committee have been integrated into departmental budgets reflected in the FY 2019-20 Recommended Budget.

- Pension Benefits:** A major issue for Fiscal Year 2019-20 continues to be the impact of the Net Pension Liability (NPL) on the employees' and employers' contribution rates. Per GASB Statement 67, the NPL replaced the Actuarial Accrued Unfunded Liability (UAAL). 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, 2017, the NPL decreased to \$811.4 million from \$1.4 billion and the funded ratio increased to 88.5%. At the end of 2017, the County's portion of the UAAL was \$689.4 million (the Contra Costa County Fire Protection District's portion of UAAL was \$131.7 million). Those figures do not include \$221.1 million in outstanding pension obligation bonds as of June 30, 2018 (\$155.8 million in County bonds and \$65.2 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). The County continues 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%

Overview

Calendar Year	Gross Market Value Investment Returns	Assumed Investment Rate	Net Impact
2014	8.40%	7.25%	1.15%
2015	2.4%	7.25%	(4.85%)
2016	7.40%	7.00%	0.40%
2017	14.20%	7.00%	7.20%
2018	(2.7%)	7.00%	(9.7%)

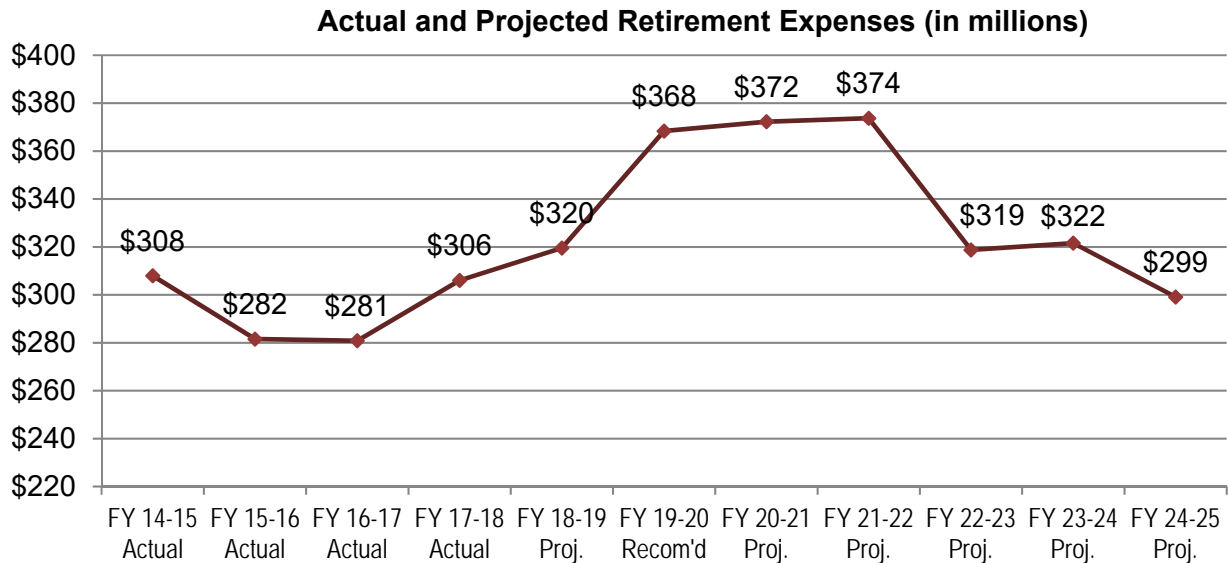
In a letter dated March 7, 2019, CCCERA's actuary issued a report which projected employer contribution rate changes based on an estimated negative 2.7% net market value investment return for 2018 and other changes in economic assumptions. The projection is derived from the December 31, 2017 actuarial valuation results, which are the most current available. A new five-year projection will be available in the fall using December 31, 2018 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 2.8% (as of December 31, 2022). These projected rate changes are implemented 18 months after the actuarial date. Therefore, the projected increase of 0.40% in the chart below for 2018 will be implemented on July 1, 2020.

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 increase by 0.30% for 2018 (rate decrease date of July 1, 2020), a County Safety employee by 0.74%, and a Contra Costa County Fire District Safety employee by 1.04%. The total impact to the County, all things considered, is expected to be very close to these figures.

Rate Change Component	Valuation Date (12/31)				
	2018	2019	2020	2021	2022
Deferred (Gains)/Losses	0.72%	1.41%	0.88%	0.59%	1.06%
Loss of Investment Income on (Gain)/Loss of Investment Income on Difference Between AVA and MVA	(0.12%)	0.31%	0.21%	0.14%	0.10%
18 Month Rate Delay	(0.20%)	(0.05%)	0.14%	0.16%	0.12%
Drop Off of UAAL Layers	0	0	0	0	(8.27%)
Incremental Rate Change	0.40%	1.67%	1.23%	0.89%	(6.99%)
Cumulative Rate Change	0.40%	2.07%	3.30%	4.19%	(2.80%)

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 2019-20, and a projection based on the Recommended Budget of FY 2019-20 and beyond (no increases in FTE or wages for FY 2020-21 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 2018 market impacts. A significant note is that the chart includes three 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. Note that some of the pension obligation bond debt is Court costs and offset by Court payments. 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.

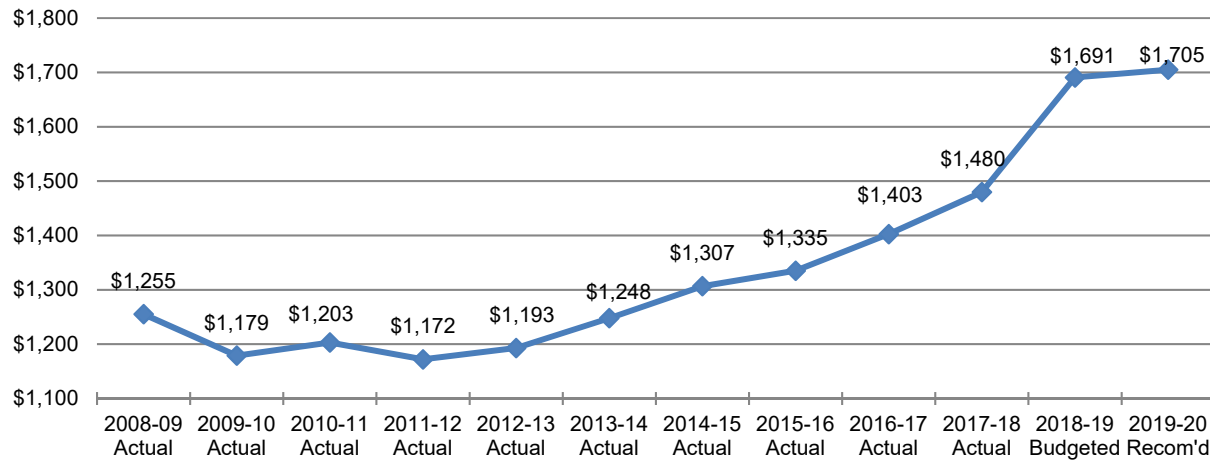


HISTORICAL PERSPECTIVE

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 significant 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 2018-19 appropriations include \$30.0 million in fund balance budgeted for construction capital projects. The Recommended Budget is projecting relatively flat growth for FY 2019-20.

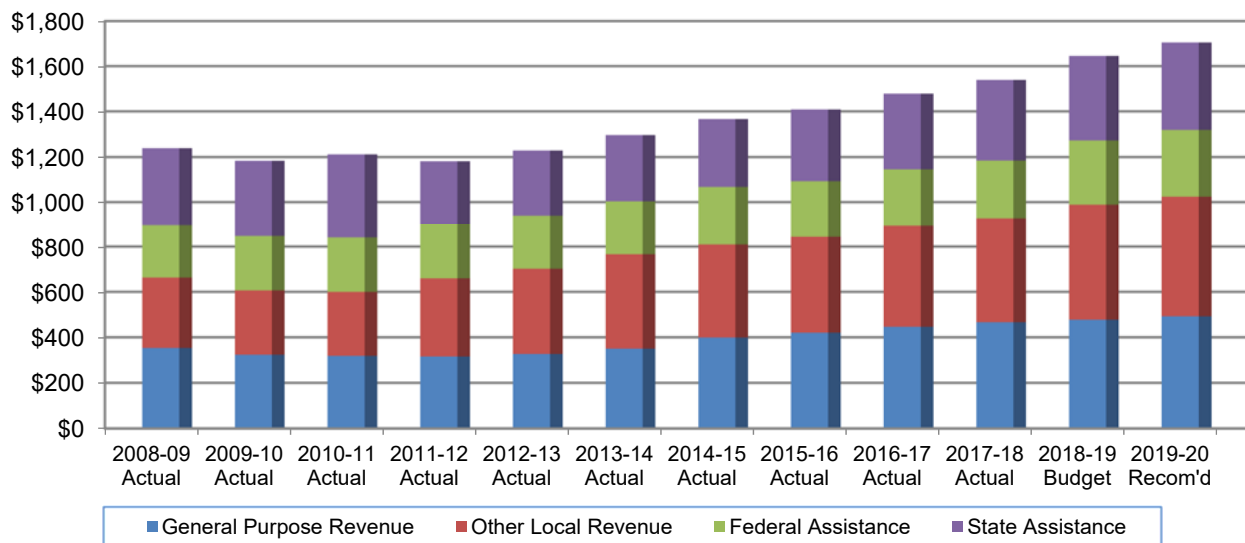
10 Year Actual Expenditure History (in millions)



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 \$477.77 million budgeted general purpose revenue in FY 2018-19 includes \$30,148,442 in fund balance for construction projects described in the Summary - Capital Improvement Plan. These Other Local Revenue monies were appropriated from reserves mid-year FY 2018-19 and are not an on-going source of revenue. If the fund balance were not included in that figure, the FY 2018-19 budgeted amount would be \$447,622,000 and the total general fund revenue figure would be \$1,615.1 million.

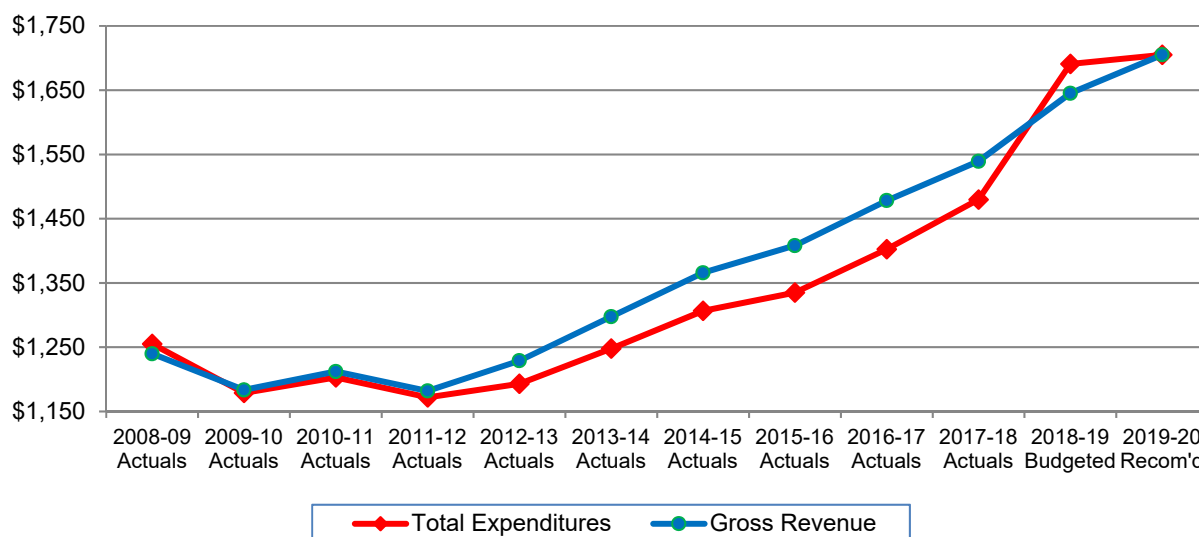
These revenues are projected based on historical trends, which have been impacted by property tax and general economic recovery.

10 Year Revenue Generation (in millions)



The County struggled with maintaining a structurally balanced budget in the past; however, all Recommended Budgets since FY 2009-10 have been structurally balanced. The 2018-19 Budget figures reflect capital carryover funding and fund balance use. State impacts on FY 2019-20 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 previous 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 2019-20 Recommended Budget as a revenue.

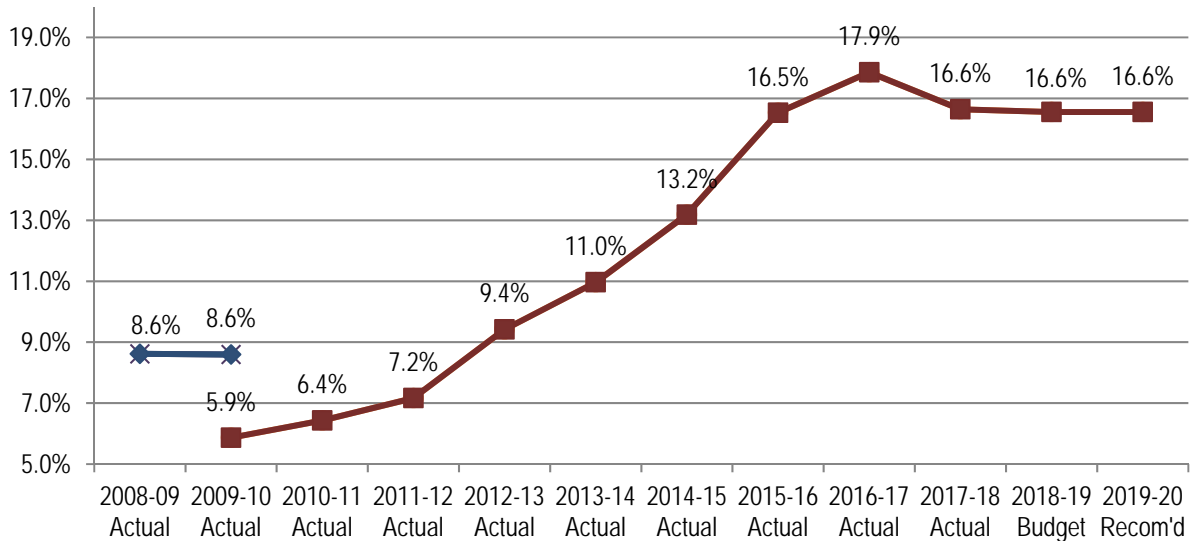
Fiscal year-end 2010-11 marked a change in the calculation of the County's General Fund Reserve to comply with terminology revisions required by the Governmental Accounting Standards Board (GASB) Statement No. 54-Fund Balance Reporting and Governmental Fund Type Definitions. GASB issued Statement No. 54 in an effort to improve consistency in reporting fund balance components, enhance fund balance presentation, and improve the usefulness of fund balance information reported annually. The Statement required a revision to the County's 2005 Reserve Policy – unreserved was changed to unassigned. The impact was that \$32.5 million of previously categorized unreserved balance is now considered either assigned or committed. In the following chart, the ten-year history of unreserved balance has been over-laid with year-end 2009-10 figures calculated using both definitions and the following years calculated pursuant to the revised policy. There was no change in the total fund balance. The County is exceeding the minimum 5% target (Unassigned Fund Balance was 16.6% of total General Fund Revenues on June 30, 2018).

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. The budget for contingency (\$10 million), reallocation of property tax revenue (\$2.5 million), and capital projects (\$30.4 million) is included in the chart. Fund balance is shown as a percentage of total General

Overview

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 in the future, growth in the ratio to revenues is not expected as revenue will grow as well.

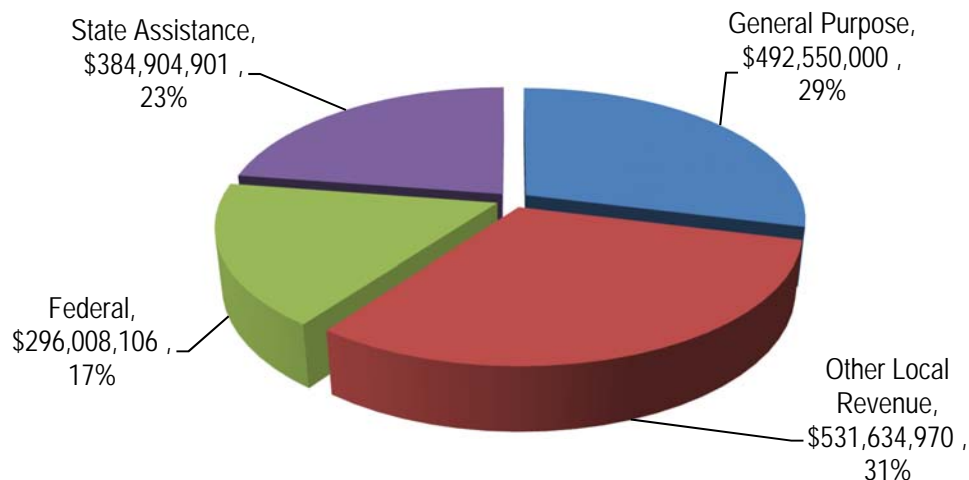
Unreserved/Unassigned Fund Balance (as of June 30)



General Fund Revenue and Appropriations

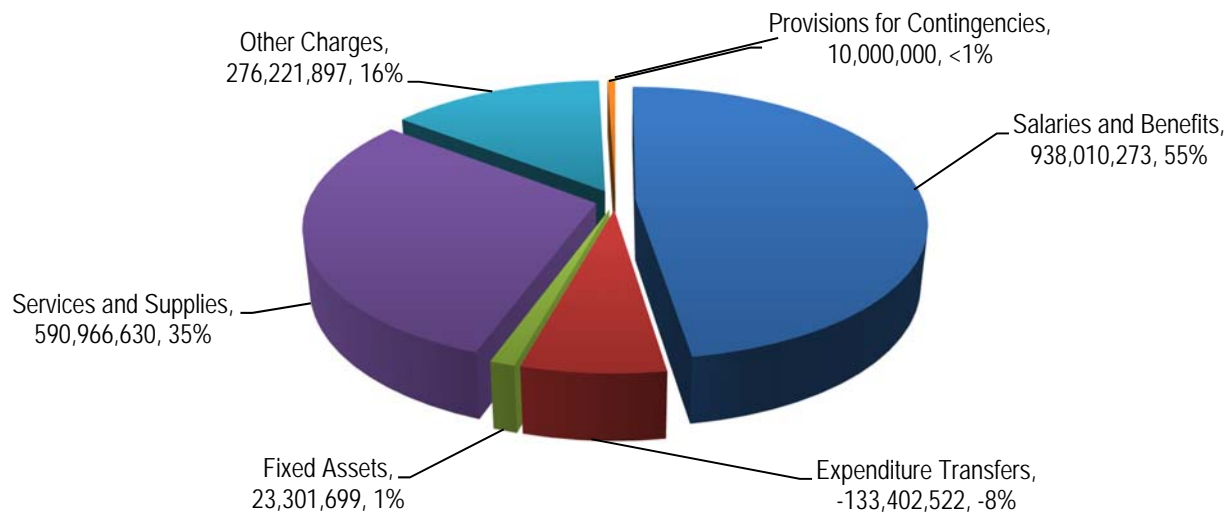
The County Summary Information available beginning on page 473 depicts history and recommendations for all revenue sources and uses for all County funds. The recommended General Fund budget of \$1.705 billion is supported by local, federal, and State resources. A large portion of the revenue, \$680.9 million, or 39.9%, is dependent upon State and federal allocations (very close to the 40.7% of last year). General Purpose revenue available from sources such as property tax and interest income is \$492.5 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 consistent, revenue growth.

Total Revenues: \$1.705 Billion



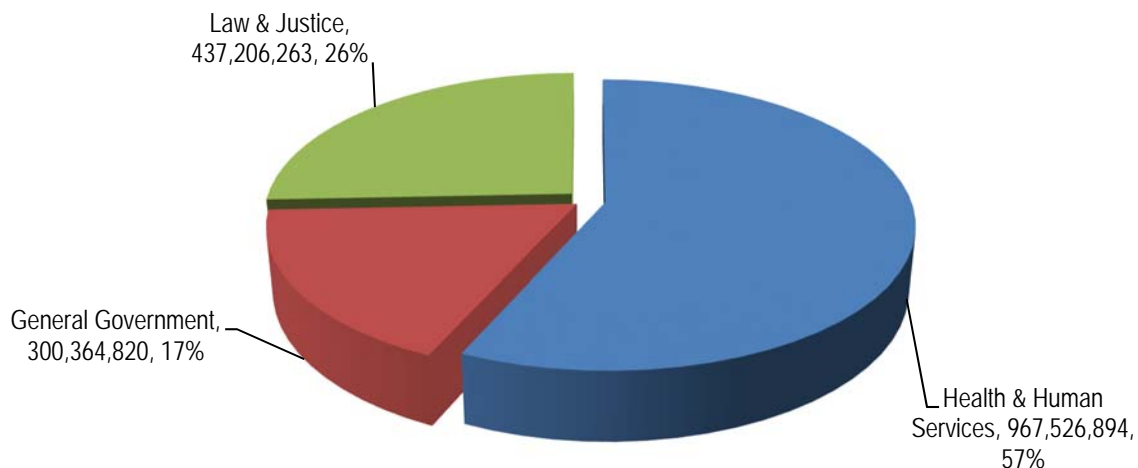
These revenue sources are used to fund programs throughout the County. All categories below are self-explanatory, except 'Other Charges', which includes contributions to other funds such as the Enterprise Funds and interest expense on bonds and other debt. The pie chart is used to show the size of the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

Total Expenditures: \$1.705 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 2019-20 Recommended Budget. Distribution of resources has tracked very closely to these ratios for many years.

Distribution of Expenditures: \$1.705 Billion



Other County Funds

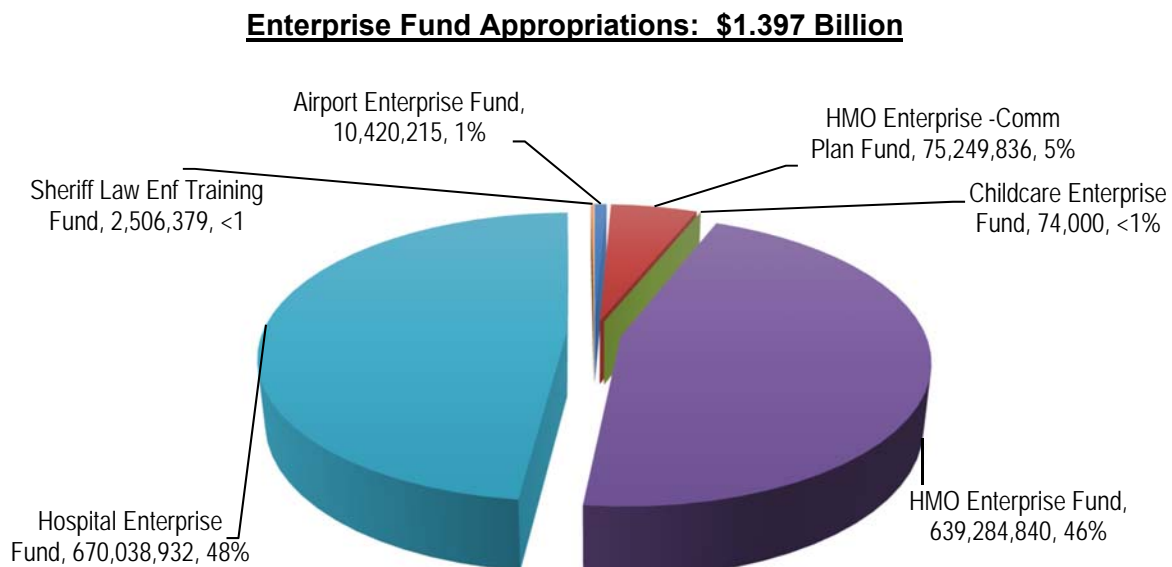
The County Summary Information beginning on page 473 depicts history and recommendations for all revenue sources and uses for all County funds. Of the \$3.69 billion represented, \$1.705 billion is within the General Fund, \$1.95 billion is from other funds, and \$36.4 is from fund balance. There are seven County Enterprise funds, which makeup \$1.397 billion of the \$1.95 billion in non-general funds.

Enterprise Funds

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

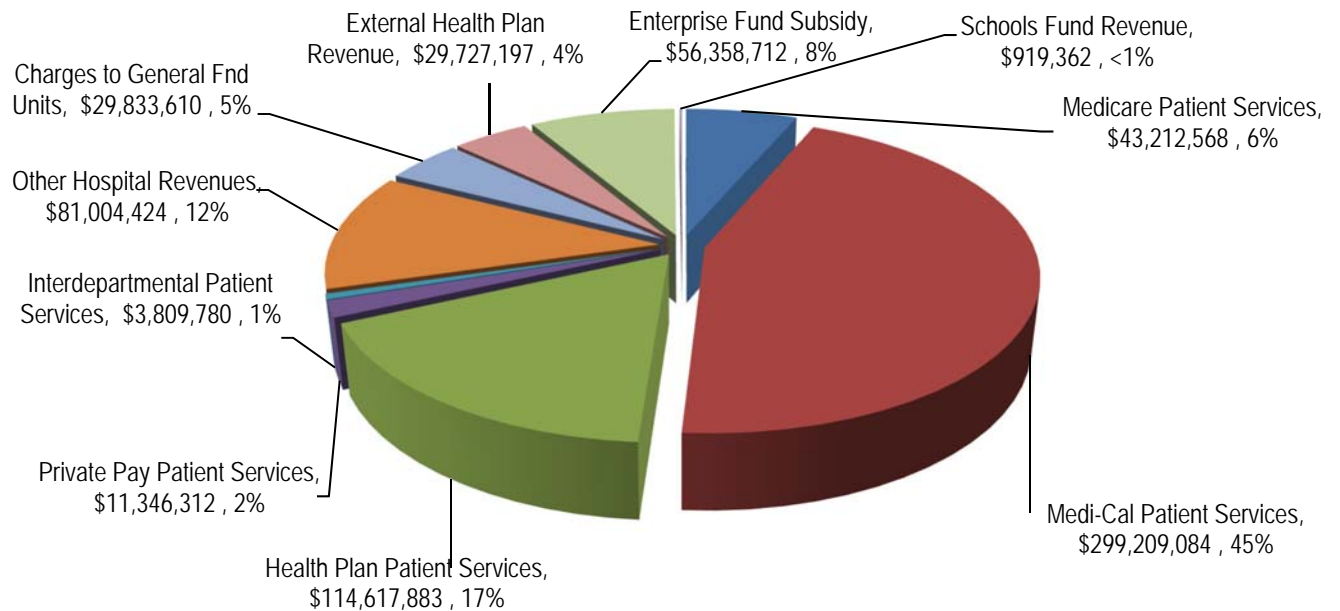
- 1) Hospital Enterprise, Page 260
- 2) HMO Enterprise, Page 266
- 3) HMO Enterprise-Community Plan, Page 269
- 4) Major Risk Medical Insurance (no appropriations in FY 2019-20), Page 271
- 5) Airport Enterprise, Page 182
- 6) Sheriff Law Enforcement Training Center, Page 448
- 7) Childcare Enterprise, Page 246

The total Recommended Budget for Enterprise Funds is \$1.397 billion.



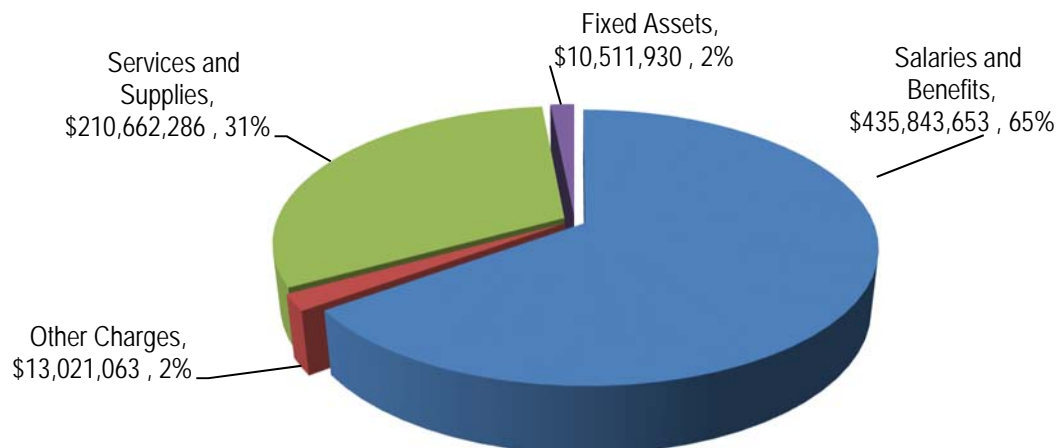
The largest of the Enterprise funds are the HMO Enterprise and Hospital Enterprise Funds. The HMO fund is used to account for all the premiums and expenditures related to Medi-Cal enrollees. The fund includes the Contra Costa Health Plan and Medi-Cal products. The Contra Costa Health Plan is a County-operated,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

Hospital Enterprise Fund Total Revenues: \$670.0 Million

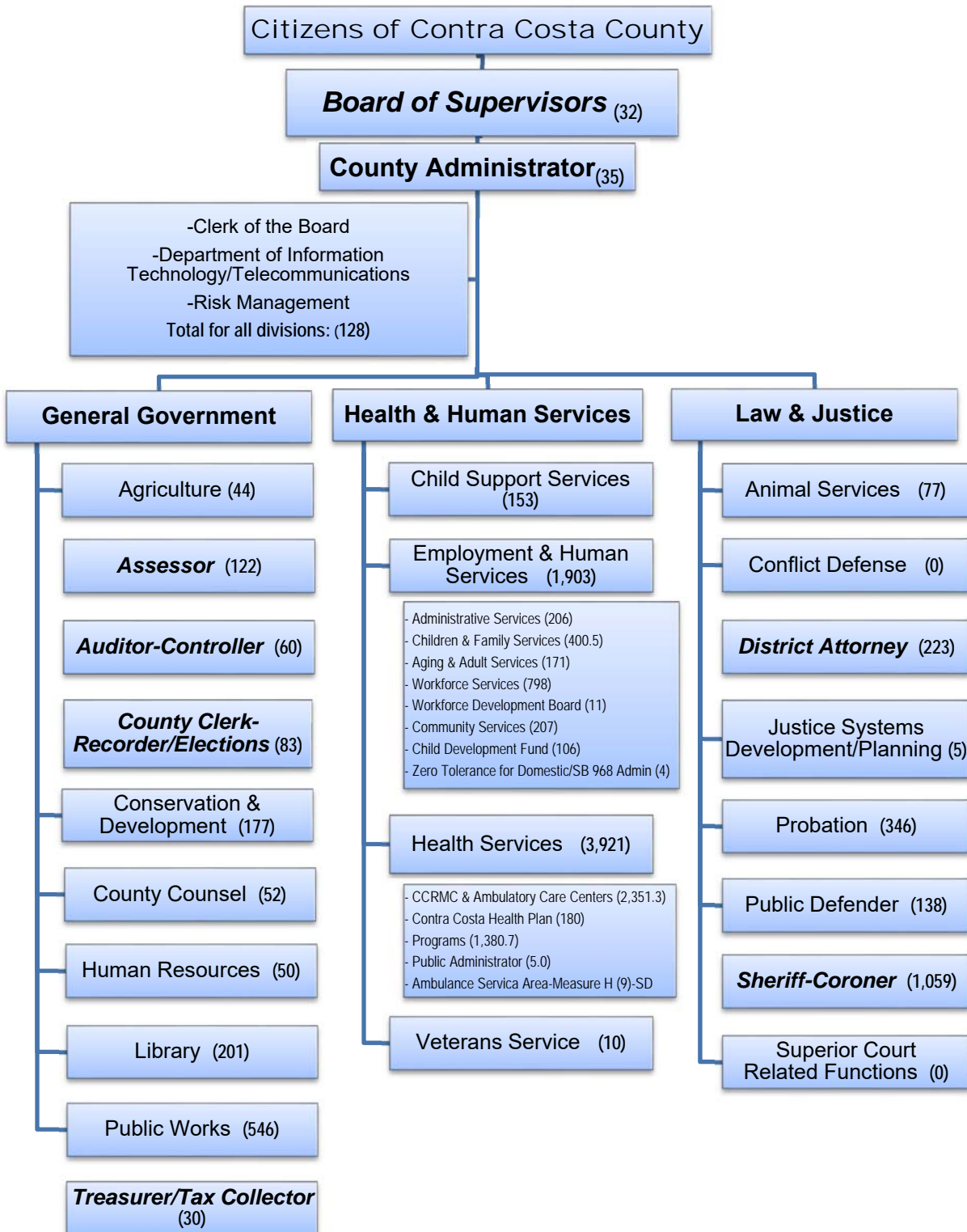


The majority of the expense in the Hospital Enterprise Fund, 65%, is for salary and benefit costs to operate the hospitals and clinics.

Total Expenditures: \$670.0 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: Federal D. Glover Candace Andersen	Internal Operations Committee Supervisors: Diane Burgis Candace Andersen	Legislation Committee Supervisors: Diane Burgis Karen Mitchoff
Public Protection Committee Supervisors: John Gioia Federal D. Glover	Transportation, Water & Infrastructure Committee Supervisors: Karen Mitchoff Candace Andersen	Sustainability Committee Supervisors: John Gioia Federal D. Glover

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*

Advisory Council on Aging	Affordable Housing Finance Committee***	Agricultural Advisory Task Force	Airport Land Use Commission***	Alamo-Lafayette Cemetery District Trustees***	Alamo Municipal Advisory Council**
Alamo Police Services Advisory Committee (CSA P-2B)	Alcohol and Other Drugs Advisory Board	Arts & Culture Commission	Aviation Advisory Committee	Bay Point Municipal Advisory Council**	Bethel Island Municipal Advisory Council**
Byron-Brentwood-Knightsen Union Cemetery District***	Byron Municipal Advisory Council**	Census 2020 Complete Count Steering Committee	Commission for Women	Contra Costa Centre Municipal Advisory Council**	Contra Costa Community Corrections Partnership
Contra Costa Council on Homelessness	CCC Fire Protection District Advisory Fire Commission	CCC Transportation Authority Citizens Advisory Committee***	Contra Costa Transportation Authority - Bicycle and Pedestrian Adv. Committee***	County Connection Citizens Advisory Committee***	County Service Area M-16 (Clyde) Citizens Advisory Committee
County Service Area P-2A (Blackhawk) Citizens Advisory Committee	County Service Area P-5 (Roundhill) Citizens Advisory Committee	County Service Area P-6 (Discovery Bay) Citizen Advisory Committee	County Service Area R-10 (Rodeo) Citizens Advisory Committee	Countywide Bicycle Advisory Committee	Countywide Redevelopment Successor Agency Oversight Board
Crockett-Carquinez Fire Protection District Fire Advisory Commission	Developmental Disabilities Council	Diablo Municipal Advisory Council**	East Bay Regional Park District's Park Advisory Committee***	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	Fish & Wildlife Committee	Hazardous Materials Commission
Historical Landmarks Advisory Committee	Integrated Pest Management Advisory Committee	Iron Horse Corridor Management Program Advisory Committee	Keller Canyon Mitigation Fund Review Committee	Kensington Municipal Advisory Council**	Knightsen Town Advisory Council**
Library Commission	Local Enforcement Agency Independent Hearing Panel	Local Planning and Advisory Council for Early Care and Education (LPC)	Managed Care Commission	Mental Health Commission	Merit Board***
Mosquito & Vector Control District Board of Trustees***	North Richmond Municipal Advisory Council**	North Richmond Waste and Recovery Mitigation Fee Committee***	Pacheco Municipal Advisory Council**	Planning Commission	Public Law Library Board of Trustees***
Racial Justice Oversight Body	Resource Conservation District***	Rodeo Municipal Advisory Council**	Sustainability Commission	Treasury Oversight Committee	Tri-Delta Transit Authority Board of Directors***
		Western CC Transit Authority (JPA) Board of Directors***	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.

***The Board of Supervisors makes public member appointments to a number of independent decision-making bodies as well as bodies that are advisory to other independent decision-making bodies.

ORGANIZATION OF THE RECOMMENDED BUDGET BOOK

This Fiscal Year 2019-20 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 2019-20 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.

-  This area lists the department name, functional group in which the department is assigned, and the department head's name.
-  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).
-  This area provides summary compensation information.
-  This area summarizes the program descriptions, providing a narrative explanation of the department's programs.
-  This area provides details of service requirements and financing sources. Gross expenditures are displayed. The Funding Sources lists both revenues and transfers.
-  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.
-  This area summarizes FY 2019-20 Administrative and Program Goals.
-  This area summarizes recommended service additions and/or reductions by program.

1

Agriculture General Government

2

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expenditures					
Salaries and Benefits	4,243,623	4,350,051	5,198,702	5,097,973	(100,729)
Services and Supplies	1,202,565	1,314,610	1,381,598	1,381,598	0
Other Charges	100,346	0	0	0	0
Fixed Assets	451,255	575,227	477,429	477,429	0
Expenditure Transfers	5,997,790	6,239,887	7,057,729	6,957,000	(100,729)
Expense Total	4,243,623	4,350,051	5,198,702	5,097,973	(100,729)
Revenue					
Other Local Revenue	1,020,958	1,084,459	1,182,728	1,182,828	100
State Assistance	2,469,202	2,624,429	3,447,589	3,274,172	(173,417)
Total Revenue	3,490,161	3,708,887	4,630,317	4,457,000	(173,317)
Net County Cost (NCC)	2,507,629	2,531,000	2,427,412	2,500,000	72,588
Allocated Positions (FTE)	44.2	44.6	44.6	43.6	(1.0)
FINANCIAL INDICATORS					
Salaries as % of Total Exp	71%	70%	74%	73%	
% Change in Total Exp		4%	13%	(1%)	
% Change in Total Rev		6%	25%	(4%)	
% Change in NCC		1%	(4%)	3%	
Compensation Information					
Permanent Salaries	2,642,862	2,753,126	3,440,706	3,374,556	(66,150)
Permanent Overtime	7,315	0	0	0	0
Deferred Comp	31,440	32,880	38,049	36,798	(1,251)
FICA/Medicare	198,731	243,976	264,197	259,116	(5,081)
Ret Exp-Pre 97 Retirees	7,098	9,350	9,350	9,350	0
Retirement Expense	688,713	704,494	738,328	719,000	(19,328)
Employee Group Insurance	251,046	276,383	325,035	317,657	(7,378)
Retiree Health Insurance	204,151	204,931	209,832	209,832	0
OPEB Pre-Pay	104,588	104,588	91,662	91,662	0
Unemployment Insurance	5,912	1,420	1,659	1,626	(33)
Workers Comp Insurance	101,767	18,903	79,884	78,376	(1,508)

3

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

4

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; educates 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, and develops and implements policies and procedures in support of the operations of the Department.

The Agriculture Commissioner/Director of Weights and Measure (Commissioner) was permanently filled mid fiscal year 2018-19. Savings from no longer contracting for this role offsets the cost of adding the position.

Overview

6

Sample Division

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

State funding for the Department's use of Canines trained in sniffing out pests and smuggled plant material, will decrease. As a result, the Department will cancel one vacant Biologist position from this program. The position was operated out of the Weights and Measures Department, but tied to this Agriculture program.

CAO's Recommendation

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). Funding for the upcoming fiscal year is anticipated to be more stable than in previous years. The Department will maintain a full-time Commissioner, instead of a half-time contractor for the position. Last fiscal year, in order to prevent layoffs, the Department of Agriculture held 9 positions vacant and unfunded, including 3 senior positions. One of these vacancies is now funded and filled by the Commissioner. The 1.0 FTE reduction from FY 2019/20 baseline is a result of State funding cuts to the Department's current Canine Program. The cut position will be held as vacant and unfunded, until increased funding becomes available. Due to increases in salaries and benefits, the Department will continue holding 9 vacancies.

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.

Administrative and Program Goals

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

Sample Division Summary			
Service:			Mandatory
Level of Service:			Discretionary
Expenditures:	5		\$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		

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FY 2019-20 Program Modification List

Order	Reference to Mand/Disc List	Programs/ Budget Units	Services	FTE	Net County Cost Impact	Impact
1	3	Weights and Measures	Canine inspection program	(1.0)	(100,729)	Eliminate one position in canine inspection, which will reduce inspections.
2	2	Agriculture	Canine inspection program	0	(173,417)	Decrease revenue due to contract reductions for one canine handler.
3	2	Agriculture	Apple Maggot program	0	\$100	Increase revenue for Apple Maggot Trapping contract.
			Total	(1.0)	(72,588)	



County of Contra Costa General Government

Functional Group Summary

General Government

Table Description

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

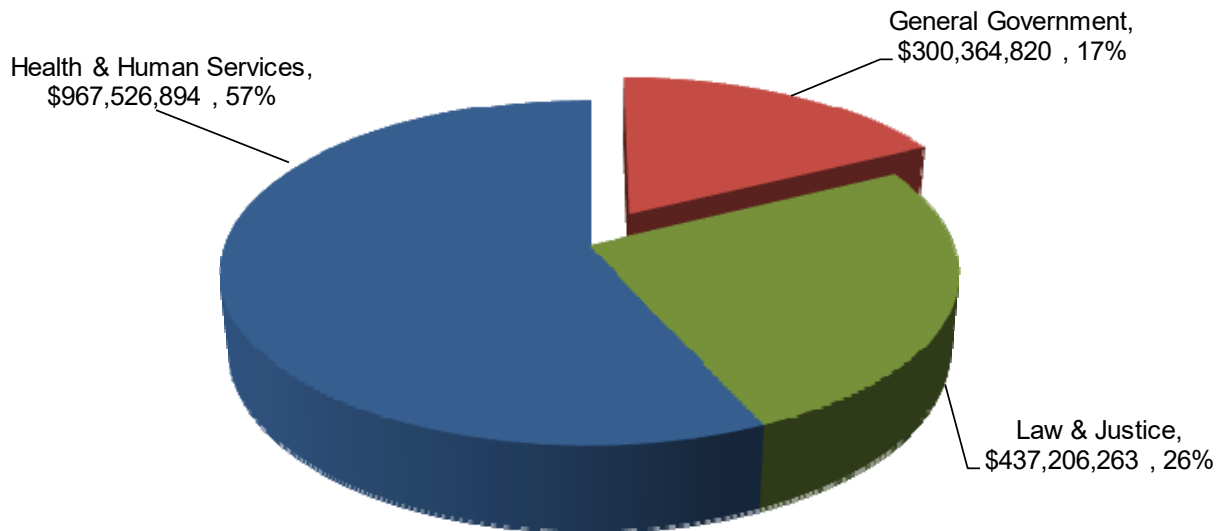
Administrator, County Counsel, Crockett/Rodeo Revenues, Debt Service, Department of Information Technology, Employee/Retiree Benefits, General Purpose Revenue, Human Resources, Public Works, and Treasurer-Tax Collector. (Some departments may have non-General Fund activity as well.) The Recommended Net County Cost figure includes \$492.5 million in General Purpose Revenue.

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	129,997,101	155,554,254	164,191,893	163,167,612	(1,024,281)
Services And Supplies	165,287,746	201,974,878	181,495,706	181,437,128	(58,578)
Other Charges	47,967,437	51,025,540	48,987,717	48,987,717	0
Fixed Assets	38,690,326	52,773,059	18,763,423	18,763,423	0
Provisions For Contingencies	(0)	8,000,000	10,000,000	10,000,000	0
Expenditure Transfers	(109,128,798)	(109,916,286)	(121,912,875)	(121,991,060)	(78,185)
Expense Total	272,813,811	359,411,445	301,525,864	300,364,820	(1,161,044)
Revenue					
Other Local Revenue	624,164,722	636,294,388	655,798,660	656,183,862	385,202
Federal Assistance	9,143,239	14,573,978	13,717,786	13,717,786	0
State Assistance	4,982,258	4,508,621	5,329,589	5,156,172	(173,417)
Revenue Total	638,290,219	655,376,987	674,846,035	675,057,820	211,785
Net County Cost (NCC):	(365,476,407)	(295,965,542)	(373,320,171)	(374,693,000)	(1,372,829)
Allocated Positions (FTE)	1,111.5	1,134.7	1,133.7	1,134.2	0.5
Financial Indicators					
Salaries as % of Total Exp	48%	43%	54%	54%	
% Change in Total Exp		32%	(16%)	(0%)	
% Change in Total Rev		3%	3%	0%	
% Change in NCC		(19%)	26%	0%	
Compensation Information					
Permanent Salaries	73,979,312	90,691,788	95,506,457	94,458,405	(1,048,053)
Temporary Salaries	1,649,266	2,019,118	2,140,940	2,140,940	0
Permanent Overtime	1,820,533	1,454,523	1,826,074	1,826,074	0
Deferred Comp	946,795	1,252,497	1,501,929	1,504,278	2,349
Comp & SDI Recoveries	(155,990)	(285,230)	(183,041)	(183,041)	0
FICA/Medicare	5,597,558	6,833,408	7,207,486	7,207,567	81
Ret Exp-Pre 97 Retirees	239,883	302,240	302,959	302,959	0
Retirement Expense	22,746,308	28,394,871	28,924,451	28,926,878	2,427
Excess Retirement	32,062	0	3,800	3,800	0
Employee Group Insurance	10,222,493	13,619,521	15,629,584	15,641,452	11,868
Retiree Health Insurance	6,327,991	6,456,074	6,290,271	6,290,271	0
OPEB Pre-Pay	3,804,256	3,806,517	2,689,803	2,689,803	0
Unemployment Insurance	168,938	45,481	48,535	48,549	14
Workers Comp Insurance	2,617,695	963,445	2,302,643	2,309,676	7,033

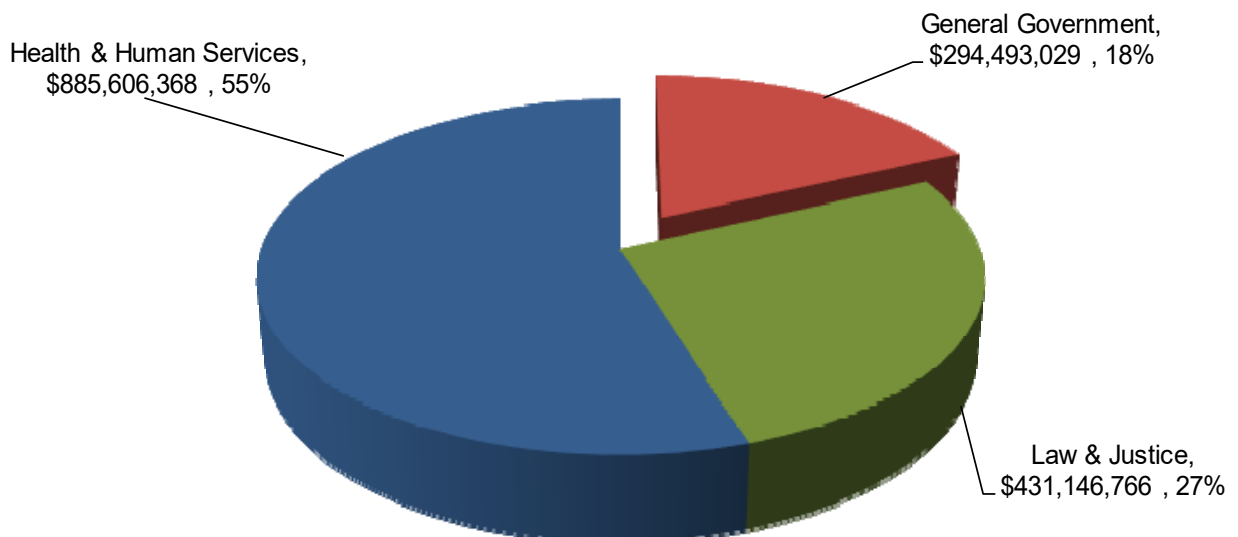
Functional Group Summary

General Government

FY 2019-20
Recommended General Fund Expenditures



FY 2018-19
Recommended General Fund Expenditures



Agriculture/Weights and Measures

Matthew Slattengren, Agriculture Commissioner *General Government*

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	4,243,623	4,350,051	5,198,702	5,097,973	(100,729)
Services And Supplies	1,202,565	1,314,610	1,381,598	1,381,598	0
Fixed Assets	100,346	0	0	0	0
Expenditure Transfers	451,255	575,227	477,429	477,429	0
Expense Total	5,997,790	6,239,887	7,057,729	6,957,000	(100,729)
Revenue					
Other Local Revenue	1,020,958	1,084,459	1,182,728	1,182,828	100
State Assistance	2,469,202	2,624,429	3,447,589	3,274,172	(173,417)
Revenue Total	3,490,161	3,708,887	4,630,317	4,457,000	(173,317)
Net County Cost (NCC):	2,507,629	2,531,000	2,427,412	2,500,000	72,588
Allocated Positions (FTE)	44.2	44.6	44.6	43.6	-1.0
Financial Indicators					
Salaries as % of Total Exp	71%	70%	74%	73%	
% Change in Total Exp		4%	13%	(1%)	
% Change in Total Rev		6%	25%	(4%)	
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Compensation Information					
Permanent Salaries	2,642,862	2,753,126	3,440,706	3,374,556	(66,150)
Permanent Overtime	7,315	0	0	0	0
Deferred Comp	31,440	32,880	38,049	36,798	(1,251)
FICA/Medicare	198,731	243,976	264,197	259,116	(5,081)
Ret Exp-Pre 97 Retirees	7,098	9,350	9,350	9,350	0
Retirement Expense	688,713	704,494	738,328	719,000	(19,328)
Employee Group Insurance	251,046	276,383	325,035	317,657	(7,378)
Retiree Health Insurance	204,151	204,931	209,832	209,832	0
OPEB Pre-Pay	104,588	104,588	91,662	91,662	0
Unemployment Insurance	5,912	1,420	1,659	1,626	(33)
Workers Comp Insurance	101,767	18,903	79,884	78,376	(1,508)

Department Description

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

3300 – Agriculture/Weights & Measures Admin
3305/3311 – 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; educates 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, and develops and implements policies and procedures in support of the operations of the Department.

The Agriculture Commissioner/Director of Weights and Measure (Commissioner) was permanently filled mid fiscal year 2018-19. Savings from no longer contracting for this role offsets the cost of adding the position.

Administration Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$2,018,902
Financing:		0
Net County Cost:		2,018,902
Funding Sources:		
General Fund	100.0%	\$2,018,902
FTE: 4.0		

Agricultural Division

Description: Provides enforcement of pesticide use and worker safety regulations; enforcement of quarantine regulations; regulatory oversight of Certified Farmer's Market and organic program; and performs pest detection, pest management,

and pest eradication activities. Provides quality assurance programs involving fruits, nuts, vegetables, eggs, nursery stock, and seeds; and assists the public with pest identification and control techniques using environmentally safe, integrated pest management practices.

State funding for the Department's use of canines trained in sniffing out pests and smuggled plant material, will decrease. As a result, the Department will cancel one vacant Biologist position from this program. The position was operated out of the Weights and Measures Department, but tied to this Agriculture program.

Due to increased state pest detection contract funding in fiscal year 2018-19 and 2019-20, the Department had increased seasonal Pest Detection personnel time from 0.7 full-time equivalent (FTE) to 0.82 FTE, and added one 0.82 FTE Specialist. This added staff time enables the Department to complete all deliverables of the increased contract.

State funding through unrefunded gas tax and the high risk exclusion contract increased fiscal year 2018-19 and will continue to increase in 2019-20. This continued additional revenue has helped cover increased personnel and building costs.

Agricultural Division Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$3,669,453	
Financing:	3,459,278	
Net County Cost:	210,175	
Funding Sources:		
State	88.6%	\$3,250,036
Fees	3.4%	125,242
Interfund Revenue	1.5%	55,000
Other	0.7%	25,000
Forfeitures/Penalties	0.1%	4,000
General Fund	5.7%	210,175
FTE:	31.6	

Agriculture/Weights and Measures

General Government

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.

There will be increased work in Weights and Measures as new technology is developed and needs to be tested for accuracy. Some examples are transportation network systems, hydrogen dispensers, and electric charging stations. All of these new technologies will come with increased workload and increased costs. The Department is always exploring new technologies to increase efficiencies and potentially bring in new future revenue.

Weights and Measures Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$1,066,357	
Financing:	997,722	
Net County Cost:	68,635	
Funding Sources:		
Fees	88.0%	\$938,586
Forf/Penalties	3.3%	35,000
State	2.3%	24,136
General Fund	6.4%	68,635
FTE:	7.0	

Cooperative Extension

Description: Cooperative Extension is a public outreach arm of the University of California (UC) that extends research-based information and resources to professionals working in agricultural and natural resource industries as well as to county residents via a wide variety of extension methods. For every \$1 Contra Costa County contributes, it sees a match of \$14

through UC funding, extramural grants/gifts and volunteer hours.

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 and youth development professionals to create opportunities where youth and their families build citizenship, leadership, and life skill competencies necessary for successful adolescent and adult life; and provides research and education on critical nutrition issues including food security, childhood obesity and chronic disease prevention.

Cooperative Extension Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$202,288	
Financing:	0	
Net County Cost:	202,288	
Funding Sources:		
General Fund	100.0%	\$202,288
FTE:	1.0	

CAO's Recommendation

The Department of Agriculture/Weights and Measures 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). Funding for the upcoming fiscal year is anticipated to be more stable than in previous years. The Department will maintain a full-time Commissioner, instead of a half-time contractor for the position. Last fiscal year, in order to prevent layoffs, the Department of Agriculture

Agriculture/Weights and Measures

General Government

held nine positions vacant and unfunded, including three senior positions. One of these vacancies is now funded and filled by the Commissioner. The other eight positions held vacant and unfunded last year will be deleted, since additional funding has not become available. The 1.0 FTE reduction in FY 2019-20 is a result of State funding cuts to the Department's current Canine Program.

The Department moved into new offices. Occupancy costs will continue to be high until the old office facilities are occupied and paid for by new tenants, resulting in \$100,000 of rent savings. The Department converted to a new phone system, which doubled communications costs.

The FY 2019-20 Recommended Budget for the Department of Agriculture is balanced while maintaining current service levels, with the exception of the Canine Program staff reduction. California Food and Agricultural Code (FAC) Section 224 (g) states that counties must maintain a certain level of County General Fund support of Agriculture Department. Any additional cuts would place unclaimed gas tax revenue in jeopardy.

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.
- 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 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 data into the statewide electronic database. The Department places and services 10 different types of exotic insect traps with a total of 5,733 individual traps. Staff in Alameda County detected 1 Peach Fruit Fly in a trap on the border of Contra Costa County during 2018. Additional traps were placed to monitor for the pest. CDFA conducted treatments and no finds have been made after treatments begun.
- The Glassy-Winged Sharpshooter / Pierce's Disease Control Program continues to be very successful in Contra Costa County, greatly benefiting the agriculture and horticultural communities. One Sharpshooter was found at a nursery in 2018. Though there was some reduction in this state contract, increased efficiencies in our program have resulted in retaining program efficacy.
- The Department continues to work closely with the Integrated Pest Management Coordinator to improve the Department and County's pest management programs.
- There were more reductions in the number of sites treated for pest management than in previous years. The Department surveyed and/or treated 44 historically invasive noxious weed infested sites for the three target species of the program.
- For the fourth year in a row, the Department received a CDFA contract to conduct a trapping program for Asian Citrus Psyllid (ACP). This relatively new pest of citrus already infests much of Southern California. This insect pest has been detected in Contra Costa County in two locations. CDFA conducted treatments and increased trapping with no new finds.
- Our pesticide use enforcement program involves inspections of operations by growers, pest control operators, agencies and others that use and store pesticides. The program involved 526 inspections and

Agriculture/Weights and Measures

General Government

69 investigations of alleged misuse or exposure. Education is a basic component of our enforcement program. The Department reached 219 individuals through 12 training sessions, some of which were given in Spanish.

- The Weights and Measures Division conducted 65 investigations last year and filed four administrative actions to correct the problems found. These actions serve to protect consumers and businesses in the county.
- The Department currently has two 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 attends training for different aspects of Weights and Measures programs, including hearing and investigations, to keep them up with the ever changing industry.
- Staff performed 455 point-of-sale (Price Verification) inspections in 2018. There were 82 violation notices and five administrative actions were issued involving \$7,350 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. The Canine Program continues to work in two U.S. Post Office facilities and will be working at more facilities in the future. In parcel facilities throughout the state, the canine teams have successfully intercepted packages that could have severe economic impact to California's agriculture and environment.
- The University of California Cooperative Extension (UCCE) is in the process of hiring a new Farm Advisor, as the previous incumbent is now retired/Emeritus. The Department expects the new Farm Advisor will provide technical growing assistance to farmers in the form of farm visits, office visits, e-mails, and telephone calls, organized or co-organized meetings and delivered presentations, grower newsletters and other authored or co-authored grower-

oriented publications. UCCE's Agricultural Resources website shares sound, science-based information relevant to all aspects of crops production in Contra Costa County.

- The University of California (UC) Master Gardener Program of Contra Costa County has 259 active Master Gardener volunteers who contributed 23,663 hours (valued by the Independent Sector at \$679,374), educating 12,885 local County residents on a wide range of topics which promote healthy and sustainable homes and communities: proper plant problem diagnosis; safe pest management techniques that minimize pesticide use; water conservation and drought tolerant landscaping; composting and green waste reduction; and home food production which promotes food security and healthy eating.

The UC Master Gardener Program of Contra Costa County continues to increase its volunteer base and educational outreach efforts especially in West and East County through our demonstration gardens, public talks and community workshops.

- The UCCE 4-H Youth Development Program trained and managed 219 volunteers, who each donated an average of 75 hours to 4-H (CA4-H,2019), contributing an estimated 16,425 hours which is valued at \$477,803 (CA Volunteer-Time Valued at \$29.09/hr.), engaging 632 youth to deliver the yearlong 4-H program. Collaborated with the Nutrition Unit to conduct Project 4-H2O, a youth led participatory action research activity, engaging all 550 youth at John Swett High School and convincing the school district to install water stations ultimately addressing childhood obesity. Youth participating in 4-H are 1.6 times more likely to report better grades (B or better), 1.8 times more likely to go to college and 3 times more likely to contribute to their communities. 4-H girls are 2 times more likely to have plans to pursue science careers.
- In the recent past, UCCE Agriculture Program spearheaded an aggressive program which successfully eradicated

Agriculture/Weights and Measures

General Government

Cherry Buckskin Disease from the County and received an IPM Achievement Award from the CA Department of Pesticide Regulation in recognition of this significant accomplishment. Previously, UCCE developed a comprehensive grower education program for controlling another new cherry pest, the Spotted Wing Drosophila, preventing millions of dollars in loss to the \$2.6 million cherry industry. The Department looks forward to the hiring of a new UCCE Farm Advisor, pending completion of the already-begun Farm Advisor-candidate selection process.

- The UCCE Expanded Food and Nutrition Education Program educators provided 3,221 low-income students, an average of six hours of nutrition education, and 83% showed improvement in their diet quality. In addition, 307 low-income parents learned how to eat healthy on a limited budget. Evaluations showed that 90% of parents improved their nutrition habits and 75% improved their food budgeting practices. The UC CalFresh Nutrition Education Program Coordinator engaged high school teens in a Youth-led Participatory Research Project to investigate access to drinking water at school. The teen leaders presented their findings to the school board and successfully advocated for hydration stations on each floor of the school. The Nutrition, Family, and Consumer Sciences Advisor contributed to other extension and research projects to address child obesity, chronic disease, and food insecurity to improve the health status of Contra Costa residents.
- The UCCE Urban IPM Program, led by the UCCE Advisor, trained over 2,000 clients: including structural pest control operators, professional landscape managers, pest control advisers, urban agriculture practitioners, municipal staff, UC Master Gardeners and the general public. Clients were trained in IPM strategies and tactics, invasive pest species awareness and preparation, and urban surface water concerns related to pest management.
- The UCCE Urban Forestry Program organized a meeting in Contra Costa County

focused on landscape tree maintenance during drought and participated in four other professional conferences. Education was delivered to 323 professionals on managing drought stress in trees, evaluating tree water-use and providing appropriate drought-conscious irrigation to preserve mature trees.

- The UCCE Urban Agriculture Program educates on urban soil quality, food safety and food system policies, and conducted five workshops for 150 County residents.

Administrative and Program Goals

- Improve the effectiveness and efficiency of the 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 farmers 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.

Agriculture/Weights and Measures General Government

- Help residents sustain landscaping during drought while minimizing landscape water use.
- Improve efficacy and ensure sustainability of pest management services provided in the County, while minimizing negative impacts to local communities and the environment.
- Eliminate fines that municipalities, including the County, pay due to home garden pesticide run-off.
- Increase the number of youth prepared to enter careers in science by gaining leadership skills.
- Improve the dietary habits, nutritional understanding and food security of low-income residents.
- Educate residents on how to optimally manage limited financial resources to eat more healthily.
- 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 2019-20 Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	3	Weights and Measures	Canine inspection program	(1.0)	(100,729)	Eliminate one position in canine inspection, which will reduce inspections.
2	2	Agriculture	Canine inspection program	0.0	(173,417)	Decrease revenue due to contract reductions for one Canine handler.
3	2	Agriculture	Apple Maggot program	0.0	100	Increase revenue for Apple Maggot Trapping contract.
			Total	(1.0)	72,588	

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	13,332,020	15,344,524	16,128,301	15,387,565	(740,736)
Services And Supplies	2,684,752	2,501,322	2,739,832	2,739,832	0
Other Charges	1,747	4,900	4,900	4,900	0
Fixed Assets	0	10,000	10,000	10,000	0
Expenditure Transfers	(318,738)	(248,651)	(249,788)	(249,788)	0
Expense Total	15,699,781	17,612,095	18,633,245	17,892,509	(740,736)
Revenue					
Other Local Revenue	1,120,728	1,462,095	1,642,509	1,642,509	0
Revenue Total	1,120,728	1,462,095	1,642,509	1,642,509	0
Net County Cost (NCC):	14,579,053	16,150,000	16,990,736	16,250,000	(740,736)
Allocated Positions (FTE)	122.0	122.0	122.0	122.0	0.0
Financial Indicators					
Salaries as % of Total Exp	85%	87%	87%	86%	
% Change in Total Exp		12%	6%	(4%)	
% Change in Total Rev		30%	12%	0%	
% Change in NCC		11%	5%	(4%)	
Compensation Information					
Permanent Salaries	7,518,319	8,460,038	8,883,040	8,142,304	(740,736)
Temporary Salaries	269,456	142,259	267,259	267,259	0
Permanent Overtime	1,341	15,000	15,000	15,000	0
Deferred Comp	78,921	118,200	178,740	178,740	0
Comp & SDI Recoveries	(757)	(9,120)	(9,120)	(9,120)	0
FICA/Medicare	563,109	711,436	746,892	746,892	0
Ret Exp-Pre 97 Retirees	25,280	41,027	41,027	41,027	0
Retirement Expense	2,446,609	2,985,806	3,062,792	3,062,792	0
Employee Group Insurance	1,007,394	1,351,508	1,640,919	1,640,919	0
Retiree Health Insurance	860,792	872,110	799,608	799,608	0
OPEB Pre-Pay	436,063	436,063	362,655	362,655	0
Unemployment Insurance	16,819	4,746	4,982	4,982	0
Workers Comp Insurance	108,676	215,451	134,508	134,508	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:	\$6,984,784	
Financing:	728,534	
Net County Cost:	6,256,250	
Funding Sources:		
Transfers	1.4%	\$96,168
Fees	5.0%	351,316
Prop. Tax Admin.	4.0%	281,050
General Fund	89.6%	6,256,250
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:	\$1,777,945	
Financing:	185,445	
Net County Cost:	1,592,500	
Funding Sources:		
Transfers	1.4%	\$24,479
Fees	5.0%	89,426
Prop. Tax Admin.	4.0%	71,540
General Fund	89.6%	1,592,500
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 service to agencies, private organizations and to the public.

Support Services Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$8,345,457	
Financing:	870,457	
Net County Cost:	7,475,000	
Funding Sources:		
Transfers	1.4%	\$114,902
Fees	5.0%	419,755
Prop. Tax Admin.	4.0%	335,800
General Fund	89.6%	7,475,000
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:		\$1,034,111
Financing:		107,861
Net County Cost:		926,250
Funding Sources:		
Transfers	1.4%	\$14,238
Fees	5.0%	52,013
Prop. Tax Admin.	4.0%	41,610
General Fund	89.6%	926,250
FTE: 7.0		

Property Tax Administration Program (Fund 115100)

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

Property Tax Administration Program		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:		\$3,019,512
Financing:		0
Net Fund Cost:		3,019,512
Funding Sources:		
Fund Balance	100.0%	\$3,019,512
Fund: 115100		

CAO's Recommendation

Baseline Budget

The baseline net County cost reflects a net \$840,736 increase from FY 2018-19.

A one-time rebudget of restricted fund balance totaling \$150,000 was eliminated from the baseline. Salary and benefit costs increased by \$1,683,979, reflecting a 4% cost of living increase as of July 1, 2019 as well an increased County share of employee benefit costs. Operational costs, including interdepartmental charges, software costs and temporary salaries increased by \$512,373. Revenue increased by \$180,414 for additional transfers from the Property Tax Administration Program to offset software and IT costs.

The baseline budget includes the previously established vacancy factor of \$1,025,202.

Recommended Budget

The Recommended Budget was reduced by \$740,736 to reflect an increased vacancy factor and bring the total factor to \$1.76 million in FY 2019-20. As of January, 2019, the department had 25 vacant positions totaling \$2.67 million at FY 2019-20 costs. The department has 122 authorized positions, and a historic vacancy rate in excess of 20%. The increased vacancy factor may restrict the hiring of approximately 16 of the 25 long-time vacant positions.

The Assessor's Office continues to experience a high level of turnover from resignations and retirements. Difficulties in hiring and maintaining adequate staffing makes it extremely difficult for the Department to close the regular and supplemental assessment rolls in a timely manner, and makes it difficult to meet the statutory program obligations of the office. The County Administrator's Office will closely monitor the department's budget and adjust the vacancy factor if necessary.

Performance Measurement

Completed the implementation of the iNovah cashing system. This new automated system replaced a manual hand-written

Assessor General Government

process; provides for check scanning and receipt printing; further automates the depositing process; and provides improved tracking and reporting of cash received in the Assessor's Office.

Revised the Assessor Parcel Map Update procedures to: provide for the electronic distribution and tracking of map page updates to subscriber agencies; and improve the Assessor Parcel Map contract and billing process.

Reformatted street addresses in the County's Land Information System (LIS) database to match the United States Postal Service format. Now, the Assessor's Office can use commercial software programs to electronically validate and maintain addresses in the LIS database.

Completed the re-mapping of two complete Assessor parcel map books consisting of 200 map pages and over 8,000 parcels.

Developed new correspondence to assist the public in better understanding reassessment exclusions for Parent-Child Transfers (Proposition 58) and other change in ownership exclusions.

Promoted the usage of the Electronic Standard Data Record system to enable taxpayers to file business property statements (form 571L) electronically. Approximately 77% of all businesses are now filing property

statements electronically, which saves clerical and appraisal staff time in processing business property statements and assessing unsecured property for tax assessment purposes

Administrative and Program Goals

Evaluate and improve the process for handling building permits between the Residential Division and the Data Entry Division clerical staff. Document and train staff on new procedures.

Review, evaluate and update Local Exemption procedures and databases to improve efficiencies within the unit.

Evaluate and streamline business process workflows using the new Parcel Fabric software to provide monthly data set updates to agencies, with the goal of significantly reducing processing time.

Redesign and streamline the various Parent/Child Exclusion (Proposition 58) tracking and reporting databases to better monitor assigned work and improve productivity within the Standard's Division of the Assessor's Office.

Automate the processing of supplemental property assessments resulting from the sale or transfer of property.

FY 2019-20 Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	1-4	Appraisal, Business and Support Services	Salaries and Benefits	0	(740,736)	Increased Vacancy Factor - will require the department to manage the filling of staff vacancies. Total Vacancy Factor is \$1.76 million.
			Total	0.0	(740,736)	

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	6,821,532	8,425,553	8,398,970	8,107,121	(291,849)
Services And Supplies	2,097,533	2,310,230	2,390,923	2,390,923	0
Expenditure Transfers	(471,785)	(432,750)	(432,750)	(432,750)	0
Expense Total	8,447,280	10,303,033	10,357,143	10,065,294	(291,849)
Revenue					
Other Local Revenue	6,002,282	6,145,033	6,565,294	6,565,294	0
Revenue Total	6,002,282	6,145,033	6,565,294	6,565,294	0
Net County Cost (NCC):	2,444,998	4,158,000	3,791,849	3,500,000	(291,849)
Allocated Positions (FTE)	60.0	60.0	60.0	60.0	0.0
Financial Indicators					
Salaries as % of Total Exp	81%	82%	81%	81%	
% Change in Total Exp		22%	1%	(3%)	
% Change in Total Rev		2%	7%	0%	
% Change in NCC		70%	(9%)	(8%)	
Compensation Information					
Permanent Salaries	3,978,811	5,053,076	5,090,133	4,798,285	(291,849)
Temporary Salaries	12,490	62,500	62,500	62,500	0
Permanent Overtime	84,795	0	0	0	0
Deferred Comp	69,680	72,600	99,240	99,240	0
Comp & SDI Recoveries	(478)	(5,000)	(5,000)	(5,000)	0
FICA/Medicare	289,045	375,315	383,230	383,230	0
Ret Exp-Pre 97 Retirees	13,001	19,616	19,616	19,616	0
Retirement Expense	1,265,966	1,566,691	1,526,569	1,526,569	0
Excess Retirement	8,257	0	0	0	0
Employee Group Insurance	575,671	752,047	802,864	802,864	0
Retiree Health Insurance	251,972	254,579	276,664	276,664	0
OPEB Pre-Pay	232,184	232,184	112,724	112,724	0
Unemployment Insurance	8,676	2,483	2,579	2,579	0
Workers Comp Insurance	31,461	39,461	27,850	27,850	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, Payroll, General Accounting & Accounts Payable, Internal Audit, Special Accounting, Administration & Systems Development, and Automated Systems Development.

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:	\$1,692,069		
Financing:	1,652,619		
Net County Cost:	39,450		
Funding Sources:			
Fees	97.7%	\$1,652,619	
General Fund	2.3%	39,450	
FTE:	9.0		

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:	\$2,213,051		
Financing:	1,577,063		
Net County Cost:	635,988		
Funding Sources:			
Fees	54.9%	\$1,215,072	
Transfers	16.4%	361,991	
General Fund	28.7 %	635,988	
FTE:	13.0		

General Accounting & Accounts Payable

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

Auditor-Controller General Government

General Accounting & Accounts Payable Summary

Level of Discretion:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$2,283,043
Financing:		3,257,239
Net County Cost:		(974,196)
Funding Sources:		
Fees	140.6%	\$3,208,518
Transfers	2.1%	48,721
General Fund	(42.7)%	(974,196)
FTE:	17.0	

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:		\$327,993
Financing:		229,331
Net County Cost:		98,662
Funding Sources:		
Fees	68.3%	\$224,079
Transfers	1.6%	5,252
General Fund	30.1%	98,662
FTE:	3.0	

Internal Audit

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

Internal Audit Summary

Level of Discretion:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$910,430
Financing:		21,792
Net County Cost:		888,638
Funding Sources:		
Fees	0.6%	\$5,006
Transfers	1.8%	16,786
General Fund	97.6%	888,638
FTE:	7.0	

Administration & Systems

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

Administration & Systems Summary

Level of Discretion:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$3,071,458
Financing:		260,000
Net County Cost:		2,811,458
Funding Sources:		
Fees	8.5%	\$260,000
General Fund	91.5%	2,811,458
FTE:	11.0	

Special Accounting

Description: To assist in preparing the budget documents for the County and special districts, including monitoring expenditures for budget compliance. To prepare the countywide Cost Allocation Plan. To prepare various fiscal

Auditor-Controller General Government

Automated Systems Development (Non-General Fund)

The following budget units are included:

Automated Systems Development Revenue,
Automated Systems Development

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

Automated Systems Development		
Level of Discretion:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$200,000
Financing:		52,000
Net Fund Cost:		148,000
Funding Sources:		
Interest Earnings	26.0%	\$52,000
Fund Balance	74.0%	148,000
FTE: 0		

CAO's Recommendation

Baseline Budget

The baseline net County cost represents a \$366,151 net decrease from the FY 2018-19 Adjusted Budget.

Salary and benefit costs increased by \$70,792 and includes a 4% negotiated cost of living increase as well as the elimination of one Assistant County Auditor-Controller position. Estimated costs for retiree health insurance and other post employment benefits decreased by a net of \$97,375. Services and Supplies increased by \$80,693 primarily due to increased costs of support from Information Technology.

Revenues are anticipated to increase by \$420,261. The increase is mainly due to additional charges for service through the A-87 cost plan.

Recommended Budget

The Recommended Budget was reduced by a further \$291,849. The department will achieve this reduction by holding an equivalent of 1.5 positions vacant throughout fiscal year 2019-20.

The recommended net County cost of \$3,500,000 will provide funding necessary to maintain basic services in fiscal year 2019-20.

Performance Measurement

Worked with the Department of Information Technology staff to upgrade the KRONOS Timekeeping System.

Assisted DOIT with the completion of Phase I of Kronos Timekeeping System upgrade and new rapid data entry product – Cleverant. Continuing to work with DOIT and Departments to resolve Go Live issues.

Continue the process of documenting business procedures and of improving efficiencies throughout the Office.

Worked with DOIT on the implementation of a new mainframe. The implementation has resulted in faster processing times.

Rolled out new Laserfiche and Weblink servers and upgraded the imaging software. This has resulted in faster response times for users and better quality images for departments.

Start the process of implementing a new countywide Finance System.

Continue to work with DOIT and County Administrator's Office in regards to implementation of new Finance System.

Administrative and Program Goals

- Work with the Department of Information Technology staff regarding next phase(s) of the Kronos Timekeeping 8.1 implementation.
- Continue 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 for payroll reporting and processes.
- Continue to automate processes to help streamline processes in our General Accounting Division.

**FY 2019-20
Program Modification List**

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	1-6	All divisions	Salaries and Benefits	0.0	(291,849)	Establish Vacancy Factor – will require the department to manage the filling of staff vacancies.
			Total	0.0	(291,849)	

Board of Supervisors General Government

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	4,300,228	4,792,733	4,893,789	4,849,535	(44,254)
Services And Supplies	1,960,715	4,526,257	2,790,069	2,790,069	0
Other Charges	291	411,817	200	200	0
Expenditure Transfers	724,233	1,261,100	(54,225)	(54,225)	0
Expense Total	6,985,467	10,991,907	7,629,833	7,585,579	(44,254)
Revenue					
Other Local Revenue	562,601	527,538	525,579	525,579	0
Revenue Total	562,601	527,538	525,579	525,579	0
Net County Cost (NCC):	6,422,866	10,464,369	7,104,254	7,060,000	(44,254)
Allocated Positions (FTE)	31.5	32.3	32.3	31.8	(0.5)
Financial Indicators					
Salaries as % of Total Exp	62%	44%	64%	64%	
% Change in Total Exp		57%	(31%)	(1%)	
% Change in Total Rev		(6%)	(0%)	0%	
% Change in NCC		63%	(32%)	(1%)	
Compensation Information					
Permanent Salaries	2,615,498	2,867,236	2,967,366	2,948,129	(19,237)
Temporary Salaries	22,518	86,000	85,000	85,000	0
Deferred Comp	112,815	119,400	126,900	125,100	(1,800)
FICA/Medicare	202,575	221,731	231,607	230,403	(1,204)
Ret Exp-Pre 97 Retirees	8,387	12,867	12,867	12,867	0
Retirement Expense	816,812	897,096	897,544	891,524	(6,020)
Employee Group Insurance	336,528	448,931	482,426	466,571	(15,855)
Retiree Health Insurance	61,813	60,162	53,502	53,502	0
OPEB Pre-Pay	58,213	58,213	21,464	21,464	0
Unemployment Insurance	4,536	1,449	1,507	1,497	(10)
Workers Comp Insurance	60,533	19,648	13,604	13,476	(128)

Department Description

The preceding table represents information in aggregate format summarizing expenditures, revenues, and net County costs related to functions of the Board of Supervisors. Included is recommended budget information for the following: Board Administration, District I Operations, District II Operations, District III Operations, District IV Operations, District V Operations, thirteen Municipal Advisory Councils, Unfunded Mandates and Redistricting.

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

Board of Supervisors

General Government

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 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 section includes administrative, staffing and operational expenses for the Board of Supervisors District Offices. Salary and benefit costs for each district office include 5.0 full-time equivalent staff positions and 1.0 board member position, with the exceptions of the District III Office, which has 5.75 full-time equivalent positions and the District V Office, which has 6.0 full-time equivalent staff positions.

Legislative and Policy Direction Summary

Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$7,345,804
Financing:	384,804
Net County Cost:	6,961,000

Funding Sources:		
Intergovernmental	3.2%	\$240,000
Property Tax Admin	1.5%	108,579
Transfers	0.5%	34,225
Miscellaneous	0.1%	2,000
General Fund	94.7%	6,961,000

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 advice on matters of public health, safety, welfare, public works, and planning.

The Recommended Budget includes appropriations for the thirteen Municipal Advisory Councils (MAC) in the amount of \$3,000 each for FY 2019-20. MACs may seek and apply for funding from non-County sources to supplement their budgets. Each District Office administers 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

Merit Board

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

Merit Board Summary

Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$60,000
Financing:	0
Net County Cost:	60,000
Funding Sources:	
General Fund	100.0% \$60,000

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 sheriff in North Richmond.

Board Mitigation Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:		\$175,000
Financing:		175,000
Net County Cost:		0
Funding Sources:		
Transfer Station Mitg	100.0%	\$175,000

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:		\$755,250
Financing:		755,250
Net County Cost:		0
Funding Sources:		
No. Richmond Waste & Recovery Mitigation	100.0%	\$755,250

CAO's Recommendation

The FY 2019-20 Recommended Budget funds the administrative requirements of the Board of Supervisors' operations, including District offices and Municipal Advisory Councils (MACs). Each of the Board's thirteen MACs are proposed to receive an allocation of \$3,000 for operating expenses, which is consistent with prior budget years.

The Recommended Budget also includes expenditure appropriations for County 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). In addition, administrative expenses related to electronic support of the County's Ordinance Code and the Countywide Single Audit are included in the Recommended Budget.

The County Administrator is recommending a decrease to net County cost in the amount of \$44,254, which reflects the cancellation of one, part time (20/40) Clerk-Experienced Level position assigned to the Merit Board. The Merit Board receives clerical support from an Executive Secretary position within the Human Resources department. The Human Resources department is then reimbursed by the Merit Board for a portion of the costs incurred by the Executive Secretary position. Continuing to fund the part-time Clerk-Experienced Level position would result in a duplication of budgeted expenditures. The Clerk-Experienced Level position is currently vacant and has not been filled for several years.

After accounting for the proposed reduction of the clerical position described above, salary and benefit costs are increased by \$56,802 over FY 2018-19. This increase is composed of three primary factors: scheduled cost-of-living increases, increased costs of employee group insurance and a slight reduction to the departmental share of OPEB pre-funding costs.

Board of Supervisors

General Government

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 CC Futures pursuant to Board policy.

In addition, 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.

FY 2019/20 Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	1	Merit Board	Salary & Benefits	(0.5)	(44,254)	Abolish one vacant part-time (20/40) Clerk Experienced Level position.
			Total	(0.5)	(44,254)	

Capital Improvements General Government

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Services And Supplies	629,986	2,195,000	1,500,000	1,500,000	0
Fixed Assets	33,949,718	51,614,000	17,550,000	17,550,000	0
Expenditure Transfers	(2,665,817)	(2,550,000)	(2,550,000)	(2,550,000)	0
Expense Total	31,913,886	51,259,000	16,500,000	16,500,000	0
Revenue					
Other Local Revenue	11,602,930	694,000	0	0	0
Revenue Total	11,602,930	694,000	0	0	0
Net County Cost (NCC):	20,310,956	50,565,000	16,500,000	16,500,000	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		61%	(68%)	0%	
% Change in Total Rev		(94%)	(100%)	0%	
% Change in NCC		149%	(67%)	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-Plant Acquisition

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	

Capital Projects - Plant Acquisition

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

Capital Projects - 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 2019-20 baseline net County cost decreased by \$34,065,000 from the 2018-19 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 from the General Fund.

The budget for Plant Acquisition reflects funding in the amount of \$5,000,000, intended as an on-going resource for construction and repair of County facilities. The monies can be used for capital projects and/or debt service for a future infrastructure borrowing program.

The recommended net County cost of \$16,500,000 will provide the funding necessary to maintain capital improvement efforts in fiscal year 2019-20.

For more detailed information on current County capital projects, please see Page 527.

Central Support Services

General Government

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	4,351,363	5,570,857	5,906,321	5,906,321	0
Services And Supplies	2,821,444	3,840,719	2,884,980	2,884,980	0
Other Charges	5,151,748	5,694,230	5,213,230	5,213,230	0
Fixed Assets	16,476	20,000	20,000	20,000	0
Expenditure Transfers	43,918	59,703	(273,136)	(273,136)	0
Expense Total	12,384,949	15,185,509	13,751,395	13,751,395	0
Revenue					
Other Local Revenue	4,920,832	6,200,267	6,729,395	6,729,395	0
State Assistance	43,083	34,192	32,000	32,000	0
Revenue Total	4,963,915	6,234,459	6,761,395	6,761,395	0
Net County Cost (NCC):	7,421,034	8,951,050	6,990,000	6,990,000	0
Allocated Positions (FTE)	43.0	44.0	44.0	44.0	0.0
Financial Indicators					
Salaries as % of Total Exp	35%	37%	43%	43%	
% Change in Total Exp		23%	(9%)	0%	
% Change in Total Rev		26%	8%	0%	
% Change in NCC		21%	(22%)	0%	
Compensation Information					
Permanent Salaries	2,548,239	3,307,963	3,543,239	3,543,239	0
Temporary Salaries	73,440	62,714	70,000	70,000	0
Deferred Comp	36,839	60,060	56,460	56,460	0
Comp & SDI Recoveries	(4,658)	0	0	0	0
FICA/Medicare	194,237	251,411	270,278	270,278	0
Ret Exp-Pre 97 Retirees	8,385	10,557	10,557	10,557	0
Retirement Expense	811,612	1,027,714	1,068,966	1,068,966	0
Employee Group Insurance	315,217	476,182	528,780	528,780	0
Retiree Health Insurance	244,223	251,071	233,653	233,653	0
OPEB Pre-Pay	99,361	99,361	106,533	106,533	0
Unemployment Insurance	5,851	1,654	1,780	1,780	0
Workers Comp Insurance	18,617	22,171	16,075	16,075	0

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 \$85,000. Salary and benefit costs increased by \$48,974 and reflect a 4% cost of living increase as of July, 2019. Services and supplies, including information technology and public works charges, increased by \$78,740. Temporary staff costs were reduced by \$42,714 based on anticipated needs for the upcoming fiscal year.

Impact: The recommended net County cost of \$1,143,000 will provide a minimum level of general fund resources needed to maintain mandated services in fiscal year 2019-20.

Clerk of the Board Summary

Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:		\$1,236,575
Financing:		93,575
Net County Cost:		1,143,000
Funding Sources:		
Intergovernmental	2.2%	\$27,000
Property Tax Adm	1.8%	22,000
Assmnt Appeals	3.6%	44,575
General Fund	92.4%	1,143,000
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 \$9,000 to reflect the anticipated County's share of LAFCO activity for fiscal year 2019-20. 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 2019-20. 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:	\$270,000
Financing:	0
Net County Cost:	270,000
Funding Sources:	
General Fund	100.0% \$270,000

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 a net of \$1,915,050 from fiscal year 2018-19 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 \$612,000 will provide needed resources to fund various technology projects Countywide.

Management Information System Summary

Service:	Discretionary
Level of Service:	Discretionary
Expenditures:	\$1,234,635
Financing:	622,635
Net County Cost:	612,000
Funding Sources:	
Charges	50.4% \$622,635
General Fund	49.6% 612,000

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 \$279,204 and included a 4% cost of living increase as of July, 2019. Operating costs, including interdepartmental charges, increased by further \$69,289. These costs were offset by an increase in revenue of \$348,493. 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 2019-20. 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:	\$10,795,185
Financing:	6,295,185
Net County Cost:	4,500,000
Funding Sources:	
Liability & Benefit	
Fees	58.3% \$6,295,185
General Fund	41.7% 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 \$140,000 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 \$6,990,000. This amount will fund the aforementioned departments, enabling them to provide services into fiscal year 2019-20.

Economic Promotion Summary		
Service:		
Discretionary		
Level of Service:		
Discretionary		
Expenditures:		
\$515,000		
Financing:		
50,000		
Net County Cost:		
465,000		
Funding Sources:		
Grants	9.7%	\$50,000
General Fund	90.3%	465,000

Clerk-Recorder-Elections Budget Summary

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	6,905,470	8,305,115	8,365,180	8,365,180	0
Services And Supplies	5,941,722	7,208,703	7,357,493	7,357,493	0
Other Charges	0	1,200	1,200	1,200	0
Fixed Assets	3,006,008	675,000	625,000	625,000	0
Expenditure Transfers	9,426	2,099	2,395	2,395	0
Expense Total	15,862,627	16,192,117	16,351,268	16,351,268	0
Revenue					
Other Local Revenue	7,371,746	10,481,162	9,483,268	9,483,268	0
Revenue Total	7,371,746	10,481,162	9,483,268	9,483,268	0
Net County Cost (NCC):	8,490,880	5,710,955	6,868,000	6,868,000	0
Allocated Positions (FTE)	71.5	71.5	71.5	71.5	0.0
Financial Indicators					
Salaries as % of Total Exp	44%	51%	51%	51%	
% Change in Total Exp		2%	1%	0%	
% Change in Total Rev		42%	(10%)	0%	
% Change in NCC		(33%)	20%	0%	
Compensation Information					
Permanent Salaries	3,929,772	4,712,495	4,678,284	4,678,284	0
Temporary Salaries	314,697	423,741	407,892	407,892	0
Permanent Overtime	27,097	46,000	46,000	46,000	0
Deferred Comp	59,475	82,080	89,280	89,280	0
Comp & SDI Recoveries	(1,264)	(23,500)	(23,500)	(23,500)	0
FICA/Medicare	308,879	352,015	372,670	372,670	0
Ret Exp-Pre 97 Retirees	12,525	13,486	13,486	13,486	0
Retirement Expense	1,213,201	1,440,987	1,475,268	1,475,268	0
Employee Group Insurance	608,612	826,365	887,241	887,241	0
Retiree Health Insurance	250,078	238,622	268,467	268,467	0
OPEB Pre-Pay	130,068	130,068	110,666	110,666	0
Unemployment Insurance	9,077	2,359	2,495	2,495	0
Workers Comp Insurance	43,253	60,397	36,930	36,930	0

Clerk-Recorder-Elections

General Government

Department Description

The preceding table 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)
/Proposition 41

0355 – Recorder

Note that the Clerk-Recorder-Elections Department also includes a special fund and budget unit, **Recorder Modernization (budget unit 0353)**, that accounts for several statutorily restricted revenues, and is illustrated 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	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	3,932,218	4,284,875	4,485,476	4,485,476	0
Services And Supplies	5,508,414	6,227,343	6,718,900	6,718,900	0
Fixed Assets	3,006,008	675,000	625,000	625,000	0
Expenditure Transfers	10,095	10,596	10,892	10,892	0
Expense Total	12,456,735	11,197,814	11,840,268	11,840,268	0
Revenue					
Other Local Revenue	2,249,082	4,413,961	3,483,268	3,483,268	0
Revenue Total	2,249,082	4,413,961	3,483,268	3,483,268	0
Net County Cost (NCC):	10,207,653	6,783,853	8,357,000	8,357,000	0
Allocated Positions (FTE)	32.5	32.5	32.5	32.5	0.0
Financial Indicators					
Salaries as % of Total Exp	32%	38%	38%	38%	
% Change in Total Exp		(10%)	6%	0%	
% Change in Total Rev		96%	(21%)	0%	
% Change in NCC		(34%)	23%	0%	
Compensation Information					
Permanent Salaries	2,246,600	2,392,778	2,590,802	2,590,802	0
Temporary Salaries	185,513	300,000	300,000	300,000	0
Permanent Overtime	26,973	42,000	42,000	42,000	0
Deferred Comp	38,045	44,580	40,980	40,980	0
Comp & SDI Recoveries	0	(15,000)	(15,000)	(15,000)	0
FICA/Medicare	176,026	175,658	187,633	187,633	0
Ret Exp-Pre 97 Retirees	7,149	5,782	5,782	5,782	0
Retirement Expense	691,739	740,462	754,265	754,265	0
Employee Group Insurance	325,648	374,389	378,500	378,500	0
Retiree Health Insurance	125,077	112,827	126,068	126,068	0
OPEB Pre-Pay	79,496	79,496	54,240	54,240	0
Unemployment Insurance	5,041	1,199	1,279	1,279	0
Workers Comp Insurance	24,911	30,704	18,926	18,926	0

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

- Conduct federal, state, county, local and district elections in an accurate and timely manner, according to state and federal law;
- Maximize opportunities for voter registration;
- Maintain voter registration records and accurate voter rolls through timely and continual voter file maintenance;

Clerk-Recorder-Elections

General Government

- Conduct voter outreach with civic organizations, political groups, schools, with a focus on under-represented groups;
- Process and verify initiative, referendum, and recall petitions;
- Issue and process vote-by-mail and provisional ballots, including signature verification;
- Prepare and mail sample ballot material for each election;
- Recruit and train poll workers 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:		\$11,840,268
Financing:		3,483,268
Net County Cost:		8,357,000
Funding Sources:		
General Fund	70.6%	\$8,357,000
Candidate Fees	0.8%	100,000
Election Svc	6.6%	783,268
Misc. Svc	0.3%	30,000
Document Sales	0.2%	20,000
Interfund Rev	21.5%	2,550,000
FTE:	32.5	

Clerk-Recorder-Elections

General Government

Clerk-Recorder

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	2,973,252	4,020,240	3,879,704	3,879,704	0
Services And Supplies	433,308	981,360	638,593	638,593	0
Other Charges	0	1,200	1,200	1,200	0
Expenditure Transfers	(669)	(8,497)	(8,497)	(8,497)	0
Expense Total	3,405,891	4,994,303	4,511,000	4,511,000	0
Revenue					
Other Local Revenue	5,122,664	6,067,201	6,000,000	6,000,000	0
Revenue Total	5,122,664	6,067,201	6,000,000	6,000,000	0
Net County Cost (NCC):	(1,716,773)	(1,072,898)	(1,489,000)	(1,489,000)	0
Allocated Positions (FTE)	39.0	39.0	39.0	39.0	0.0
Financial Indicators					
Salaries as % of Total Exp	87%	80%	86%	86%	
% Change in Total Exp		47%	(10%)	0%	
% Change in Total Rev		18%	(1%)	0%	
% Change in NCC		(38%)	39%	(0%)	
Compensation Information					
Permanent Salaries	1,683,171	2,319,716	2,087,482	2,087,482	0
Temporary Salaries	129,185	123,741	107,892	107,892	0
Permanent Overtime	124	4,000	4,000	4,000	0
Deferred Comp	21,430	37,500	48,300	48,300	0
Comp & SDI Recoveries	(1,264)	(8,500)	(8,500)	(8,500)	0
FICA/Medicare	132,853	176,358	185,037	185,037	0
Ret Exp-Pre 97 Retirees	5,376	7,704	7,704	7,704	0
Retirement Expense	521,462	700,525	721,003	721,003	0
Employee Group Insurance	282,964	451,976	508,741	508,741	0
Retiree Health Insurance	125,002	125,795	142,399	142,399	0
OPEB Pre-Pay	50,572	50,572	56,426	56,426	0
Unemployment Insurance	4,036	1,160	1,216	1,216	0
Workers Comp Insurance	18,342	29,692	18,004	18,004	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:	\$4,519,497	
Financing:	6,008,497	
Net County Cost:	(1,489,000)	
Funding Sources:		
Fees	132.8%	\$6,000,000
Expenditure Trans	0.2%	8,497
General Fund	(32.9%)	(1,489,000)
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	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	754,026	1,173,078	1,329,893	1,329,893	0
Services And Supplies	441,879	9,283,324	8,811,913	8,811,913	0
Other Charges	284,567	477,328	472,194	472,194	0
Fixed Assets	0	250,000	250,000	250,000	0
Expenditure Transfers	38	0	0	0	0
Expense Total	1,480,510	11,183,729	10,864,000	10,864,000	0
Revenue					
Other Local Revenue	1,771,478	1,755,000	1,530,000	1,530,000	0
Revenue Total	1,771,478	1,755,000	1,530,000	1,530,000	0
Net Fund Cost (NFC):	(290,968)	9,428,729	9,334,000	9,334,000	0
Allocated Positions (FTE)	11.0	11.0	11.0	11.0	0.0
Financial Indicators					
Salaries as % of Total Exp	51%	10%	12%	12%	
% Change in Total Exp		655%	(3%)	0%	
% Change in Total Rev		(1%)	(13%)	0%	
% Change in NFC		(3,340%)	(1%)	0%	
Compensation Information					
Permanent Salaries	445,560	646,134	706,162	706,162	0
Temporary Salaries	0	77,000	77,000	77,000	0
Permanent Overtime	140	1,000	37,000	37,000	0
Deferred Comp	5,534	11,820	17,220	17,220	0
FICA/Medicare	33,530	49,429	49,810	49,810	0
Ret Exp-Pre 97 Retirees	1,521	2,000	2,000	2,000	0
Retirement Expense	143,037	201,489	203,236	203,236	0
Employee Group Insurance	69,804	113,949	172,384	172,384	0
Retiree Health Insurance	34,969	47,225	47,225	47,225	0
OPEB Pre-Pay	14,438	14,438	12,711	12,711	0
Unemployment Insurance	993	323	326	326	0
Workers Comp Insurance	4,498	8,271	4,818	4,818	0

Clerk-Recorder-Elections

General Government

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.

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.

Recorder Micrographics/Modernization/VRIP/Redaction/Electronic Recording Summary

Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$10,864,000	
Financing:	1,530,000	
Net Fund Cost:	9,334,000	
Funding Sources:		
Fees	14.1%	\$1,530,000
Fund Balance	85.9%	9,334,000

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, 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, conducting voter education and engagement outreach, registering and maintaining the database of voters/voting history and conducting elections.

To provide these services, the Department relies on a staff of 82.5 full time equivalent positions supplemented by seasonal temporary employees, volunteers and poll workers. The services are funded through a combination of County general funds, charges for services, and special-purpose revenues.

On March 3, 2020, the department will conduct the Presidential Preference Primary Election, which will include U.S. President, U.S. Congress, State Senate and Assembly, Superior Court Judges, and three members of the Board of Supervisors. In the four-year election cycle, the Presidential Primary Election is among the most costly elections for the County to conduct because, historically, less than 20% of the total cost of this election is recouped through election

Clerk-Recorder-Elections

General Government

fees. Consequently, the Baseline net County cost is increased from the FY 2018/19 budgeted level by a net of \$1,157,045 primarily as a result of a new State mandate requiring the County to pay for return postage on every mailed ballot and a federal mandate adding Chinese language requirements to election materials and ballots. These new mandates drastically increased costs with no provision for reimbursement.

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 elections (the majority of the cost) for which the department receives no reimbursement revenue.

Overall, Baseline expenses are increased by \$159,151 due to increased employee benefits and specialized elections printing costs. Baseline revenues are decreased from prior year estimates by \$997,894 in anticipation of the reduced cost recovery for the March 2020 Presidential Primary Election, and continued low recovery of recording revenue.

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 capital financing strategy has helped 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 strives to identify new revenue sources and minimize election and department costs wherever possible.

Performance Measurements

- The leadership team reviewed policies and procedures to implement efficiencies, and explored opportunities to improve services to the public.

- The Clerk-Recorder Division extended County Clerk service by three additional hours, until 7:30 p.m. every Thursday during the months of July and August 2018. The division served 201 customers, a 13% increase over 2017, and completed 227 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 November 2018 Gubernatorial General Election.
- The Clerk-Recorder Division continued its popular quarterly "Destination Wedding" Program by conducting ceremonies at the Historic John Muir House in Martinez on Valentine's Day, the Mount Diablo Summit in May, and the Rosie the Riveter Waterfront in September.
- On September 25, 2018, the Elections Division participated in National Voter Registration Day for the fourth consecutive year by providing registration kits to area high schools and community groups. Contra Costa high schools used the kits to register and pre-register 679 students.
- Staff reviewed all 268 polling place locations and created plans to mitigate potential accessibility issues.
- In August 2018, the Elections Division received a prestigious national award from the Election Center for its new Accessible Polling Place Locations and Equipment (APPLE) class. Leading up to the November 2018 General Election, over 800 poll workers attended an interactive training class to better understand accessibility issues and provide quality service to all voters.
- The Elections drop boxes continue to be popular. All City Clerk offices in the county and several County Libraries hosted a ballot drop box. Voters dropped off 88,134 ballots at these 28 locations for the November 2018 Election. This was a 255% increase over June 2018.

Clerk-Recorder-Elections

General Government

- The Department purchased a new voting system in February 2018 and fully implemented the system in time for the June Primary Election. Efficiencies and process improvements allowed for certification of the election results 10 days early.
- The Ambrose Community Center has been a staple polling place for many years, and was recently declared by the Department of Justice to be inaccessible and, therefore, unavailable for use. The Elections Division collaborated with the Ambrose Recreation and Park District to make physical improvements to the Ambrose Community Center to make it fully accessible. The project was funded in part by a grant from the Keller Canyon Mitigation Fund.
- The Elections Division met regularly with its Planning for Elections and Engagement Panel to partner with community civic engagement groups to begin a dialogue about the democratic process. This forum allows attendees to offer feedback and suggestions about upcoming policies and programs. Questions are answered and accurate information is provided to the public.
- The Elections Division launched a new website in February 2018. The site is much more user-friendly; information has been expanded and is easier to find. The updated website now includes voter information in Spanish as well as Chinese.
- The Clerk-Recorder Division institutionalized its cross-training program to increase personnel skills and enhance efficiencies. Staff 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 Clerk-Recorder Division continues to collaborate with the District Attorney and Assessor in the Real Estate Fraud Notification Program to decrease real estate fraud. Since its implementation in 2012, the DA has prosecuted 32 fraud cases.
- The Clerk-Recorder Division continually pursues opportunities to offer its services to the public, outside the office. 2018 marked the second year the Division participated in Operation Documentation and recorded Veterans' DD-214 honorable discharge documents. The Records within Reach Program, launched in 2018, partners with events throughout the county to issue certified vital records at different locations.
- The Department continues to work at the state and federal levels 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), the County Recorder's Association of California (CRAC), the national Elections Center, and the International Association of Government Officials (IGO).
- The Department has 1,335 Facebook followers on its Engage Contra Costa Facebook page, 728 followers on its Contra Costa Elections Facebook page, and 237 followers on its Contra Costa County Clerk-Recorder Facebook page. The Elections Division Twitter account has 856 followers, while the Engage Contra Costa Twitter account has 239 followers. All of the Clerk Recorder-Elections social media platforms have gained followers in the past year. For the November 2018 Election, the Department had 7,978 views on YouTube for its 39 candidate and issue forum videos.

Administrative and Program Goals

- Continue to implement policies and procedures to enhance customer service and offer additional opportunities to serve the public.

Clerk-Recorder-Elections

General Government

- Prepare for and conduct the March 2020 Presidential Preference Primary Election.
- Continue to develop and implement the Voter Education and Engagement Outreach Program, with a focus on underrepresented populations.
- 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, state and federal 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.
- Continue 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 Department's historic archived records and new voting system equipment. It 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 records management and archive program as well as a long-range plan over the next several years to prioritize, restore and preserve the County's historical records. The Department is exploring options of working with other departments to coordinate a large-scale archive project that could reduce storage costs and help to offset warehouse and records storage charges.

Conservation and Development General Government

John Kopchik, Director

Land Development Fund Summary

Conservation & Development Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	19,666,551	23,794,075	25,105,406	25,105,406	0
Services And Supplies	6,164,815	9,949,321	11,869,310	11,869,310	0
Other Charges	2,344,607	3,100,236	2,370,184	2,370,184	0
Fixed Assets	191,669	1,550,000	650,000	650,000	0
Expenditure Transfers	(4,168,561)	(5,033,419)	(5,752,900)	(5,752,900)	0
Expense Total	24,199,082	33,360,213	34,242,000	34,242,000	0
Revenue					
Other Local Revenue	32,552,362	32,360,213	34,242,000	34,242,000	0
Revenue Total	32,552,362	32,360,213	34,242,000	34,242,000	0
Net Fund Cost (NFC):	(8,353,280)	1,000,000	0	0	0
Allocated Positions (FTE)	171.0	174.0	174.0	174.0	0.0
Financial Indicators					
Salaries as % of Total Exp	81%	71%	73%	73%	
% Change in Total Exp		38%	3%	0%	
% Change in Total Rev		(1%)	6%	0%	
% Change in NCC		(112%)	(100%)	0%	
Compensation Information					
Permanent Salaries	11,700,827	14,398,726	15,270,203	15,270,203	0
Temporary Salaries	138,864	0	0	0	0
Permanent Overtime	11,218	0	0	0	0
Deferred Comp	130,757	187,200	203,880	203,880	0
Comp & SDI Recoveries	(57,778)	0	0	0	0
FICA/Medicare	868,851	1,088,053	1,159,690	1,159,690	0
Ret Exp-Pre 97 Retirees	38,800	45,066	45,066	45,066	0
Retirement Expense	3,761,862	4,498,851	4,621,639	4,621,639	0
Excess Retirement	5,680	0	0	0	0
Employee Group Insurance	1,605,759	2,115,387	2,455,966	2,455,966	0
Retiree Health Insurance	769,053	786,619	792,463	792,463	0
OPEB Pre-Pay	376,120	376,120	337,108	337,108	0
Unemployment Insurance	26,276	7,199	7,671	7,671	0
Workers Comp Insurance	290,261	290,854	211,720	211,720	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 expenditures related to DCD's operations are 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 & Habitat Conservancy
2620 – Conservation & Solid Waste
2631 – Transportation Planning
2636 – Community Development Block Grant/Housing and Economic Development
2650 – Business & 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/Satellite Locations
2725 – Multi-Year Special Projects
0285 – Energy Upgrade CA
0286 – Measure WW Grant

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:	\$1,571,377		
Financing:	1,571,377		
Net Fund Cost:	\$0		
Funding Sources:			
Expenditure Transfers	86.3%	\$1,356,365	
Misc. Revenue	13.7%	215,012	
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:	\$6,712,746		
Financing:	6,712,746		
Net Fund Cost:	0		
Funding Sources:			
Planning Services	100.0%	\$6,712,746	
FTE:	26.0		

Advance Planning

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

Advance Planning Summary			
Service:	Mandatory		
Level of Service:	Discretionary		
Expenditures:	\$219,948		
Financing:	219,948		
Net Fund Cost:	\$0		
Funding Sources:			
Licenses/Permits	100.0%	\$219,948	
FTE:	1.0		

Conservation and Development

General Government

Water Planning/Habitat Conservancy

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

Water Planning/Habitat Conservancy Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$1,042,195	
Financing:	1,042,195	
Net Fund Cost:	0	
Funding Sources:		
Charges for Services	76.4%	\$796,373
Misc. Revenue	23.6%	245,822
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:	\$1,466,800	
Financing:	1,466,800	
Net Fund Cost:	0	
Funding Sources:		
Expenditure Transfers	0.8%	\$11,919
Licenses/Permits	68.2%	\$1,000,000
Charges for Services	21.8%	320,000
Misc. Revenue	9.2%	134,881
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:		\$1,617,590
Financing:		1,617,590
Net Fund Cost:		0
Funding Sources:		
Charges for Services	60.0%	\$970,000
Misc. Revenue	40.0%	647,590
FTE: 5.0		

Conservation and Development General Government

Community Development Block Grant (CDBG)

Description: Administer the County's Community Development Block Grant that promotes safe and affordable housing, a suitable living environment and expanded economic opportunities, principally for persons of very low- and low-income.

Community Development Block Grant Summary			
Service:		Discretionary	
Level of Service:		Discretionary	
Expenditures:		\$2,610,670	
Financing:		2,610,670	
Net Fund Cost:			0
Funding Sources:			
Misc. Revenue	91.4%	\$2,385,670	
Charges for Services	8.6%	225,000	
FTE: 12.0			

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 human resources/labor relations 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 Information Technology 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:	\$5,574,311		
Financing:	5,574,311		
Net Fund Cost:	0		
Funding Sources:			
Expenditure Transfers	94.0%	\$5,239,111	
Charges for Services	0.8%	45,000	
Misc. Revenue	5.2%	290,200	
FTE: 28.0			

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:	\$9,095,453	
Financing:	9,095,453	
Net Fund Cost:	0	
Funding Sources:		
Expenditure Transfers	26.8%	\$2,437,599
Licenses/Permits	68.5%	6,228,036
Misc. Revenue	4.7%	429,818
FTE:	29.0	

Conservation and Development

General Government

Code Enforcement

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

Code Enforcement Summary			
Service:	Mandatory		
Level of Service:	Discretionary		
Expenditures:	\$1, 537,131		
Financing:	1,537,131		
Net Fund Cost:	0		
Funding Sources:			
Expenditure Transfers	6.2%	\$96,039	
Licenses/Permits	67.5%	1,037,092	
Charges for Services	26.3%	404,000	
FTE:	10.0		

Application and Permit Center

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

Application and Permit Center Summary			
Service:	Mandatory		
Level of Service:	Discretionary		
Expenditures:	\$4,776,365		
Financing:	4,776,365		
Net Fund Cost:	0		
Funding Sources:			
Expenditure Transfers	47.6%	\$2,273,365	
Licenses/Permits	52.4%	2,503,000	
FTE:	33.0		

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:	\$1,170,977		
Financing:	1,170,977		
Net Fund Cost:	0		
Funding Sources:			
Misc. Revenue	100.0%	\$1,170,977	
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:		\$11,455	
Financing:		11,455	
Net Fund Cost:		0	
Funding Sources:			
Expenditure Transfers	100.0%	\$11,455	

Vehicle Abatement Program

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

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

Service Contracts/Satellite Locations

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

Service Contract/Satellite Locations Program Summary			
Service:		Discretionary	
Level of Service:		Discretionary	
Expenditures:		\$5,523,500	
Financing:		5,523,500	
Net Fund Cost:		0	
Funding Sources:			
Expenditure Transfers	99.2%	\$5,480,000	
Misc. Revenue	0.8%	43,500	
FTE:	4.0		

Multi-Year Special Projects

Description: At the request of the California Public Utilities Commission, provide plan check and inspection services to Marsh Creek Generating Station.

Multi-Year Special Projects			
Service:		Discretionary	
Level of Service:		Discretionary	
Expenditures:		\$60,000	
Financing:		60,000	
Net Fund Cost:		0	
Funding Sources:			
State Dept of Motor Vehicle Fees	100.0%	\$60,000	

Conservation and Development

General Government

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.

Energy Upgrade CA Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:		\$250,069
Financing:		250,069
Net Fund Cost:		0
Funding Sources:		
Charges for Services	100.0%	\$250,069
FTE: 1.0		

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:		\$2,272,266
Financing:		2,272,266
Net Fund Cost:		0
Funding Sources:		
Intergov. Rev	100.0%	\$2,272,266

Conservation and Development General Government

General Fund Summary – Federal and Other Specific Grant Programs

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	319,628	306,433	535,443	535,443	0
Services And Supplies	6,972,305	15,235,615	13,310,529	13,310,529	0
Other Charges	207,009	186,100	312,000	312,000	0
Expenditure Transfers	1,379,038	1,573,900	1,929,000	1,929,000	0
Expense Total	8,877,980	17,302,048	16,086,972	16,086,972	0
Revenue					
Other Local Revenue	1,801,355	1,703,075	2,447,186	2,447,186	0
Federal Assistance	7,345,596	12,964,228	12,854,786	12,854,786	0
Revenue Total	9,146,951	14,667,303	15,301,972	15,301,972	0
Net County Cost (NCC):	(268,971)	2,634,745	785,000	785,000	0
Allocated Positions (FTE)	2.0	3.0	3.0	3.0	0.0
Financial Indicators					
Salaries as % of Total Exp	4%	2%	3%	3%	
% Change in Total Exp		95%	(7%)	0%	
% Change in Total Rev		60%	4%	0%	
% Change in NCC		(1,080%)	(70%)	0%	
Compensation Information					
Permanent Salaries	213,816	207,148	358,964	358,964	0
Deferred Comp	3,480	2,820	5,640	5,640	0
FICA/Medicare	15,993	15,847	27,450	27,450	0
Ret Exp-Pre 97 Retirees	677	0	0	0	0
Retirement Expense	66,057	63,563	101,188	101,188	0
Employee Group Insurance	13,889	12,768	37,049	37,049	0
Unemployment Insurance	478	104	180	180	0
Workers Comp Insurance	5,238	4,184	4,971	4,971	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:

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General Government

Non-Federal Grant Programs:

0580 – Keller Canyon Mitigation
0591 – Housing Rehabilitation

Federal Grant Programs:

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

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

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

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

1. Keller Canyon Mitigation Fee

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

Keller Canyon Mitigation Fee Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$1,848,000	
Financing:	1,848,000	
Net County Cost:	0	
Funding Sources:		
Charges for Svcs	100.0%	\$1,848,000

2. Housing Rehabilitation, Economic Development & 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 received 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 2019-20, with an additional subsidy to expand economic development activities in the County.

Housing Rehabilitation, Economic Development & Sustainability Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$1,384,186	
Financing:	599,186	
Net County Cost:	785,000	
Funding Sources:		
Charges for Svcs	43.3%	\$599,186
General Fund	56.7%	785,000
FTE:	3.0	

3. HOPWA Grant

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

HOPWA Grant Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$862,410	
Financing:	862,410	
Net County Cost:	0	
Funding Sources:		
Federal	100.0%	\$862,410

Conservation and Development General Government

4. HUD Block Grant

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

HUD Block Grant Summary			
Service:	Discretionary		
Level of Service:	Mandatory		
Expenditures:	\$6,694,413		
Financing:	6,694,413		
Net County Cost:	0		
Funding Sources:			
Federal	100.0%	\$6,694,413	

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:	\$620,050		
Financing:	620,050		
Net County Cost:	0		
Funding Sources:			
Federal	100.0%	\$620,050	

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:	\$4,677,913		
Financing:	4,677,913		
Net County Cost:	0		
Funding Sources:			
Federal	100.0%	\$4,677,913	

Other Special Revenue Programs

The budget units included are:

- AVA Service Authority (Trust 814000)
- 0351 – Used Oil Recycling Grant
- 0367 – Fish and Game Protection
- 0370 – Livable Communities
- 0380 – HUD Neighborhood Stabilization Program
- 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
- 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)

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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 a State Department of Motor Vehicle fee of \$1 per vehicle registered in Contra Costa County. The AVA Special Revenue Fund was reclassified by the Auditor's Office to a Trust Fund. As such, funds are no longer appropriated in the County Budget.

2. Used Oil Recycling Grant

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

Used Oil Recycling Grant Summary			
Service:	Discretionary		
Level of Service:	Mandatory		
Expenditures:	\$93,279		
Financing:	93,279		
Net Fund Cost:	0		
Funding Sources:			
Intergovernmental Rev	100.0%	\$93,279	
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:	\$141,670		
Financing:	141,670		
Net Fund Cost:	0		
Funding Sources:			
Fines	100.0%	\$141,670	
Fund 110200			

4. Livable Communities

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

Livable Communities Summary			
Service:	Discretionary		
Level of Service:	Discretionary		
Expenditures:	\$1,905,098		
Financing:	500,000		
Net Fund Cost:	1,405,098		
Funding Sources:			
Developer Fees	26.2%	\$500,000	
Livable Com Fund	73.8%	1,405,098	
Fund 133700			

Conservation and Development General Government

5. HUD Neighborhood Stabilization Program

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

HUD Neighborhood Stabilization Program Summary			
Service:		Discretionary	
Level of Service:		Discretionary	
Expenditures:		\$760,000	
Financing:		760,000	
Net Fund Cost:		0	
Funding Sources:			
Federal	100.0%	\$760,000	
Fund 111800			

6. Housing Successor Agency

Description: Provide funding for all Successor Agency-related obligations and oversee activities related to the dissolution of the former Redevelopment Agency 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			

7. HOME Investment Partnership Act

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

HOME Investment Partnership Act		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$500,000	
Financing:	500,000	
Net Fund Cost:	0	
Funding Sources:		
Other Revenue	100.0%	\$500,000
Fund 116100		

8. Private Activity Bond

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

Private Activity Bond Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$1, 240,620	
Financing:	1, 240,620	
Net Fund Cost:	0	
Funding Sources:		
Other Revenue	100.0%	\$1,240,620
Fund 111100		

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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.

Affordable Housing Summary			
Service:			Discretionary
Level of Service:			Mandatory
Expenditures:			\$397,000
Financing:			397,000
Net Fund Cost:			0
Funding Sources:			
Use of Money	100.0%		\$397,000
Fund 111300			

11. Transportation Improvement-Measure J

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

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

10. HUD Neighborhood Preservation

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

HUD Neighborhood Preservation Summary			
Service:			Discretionary
Level of Service:			Mandatory
Expenditures:			\$804,700
Financing:			804,700
Net Fund Cost:			0
Funding Sources:			
Federal	100.0%		\$804,700
Fund 134900			

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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 \$34,242,000 reflects an increase in expenditures of \$881,787 over the current year budget. Salaries and benefits total \$25,105,406, an increase of \$1,311,331 over the current year. The increase can be primarily attributed to an increase in employee group insurance costs, negotiated salary increases taking effect at the beginning of the fiscal year, and the addition of three positions. The department added an Information Systems Programmer/Analyst II, three Planner I positions and reassigned the Economic Development Manager to the General Fund budget in FY 2018-19, for a new full-time equivalent total of 174 positions in the Land Development programs. The Baseline/Recommended amount for Service and Supplies increased from the current year by \$1,919,989, mainly attributed to the transfer of costs for the Measure WW grant from Other Charges, to include additional anticipated growth in professional/specialized services, IT-related expenses, and administrative service costs. Other Charges decreased by \$730,052 primarily for transfer of costs for the Measure WW grant to Services and Supplies, and Fixed Assets are decreased by \$900,000 primarily because of the completion of the remodel of the 40 Muir Rd. facility. Expenditure Transfers increased by \$719,481 primarily for anticipated transportation, CDBG, and new construction reimbursements. Revenues for land development increased by \$1,881,787 as a result of a variety of land use projects, and an anticipated increase in permitting activities for FY 2019-20.

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 \$16,086,972, including an increase in Salaries and Benefits of \$229,010 due to the reassignment of the Economic Development Manager to the General Fund, for a total of three full-time equivalent positions in the General Fund Programs. All other expenditures are decreased by \$1,444,086 from the current year budget, primarily due to a decrease in non-County professional/specialized services. Revenue projections increased by \$634,669 due to an expected increase from Keller Canyon franchise revenues. 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.

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 trust fund. This fund provides funding for all housing-related obligations and functions of the former Redevelopment Agency, now the Housing Successor Agency.

Performance Measurements

The following is a progress report of the goals identified in FY 2018-19:

- **Complete the implementation of an upgrade to the Department's permit tracking software, Accela Automation.**

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DCD initiated the project to update the Department's permit tracking software. The project will be completed during FY 2019-20.

- **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.**

DCD and PWD are actively working to upgrade and improve integration of the software systems used by the two departments to assist the public with land development projects. This will be an ongoing effort in FY 2019-20.

- **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.**

DCD successfully applied for and obtained multiple grants to fund initiatives in this area, including grants to study the potential for expanding electric vehicle charging stations and renewable energy generation within the County. The Department continued to implement numerous energy efficiency programs and staff the Board's Ad Hoc Committee on Sustainability and County Sustainability Commission.

- **Review and revise the County's Planned Unit District (P-1) ordinance to eliminate the minimum acreage requirement for proposed P-1 development.**

DCD will continue to work on this goal in FY 2019-20.

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

DCD will continue to work on this goal in FY 2019-20.

- **Revise the County's Tree Preservation and Protection Ordinance to streamline the ordinance.**

DCD will continue to work on this goal in FY 2019-20.

- **Continue work on the small farm animal ordinance and bring it to the Board for adoption in 2018.**

On May 1, 2018, the Board of Supervisors adopted the Small Farm Animal Ordinance.

- **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.**

The Board of Supervisors gave final direction to DCD staff on September 25, 2018 regarding the short-term rental provisions to be included in the ordinance.

- **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.**

The Board of Supervisors adopted the land use regulations addressing cultivation, distribution, delivery and manufacturing of cannabis and cannabis products within unincorporated Contra Costa County on June 26, 2018.

- **Continue efforts to expedite review of land development and planning applications.**

DCD filled vacant positions and incorporated this goal into our approach to multiple process. There is more work to be done and DCD will continue to work on this goal in FY 2019-20.

- **In cooperation with the Contra Costa Transportation Authority, assist with securing grants and conducting a Countywide Accessible Transit Study.**

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The County submitted a grant application in February 2018 under the Caltrans Sustainable Transportation program on behalf of the Contra Costa Transportation Authority (CCTA). Conditional grant award was provided to CCTA in May 2018, and a grant agreement effective October 1, 2018. County and CCTA staff are in the process of initiating the planning process which is anticipated to complete in 2020.

- **Develop new funding streams to fund the operations of the improvement of accessible transportation services.**

A bill proposal establishing a new funding stream for accessible transportation services (fund source: Greenhouse Gas Reduction Fund) was submitted to the State Legislative Counsel's office in December 2018. We anticipate a draft, unbacked bill to be available for review early in 2019 (February/March). Staff and our legislative advocate continue to work on identifying legislator to carry the bill in addition to developing other funding options.

- **Assist the Sheriff's Office of Emergency Services in developing a transit transportation response protocol for the Disability/Access and Functional Needs population.**

DCD Transportation staff attends the Sheriff's Disabilities/Access and Function Needs Steering Committee meeting and advises on policies and protocols to improve the transportation response to this population. DCD will continue to work on this goal for FY 2019-20.

- **Collaborate with the Public Works Department to finalize the County's Vision Zero and Complete Streets implementation strategy.**

DCD is in the process of developing a Vision Zero Plan to address severe and fatal collisions on County-owned roadways and will identify key collision trends in the County, priority corridors in which severe and fatal collisions occur, and an

implementation strategy to address the collision trends. It is anticipated that this plan will be complete in June 2019.

DCD and Public Works staff are collaborating on several efforts related to Complete Streets implementation including developing a checklist used to evaluate land development projects for compliance with complete streets policies; pursuing grant funds to develop a Short-term Active Transportation Infrastructure Plan intended to inventory the County's roadways and identify opportunities to quickly re-stripe or repave streets to build new or enhanced bikeways and sidewalks. DCD and Public Works staff meet quarterly with the East Bay Bicycle Coalition to discuss these projects.

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

The Airport Land Use Compatibility Plan will likely be considered by the Airport Land Use Commission in August or September 2019.

- **Initiate active transportation corridor studies for the Iron Horse and Marsh Creek corridors.**

The Iron Horse Corridor Active Transportation Study was initiated in June 2018 and scheduled to end December 2019. The Marsh Creek Corridor Multi-Use Feasibility Study was initiated in January 2019 and scheduled to end July 2019.

- **Finalize and adopt I-680/Treat Blvd. Bicycle and Pedestrian Improvement Study and seek implementation funds (grants).**

The planning study was completed in April 2018. Implementation funds have not yet been identified. However, the project will be automatically considered for regional Active Transportation Program funds (award announcements spring 2019). DCD staff will continue to pursue implementation grant funds.

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- **Assist in development of Contra Costa Transportation Authority (CCTA) Electric Vehicle (EV) readiness plan; continue to seek funding for County EV Infrastructure at County facilities.**

DCD staff has assisted CCTA to obtain grant funding to develop an EV readiness plan and has coordinated with Public Works to seek grant funds for installation of EV charging stations 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.**

The United States Economic Development Administration awarded the County a Planning and Local Technical Assistance Program grant to conduct the Northern Waterfront Short-Line Railroad Feasibility Study. A Request for Proposals has been issued, staff anticipates the Study will be complete in late 2019, early 2020.

- **Complete and submit Complete Measure J Growth Management Program Compliance Checklist to secure Measure J return-to-source funds.**

The Growth Management Compliance checklist is complete and undergoing final review. Staff anticipates bringing the checklist to the Board of Supervisors in April 2019.

- **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.**

The Countywide Oversight Board was assembled on July 1, 2018 and is being staffed by DCD. The new Oversight Board met in September 2018 and January 2019.

- **Continue to position housing assets, formerly owned by the Redevelopment Agency, for development of residential and/or mixed-use development.**

The County conveyed the Heritage Point Housing site in North Richmond and construction began on 43 multiple-family residential units.

- **Designate developers for sites and work toward a Disposition and Development Agreement with the designated developer for the Bay Point Orbisonia Heights project.**

Following the conclusion of the Exclusive Negotiation Agreement period, DCD is preparing a Disposition and Development Agreement with the designated developer, Pacific Communities.

- **Continue to update the 2020-2040 General Plan.**

In September 2018 the Department contracted with PlaceWorks to assist with the General Plan update. Work has begun on the first tasks, including meeting with each County Supervisor to discuss the ways the update may affect their district, assembling the Technical Advisory Working Group composed of staff from various County departments, and developing the public outreach plan and dedicated website.

- **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.**

The primary focus of the Delta counties has been to protect the Delta from a water conveyance infrastructure project (WaterFix) that proposes to build two 35-mile tunnels under the Delta. This project would negatively impact the Delta's ecosystem, water quality and significantly change the Delta landscape. Contra Costa County is an

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appellant in the State Water Board hearing related to the tunnels. CCC is also participating in several lawsuits that oppose the tunnels and we continue to advocate in Sacramento and Washington DC about better alternatives to the tunnels.

- **Manage the Contra Costa County Groundwater Sustainability Agency (CCC GSA) 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.**

Contra Costa County GSA has participated in monthly meetings with the East Contra Costa County GSAs that include the Cities of Antioch and Brentwood, Byron Bethany Irrigation District, Diablo Water District, Discovery Bay Community Services District, East Contra Costa Irrigation District and the County. All seven GSAs have signed a memorandum of understanding agreeing to prepare a single Groundwater Sustainability Plan (GSP) for the groundwater basin within the County. The GSAs have also received approval from the State to divide management responsibility along the Contra Costa County and San Joaquin County border. This means the CCC GSAs will manage the groundwater basin in Contra Costa County and San Joaquin County GSAs will manage the groundwater basin in San Joaquin County. The CCC GSAs applied for and received grant funding from the State to help offset the costs of preparing a GSP. The CCC GSAs share responsibility for preparing and implementing the GSP, which must be submitted to DWR by January 31, 2022.

- **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.**

In process. The County submitted detailed comments on the State's long-delayed, Title

5 (school siting) update process in 2018. There has been no progress addressing school speed zone policies.

- **Continue to lead implementation of the East Contra Costa County Habitat Conservation Plan/Natural Community Conservation Plan (ECCC 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.**

The ECCC HCP/NCCP continues to be implemented. In 2018, the Conservancy with its partners conserved approximately 300 acres of land, constructed one large restoration project, and completed a range of land management actions (restoration, range improvements, security, etc.). The HCP/NCCP provided streamlined permitting for 29 projects that including economic development, housing and infrastructure projects. Conversation continued with other resources agencies to expand the streamlined permitting offered by the Conservancy.

- **Coordinate with other County Department and City staff to prepare for the 2020 US Census, including geographic updates and community outreach strategy.**

The Board of Supervisors has approved a resolution to commit to work on Census 2020 Outreach and receive \$362,605 in State funding to support the Complete Count effort. The Board of Supervisors established the Complete Count Steering Committee to guide the Census 2020 Outreach effort. DCD staff completed two geographic updates, the Local Update of Census Address (LUCA) and the Block Boundary Suggestion Project (BBSP). The LUCA process added an estimated 5,000 new

Conservation and Development

General Government

addresses to the Master Address File. DCD worked with the Department of Information Technology to update the existing County address file to ensure the County Address file was correct. The BBSP resulted in hundreds of thousands of edits to census geography.

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

Collected \$1.7 million in Park Impact/Park Dedication fees and continued to implement park projects. Continued to implement Measure WW funding, including approval of all proposed park expenditures. East Bay Regional Park District extended the project completion deadline until December 31, 2021.

- **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 continues to implement and market these programs.

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

DCD continues to provide 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.**

DCD continues to provide conduit issuer services.

- **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.

This goal has been successful and is ongoing. DCD expects to continue working on this goal in FY 2019-20.

Administrative and Program Goals

DCD has identified the following administrative and program goals for FY 2019-20:

- Complete the implementation of an upgrade to the Department's permit tracking software, Accela Automation to improve functionality and enhance services for the public.
- Prepare an ordinance for Board of Supervisors consideration to adopt the 2019 California Building Code, with local amendments.
- Continue to implement the goals of the County's Climate Action Plan and begin a multi-year process of updating the Climate Action Plan to address energy and sustainability goals beyond 2020.
- Seek and expand the use of renewable energy within the County and partner with the Contra Costa Transportation Authority and other agencies to increase the network of electric vehicle charging stations within the County.
- Partner with the County Library and Health Services Departments to educate the public and promote the benefits of home energy efficiency.
- 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.

Conservation and Development

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- Prepare proposed revisions to the County's Tree Preservation and Protection Ordinance to make it a more effective, efficient tool for regulating impacts to significant resources.
- Prepare the Short Term Rental Ordinance based on input received from the County Board of Supervisors.
- Continue efforts to expedite review of land development and planning applications.
- Implement the Board's direction on Renewable Energy by developing a proposed Zoning Text Amendment and Zoning Overlay District for Renewable Energy.
- Review and update the County's Sign Ordinance including the offsite Advertising Sign Ordinance.
- Comprehensively review and propose updates and reforms of the current Zoning Ordinance, including identifying changes requiring immediate attention.
- Continue Envision Contra Costa 2040, the comprehensive update to the County's General Plan.
- Launch the County's new land use permitting program for commercial cannabis.
- 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.
- Initiate update of the Board adopted Delta Water Platform.
- Continue to support the study of deepening the San Francisco to Stockton ship channel.
- 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 staff the East Contra Costa County Habitat Conservancy as it seeks to conserve and acquire 1,000 acres of land; design and/or construct one or more wetland restoration projects; streamline permitting for public infrastructure and other projects; and collaborate with California State Water Resources Control Board to develop a streamlined permitting process similar to the approach offered by the HCP/NCCP.
- In cooperation with the Contra Costa Transportation Authority, develop the Countywide Accessible Transportation Strategic Plan.
- Continue to pursue the development of new funding streams to support the operations and improvement of accessible transportation services.
- Assist the Sheriff's Office of Emergency Services and Bay Area Urban Areas Security Initiative 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 Vision Zero and Complete Streets implementation strategy and begin applying the policies and strategies.
- Update the Airport Land Use Compatibility Plan.
- Continue to develop active transportation corridor studies for the Iron Horse and Marsh Creek corridors.

Conservation and Development

General Government

- Seek implementation funds (grants) for I-680/Treat Blvd. Bicycle and Pedestrian Improvement Study.
- In cooperation with the Public Works Department, propose regulations for shared mobility devices (e.g. docked and dockless bikeshare, scooters) in unincorporated Contra Costa County.
- Assist in development of Contra Costa Transportation Authority Electric Vehicle (EV) readiness plan; continue to seek funding for County EV Infrastructure at County facilities.
- Conduct the short-line railroad feasibility study in the Northern Waterfront area.
- Complete and submit complete Measure J Growth Management Program Compliance Checklist to secure Measure J return-to-source funds.
- Coordinate with the County Auditor-Controller to staff the Countywide Oversight Board for 17 Successor Agency jurisdictions in the County, 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.
- Finalize and implement Disposition and Development Agreements with developers for the Bay Point Orbisonia Heights project, the Rodeo Town Center Project, and the Contra Costa Centre Block D project.
- 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.
- Coordinate with other County Departments and City staff to prepare for the 2020 US Census, including geographic updates and community outreach strategy.
- Continue to support development and expansion of unincorporated area parks through Park Impact, Park Dedication, Measure WW funding, and additional grant 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 first-time 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 administering federal and state financing programs including multi-family housing revenue tax-exempt bonds, HOME Investment Partnerships Act, Community Development Block Grant, Housing Opportunities for Persons with AIDS, No Place Like Home, etc.
- 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.
- Continue to develop the County's new economic development program to promote economic growth and jobs and transition the County-led Northern Waterfront Economic Development Initiative from planning to the implementation phase.
- Continue to 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

Conservation and Development

General Government

enforcing mandatory commercial recycling and organics requirements.

- Assist the Contra Costa County Fish and Wildlife committee with making and implementing recommendations to the Board on grants from the Fish and Wildlife Propagation Fund to support local natural resources.
- Continue to staff various boards and appointed committees, including but not limited to the Board's Transportation, Water and Infrastructure committee, the Board's Sustainability Committee, the Board's Ad-Hoc Committee on the Northern Waterfront, the Planning Commission, Affordable Housing, Finance Committee, Abandoned Vehicle Abatement Service Authority, Fish and Wildlife Committee, Airport Land Use Commission, TRANSPLAN, and the Historic Landmarks Advisory Committee.

Conservation and Development
General Government

Contingency Reserve General Government

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Provisions For Contingencies	0	8,000,000	10,000,000	10,000,000	0
Expense Total	0	8,000,000	10,000,000	10,000,000	0
Net County Cost (NCC):	0	8,000,000	10,000,000	10,000,000	0
Financial Indicators					
% Change in Total Exp		0%	25%	0%	
% Change in NCC		0%	25%	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.

Contingency Reserve Summary			
Service:	Discretionary		
Level of Discretion:	Discretionary		
Expenditures:	\$10,000,000		
Financing:	0		
Net County Cost:	0		
Funding Sources:			
Reserves	100.0%	\$10,000,000	

CAO's Recommendation

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

to offset a portion of the County's \$45 million 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.

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 reserves in the amount of \$10 million be appropriated for FY 2019-20. 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.

Contingency Reserve
General Government

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	5,400,074	6,484,893	6,767,063	6,880,163	113,100
Services And Supplies	9,023,627	15,631,965	10,484,008	10,484,008	0
Other Charges	0	268,000	1,253,310	1,253,310	0
Fixed Assets	105,777	46,000	46,000	46,000	0
Expenditure Transfers	(289,691)	2,719	(73,662)	(73,662)	0
Expense Total	14,239,787	22,433,577	18,476,719	18,589,819	113,100
Revenue					
Other Local Revenue	8,236,149	9,911,589	10,856,719	10,969,819	113,100
Federal Assistance	545,176	0	0	0	0
State Assistance	200,000	200,000	200,000	200,000	0
Revenue Total	8,981,325	10,111,589	11,056,719	11,169,819	113,100
Net County Cost (NCC):	5,258,462	12,321,988	7,420,000	7,420,000	0
Allocated Positions (FTE)	34.0	35.0	34.0	35.0	1.0
Financial Indicators					
Salaries as % of Total Exp	38%	29%	37%	37%	
% Change in Total Exp		58%	(18%)	1%	
% Change in Total Rev		13%	9%	1%	
% Change in NCC		134%	(40%)	0%	
Compensation Information					
Permanent Salaries	3,416,848	4,082,646	4,321,997	4,391,997	70,000
Temporary Salaries	0	21,000	29,000	29,000	0
Deferred Comp	46,436	45,057	64,800	66,600	1,800
FICA/Medicare	226,716	273,591	288,797	293,197	4,400
Ret Exp-Pre 97 Retirees	11,417	7,500	7,500	7,500	0
Retirement Expense	1,077,479	1,327,543	1,314,680	1,335,291	20,611
Employee Group Insurance	334,635	439,223	509,847	525,788	15,941
Retiree Health Insurance	149,170	154,308	146,057	146,057	0
OPEB Pre-Pay	103,872	103,872	62,840	62,840	0
Unemployment Insurance	7,652	2,008	2,140	2,175	35
Workers Comp Insurance	25,848	28,145	19,403	19,716	313

Board Support & General Administration

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

County Administrator

General Government

adopted by the Board, coordinating the work performed by County departments and County special districts, and with the assistance of the County Auditor-Controller, preparing and monitoring the annual County budget.

Board Support & General Administration			
Service:			Mandatory
Level of Service:			Discretionary
Expenditures:			\$5,550,348
Financing:			278,189
Net County Cost:			5,272,159
Funding Sources:			
Charges -	1.1%		\$59,131
Divisions & Depts			
Property Tax Adm	3.9%		219,058
General Fund	95.0%		5,272,159
FTE:			15.3

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. 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, and the facilitation of the Racial Justice Oversight Body. 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.

AB 109 Program/Administration			
Service:			Mandatory
Level of Service:			Discretionary
Expenditures:			\$9,167,012
Financing:			8,217,012
Net County Cost:			950,000
Funding Sources:			
State Realignment			
(AB-109)	89.6%		\$8,217,012
General Fund	10.4%		950,000
FTE:			3.8

Labor Relations

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

Labor Relations Summary			
Service:			Mandatory
Level of Service:			Discretionary
Expenditures:			\$2,169,778
Financing:			1,249,572
Net County Cost:			920,206
Funding Sources:			
Charges -	57.6%		\$1,249,572
Divisions & Depts			
General Fund	42.4%		920,206
FTE:			6.0

CCTV & Public Information

Description: Administers cable franchises and community access television (CCTV). Supported primarily by cable TV franchise fees and Public, Education and Government (PEG) Fees.

CCTV & Public Information Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:		\$1,488,708
Financing:		1,488,708
Net County Cost:		0
Funding Sources:		
CATV Franchise	66.3%	\$987,514
PEG Fees	24.0%	357,653
Charges for Svc	9.7%	143,541
FTE:	8.0	

Equal Employment Opportunity

Description: Works to ensure that County employees, applicants, and vendors are provided a professional environment that is free from discrimination and/or harassment.

Equal Employment Opportunity Office Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:		\$287,635
Financing:		10,000
Net County Cost:		277,635
Funding Sources:		
Transfers	3.5%	\$10,000
General Fund	96.5%	277,635
FTE:	2.0	

CAO's Recommendation

Baseline Budget

The fiscal year 2019-20 baseline net County cost decreased by \$4,901,988 from fiscal year 2018-19. The reduction primarily reflects the elimination of restricted prior year fund balance of \$4,542,599 primarily from CATV franchise fees and AB-109 restricted revenue.

Baseline costs for salaries and benefits increased by \$282,170 and includes a 4% cost of living increase as of July 1, 2019. Services and supplies, specifically non-county professional services, decreased by \$873,191. Contributions to other agencies increased by \$1,253,310. The decrease to outside professional services costs as well as the increase in contributions to other agencies reflect adjustments adopted by the Public Protection Committee for the AB109 Community Programs fiscal year 2019-20 budget.

Cost offsets from expenditure transfers increased by \$76,381 and revenue increased by \$945,297. 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,

Recommended Budget

The Recommended Budget includes funding for one Community & Media Relations Specialist in the CCTV division. The position will be 100% funded by fees for services.

The recommended net County cost of \$7,420,000 will provide the funding necessary to maintain baseline services in fiscal year 2019-20.

County Administrator

General Government

Performance Measurements

County Administrator accomplishments during fiscal year 2018-19 include:

- The County Budget has been structurally balanced for eight years in a row. The County received the Government Finance Officers Association Distinguished Budget Presentation Award for each of those eight years.
- Initiated an Opt-in agreement with the State of California – California Complete Count-Census 2020 Office that resulted in an award of \$362,605 to conduct outreach and facilitate a complete and accurate count of all Contra Costa County residents during the 2020 Census.
- After months of negotiations, we have entered into new Contracts with most of our bargaining groups resulting in substantially improved Health Insurance Benefits, and increased wages.
- Continued process on constructing 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. In 2020/21 the new administration building and the new EOC will come on line and will reduce the current \$272 million deferred maintenance backlog by over \$30 million.
- In addition to these two major projects, the County is continuing to design and plan for the West County Re-Entry, Treatment and Replacement Housing Project (WRTH). This project will partially replace space in the older Martinez Detention Facility and will add 96 beds to treat detainees with mental health issues in a more appropriate setting
- Continued strong financial controls including management of the County's OPEB liability (unfunded Liability reduced from \$2.6 B in 2008 to current \$764 M).

- Facilitated one of the first TRUTH Act community forums in the State.
- Discontinued housing ICE detainees at county adult detention facilities.

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
- Develop and implement a strategic outreach plan to engage hard-to-county populations to facilitate a complete and accurate county of all Contra Costa County residents during the 2020 Census.

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.

County Administrator General Government

Provide leadership for Contra Costa County to succeed 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.
- Develop and implement a strategic outreach plan to engage hard-to-count populations to facilitate a complete and accurate count of all Contra Costa County residents during the 2020 Census.

FY 2019-20 Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	3	CCTV	Salaries and Benefits	1.0	113,100	Add 1 Community & Media Relations Specialist.
2	3	CCTV	Revenue	0.0	113,100	Increase Charges for Service revenue.
			Total	1.0	0	

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	10,115,749	10,991,116	11,445,245	11,445,245	0
Services And Supplies	674,599	1,344,973	1,309,554	1,309,554	0
Fixed Assets	0	57,109	42,423	42,423	0
Expenditure Transfers	(4,759,373)	(4,672,473)	(5,419,372)	(5,419,372)	0
Expense Total	6,030,975	7,720,726	7,377,850	7,377,850	0
Revenue					
Other Local Revenue	5,261,914	4,720,726	5,377,850	5,377,850	0
Revenue Total	5,261,914	4,720,726	5,377,850	5,377,850	0
Net County Cost (NCC):	769,061	3,000,000	2,000,000	2,000,000	0
Allocated Positions (FTE)	50.0	52.0	52.0	52.0	0.0
Financial Indicators					
Salaries as % of Total Exp	168%	142%	155%	155%	
% Change in Total Exp		28%	(4%)	0%	
% Change in Total Rev		(10%)	14%	0%	
% Change in NCC		290%	(33%)	0%	
Compensation Information					
Permanent Salaries	6,479,601	7,006,391	7,446,931	7,446,931	0
Temporary Salaries	56,667	215,795	165,484	165,484	0
Permanent Overtime	66	0	0	0	0
Deferred Comp	50,600	52,980	65,820	65,820	0
FICA/Medicare	422,555	439,642	462,805	462,805	0
Ret Exp-Pre 97 Retirees	21,603	24,616	24,616	24,616	0
Retirement Expense	2,086,580	2,260,531	2,288,747	2,288,747	0
Employee Group Insurance	606,583	664,835	714,692	714,692	0
Retiree Health Insurance	164,500	188,958	162,252	162,252	0
OPEB Pre-Pay	76,360	76,360	70,031	70,031	0
Unemployment Insurance	14,528	3,506	3,718	3,718	0
Workers Comp Insurance	136,106	57,502	40,149	40,149	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:	\$7,252,970		
Financing:	5,252,970		
Net County Cost:	2,000,000		
Funding Sources:			
Charges for Svc	68.3%	\$4,952,970	
Property Tax Admin	4.1%	300,000	
General Fund	27.6%	2,000,000	
FTE:	25.0		

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:	\$3,344,402		
Financing:	3,344,402		
Net County Cost:	0		
Funding Sources:			
Charges for Svc	100%	\$3,344,402	
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:	\$2,199,850		
Financing:	2,199,850		
Net County Cost:	0		
Funding Sources:			
Liability Insurance Internal			
Service Fund	100%	\$2,199,850	
FTE:	10.0		

CAO's Recommendation

The baseline net County cost decreased by \$1,000,000 from fiscal year 2018-19.

Salary and benefit costs increased by \$454,127, reflecting a 4% cost of living increase as of July 1, 2019 as well as an increased County share of the costs for benefits. Interdepartmental charges for building occupancy, information technology and telecommunications increased by a net of \$16,253. Contract legal services and fixed assets decreased by \$66,358.

Revenue offsets and expenditure transfers to increased by \$1,404,022 to reflect the estimated charges for service in fiscal year 2019-20.

The recommended net County cost of \$2,000,000 will provide the funding necessary to maintain services in fiscal year 2019-20.

Performance Measurement

Continuing Project to Address Records Management and Retention

The County Counsel's Office currently relies on three separate case/file management systems as well as volumes of paper files as part of its operations. An ongoing departmental project we are undertaking in conjunction with the Department of Information and Technology is to modernize the office's records management systems. These upgrades to the closed case retention and case management procedures are intended to streamline operations, decrease the amount of paper-based records the office handles, and reduce storage costs.

Continuing Efforts to Address Recruitment and Retention

Between 2016 and 2018 the County Counsel's Office lost over 20% of its attorney staff; one person to retirement and six to other employment opportunities. Forty-three percent of our attorneys have been with this Office for five years or less. Given Bay Area housing costs and a highly competitive job market for public and private civil law specialists, attracting and

retaining qualified and dedicated, civil law attorneys is our highest priority. We anticipate that the Board's recent action in approving cost of living increases for attorneys, along with a small increase to the law school loan reimbursement program, will help us keep and develop a new generation of civil law attorneys to help meet the legal demands of the County and our other public clients.

Administrative and Program Goals

Records Management and Retention

We will continue to work with DoIT to identify and implement a digital archiving system that will allow us to digitize files that must be retained, as well as a new case management system. Our goal is to have these systems in place before we move into the new building.

Spacing and Staffing Needs

The County Counsel's Office's occupies three floors of the existing County Administration Building. There is no room for further expansion in our current facility. As we await the construction of the new County Administration Building, we are contemplating how to strategically use the new space with existing and new staff to efficiently address the legal needs of the County and its other public clients.

Resource Allocation

A continuing challenge for the County Counsel's Office is to provide an outstanding level of service to all of our clients including the departments and programs whose legal expenses are supported by the general fund. This year's budget reflects a \$1 million reduction in this department's net County cost allocation. Meeting our ethical obligation to continue to provide superior advice and assistance to these clients will be a significant challenge in the coming year.

Crockett/Rodeo Revenues

General Government

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Services And Supplies	168,199	576,000	276,000	276,000	0
Other Charges	222,961	284,000	284,000	284,000	0
Expense Total	391,160	860,000	560,000	560,000	0
Net County Cost (NCC):	391,160	860,000	560,000	560,000	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		120%	(35%)	0%	
% Change in Total Rev		0%	0%	0%	
% Change in NCC		120%	(35%)	0%	

Crockett/Rodeo Revenues

Description: To budget appropriations attributable to the property tax increment from the co-generation facility in Crockett and the Ultra Low Sulfur Diesel Fuel Project at the Philips 66 Rodeo facility (previously the Reformulated Gasoline Project), for both capital and program uses.

The Crockett Cogeneration allocation is split with 43% transferred to the Crockett Community Foundation to be spent on various community benefit programs and 57% transferred to the Sheriff's Office for police services in the Community of Crockett (based on December 12, 1995 action by the County Board of Supervisors).

The Philips 66 – Ultra Low Sulfur Diesel Fuel Project allocation (based on the April 19, 2005 action by the County Board of Supervisors) stipulates that approximately \$60,000 be allocated annually for projects in the Rodeo, Crockett, and Tormey communities.

Crockett/Rodeo Revenues		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$560,000
Financing:		0
Net County Cost:		560,000
Funding Sources:		
General Fund	100.0%	\$560,000

CAO's Recommendation

The Baseline budget decreased by \$300,000 from FY 2018-19, reflecting the elimination of prior year fund balance. Any unspent appropriations at year-end are carried over to the following year.

The estimated budget is based on prior year trends of assessed valuations. The actual return-to-source shares are determined each year upon notification received from the County Assessor's Office.

Crockett/Rodeo Revenues
General Government

Debt Service General Government

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Services And Supplies	2,365	0	0	0	0
Expense Total	2,365	0	0	0	0
Revenue					
Other Local Revenue	3,291,730	2,500,000	2,500,000	2,500,000	0
State Assistance	31,849	0	0	0	0
Revenue Total	3,323,578	2,500,000	2,500,000	2,500,000	0
Net County Cost (NCC):	(3,321,213)	(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		(25%)	0%	0%	
% Change in NCC		(25%)	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.

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:	\$43,600,399		
Financing:	43,600,399		
Net Fund Cost:	0		
Funding Sources:			
Use of Money	0.6%	\$270,000	
Transfers	99.4%	43,330,399	

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 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 \$3.3 million ad valorem property tax in FY 2017-18 and is expected to receive approximately \$2.5 to \$3.5 million in FY 2018-19 from this source and each year thereafter until the agreement is fulfilled in approximately FY 2023-24. Prior to FY 2019-20, each year's property tax exchange appeared as a negative net County cost in our General Fund 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 2019-20.

For detailed information of the County's overall current debt position, please see page 533.

Debt Service
General Government

Department of Information Technology Summary

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	10,882,617	13,120,118	13,854,665	13,854,665	0
Services And Supplies	12,090,676	14,254,193	13,348,119	13,348,119	0
Other Charges	1,382,911	1,992,793	1,882,658	1,882,658	0
Fixed Assets	446,759	160,950	0	0	0
Expenditure Transfers	(17,414,445)	(19,439,374)	(20,578,713)	(20,578,713)	0
Expense Total	7,388,518	10,088,680	8,506,729	8,506,729	0
Revenue					
Other Local Revenue	7,549,067	9,626,680	8,411,729	8,411,729	0
Revenue Total	7,549,067	9,626,680	8,411,729	8,411,729	0
Net County Cost (NCC):	(160,549)	462,000	95,000	95,000	0
Allocated Positions (FTE)	82.0	84.0	84.0	84.0	0.0
Financial Indicators					
Salaries as % of Total Exp	147%	130%	163%	163%	
% Change in Total Exp		37%	(16%)	0%	
% Change in Total Rev		28%	(13%)	0%	
% Change in NCC		(388%)	(79%)	0%	
Compensation Information					
Permanent Salaries	6,213,812	7,734,841	8,297,847	8,297,847	0
Temporary Salaries	222,500	70,000	70,005	70,005	0
Permanent Overtime	162,957	112,000	122,999	122,999	0
Deferred Comp	77,665	110,820	114,420	114,420	0
FICA/Medicare	483,512	584,334	626,670	626,670	0
Ret Exp-Pre 97 Retirees	19,703	20,949	22,068	22,068	0
Retirement Expense	1,907,098	2,412,512	2,503,463	2,503,463	0
Excess Retirement	20,038	0	0	0	0
Employee Group Insurance	845,154	1,121,416	1,246,788	1,246,788	0
Retiree Health Insurance	539,375	561,883	561,883	561,883	0
OPEB Pre-Pay	313,440	313,440	226,274	226,274	0
Unemployment Insurance	14,721	3,867	4,166	4,166	0
Workers Comp Insurance	62,643	74,056	58,083	58,083	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	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	8,366,624	9,921,868	10,616,357	10,616,357	0
Services And Supplies	4,704,874	6,816,613	6,396,132	6,396,132	0
Other Charges	1,039,898	1,323,414	1,033,178	1,033,178	0
Fixed Assets	195,247	160,950	0	0	0
Expenditure Transfers	(11,038,054)	(12,991,145)	(13,856,092)	(13,856,092)	0
Expense Total	3,268,590	5,231,700	4,189,575	4,189,575	0
Revenue					
Other Local Revenue	3,351,590	5,014,700	4,189,575	4,189,575	0
Revenue Total	3,351,590	5,014,700	4,189,575	4,189,575	0
Net County Cost (NCC):	(83,000)	217,000	0	0	0
Allocated Positions (FTE)	60.3	62.3	63.0	63.0	0.0
Financial Indicators					
Salaries as % of Total Exp	256%	190%	253%	253%	
% Change in Total Exp		60%	(20%)	0%	
% Change in Total Rev		50%	(16%)	0%	
% Change in NCC		(361%)	(100%)	0%	
Compensation Information					
Permanent Salaries	4,769,698	5,881,031	6,413,752	6,413,752	0
Temporary Salaries	222,500	70,000	70,005	70,005	0
Permanent Overtime	59,463	0	5,999	5,999	0
Deferred Comp	64,795	88,980	97,200	97,200	0
FICA/Medicare	368,268	442,518	481,919	481,919	0
Ret Exp-Pre 97 Retirees	15,520	15,869	16,988	16,988	0
Retirement Expense	1,473,516	1,821,024	1,916,895	1,916,895	0
Excess Retirement	20,038	0	0	0	0
Employee Group Insurance	608,346	826,164	919,699	919,699	0
Retiree Health Insurance	444,872	455,387	455,387	455,387	0
OPEB Pre-Pay	257,248	257,248	186,355	186,355	0
Unemployment Insurance	11,288	2,941	3,220	3,220	0
Workers Comp Insurance	51,072	60,706	48,938	48,938	0

Department of Information Technology

General Government

Information Technology

The Department of Information Technology (DoIT), is a comprehensive technology organization committed to employing innovative technology solutions. DoIT prides itself in providing excellent customer service. The department supports internal and external customers with business and technology solutions that support public services.

DoIT supports the County through its organizational divisions of Administration, Operations, Customer Service Center, Systems & Programming, Desktop and Network Services, and these countywide supported programs:

- Information Security
- Public Safety Radio System
- Countywide Microwave System, Telecommunications
- Wide Area Network

Information Technology Summary			
Service:			Mandatory
Level of Service:			Discretionary
Expenditures:			\$18,045,667
Financing:			18,045,667
Net County Cost:			0
Funding Sources:			
User Fees	100.0%		\$18,045,667
FTE:	63.0		

Major Department Responsibilities

The Department of Information Technology provides a full portfolio of technology and business intelligence services. This includes supporting the countywide public safety radio – East Bay Regional Communication System (EBRCS) and telephone systems. DoIT manages the central enterprise computing system consisting of on premise servers, storage, and virtual technologies. This encompasses the Wide Area Network spanning

525 devices that connect 62 physical County locations. DoIT also supports numerous Local Area Networks and communication systems, and provides business and technical consulting services to all its customers.

Administration

Description: Provides leadership, accounting and administrative services to support DoIT in achieving efficiencies and transparency in daily operations. Provides customer service in all areas of DoIT.

Administration Summary		
Level of Discretion:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$833,699	
Financing:	833,699	
Net County Cost:	0	
Funding Sources:		
Charges for Svcs	100.0%	\$833,699
FTE:	12.0	

Information Security

Description: Provides vigilant oversight of information networks and computer systems to maintain awareness and adaptability in an ever-changing environment of security threats from hackers and malware. Provides leadership and expertise in building a robust and sustainable defensive posture that adapts to the complex information security threat landscape, concentrating efforts in the following areas:

- Security awareness for County employees
- Cyber intelligence
- Vulnerability management for County systems
- Advanced endpoint protection
- Account management
- Configuration management
- Data access management

Department of Information Technology

General Government

Information Security Summary		
Level of Discretion:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$804,208	
Financing:	804,208	
Net County Cost:	0	
Funding Sources:		
Charges for Svcs	40.4%	\$325,042
Transfers	59.6%	479,166
FTE:	1.0	

Network Services

Description: Provides advanced network technologies to design, implement, and support the County's wide array of systems, applications, storage and email services. Delivers service over leading-edge transport technology, allowing the County to share data, collaborate, and host applications both internal and external to the County. Supports an environment with services located on premise and systems that have been migrated to the private, government, County-supported cloud service.

Network Services Summary		
Level of Discretion:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$2,133,192	
Financing:	2,133,192	
Net County Cost:	0	
Funding Sources:		
Charges for Svcs	2.9%	\$ 62,272
Transfers	97.1%	2,070,520
FTE:	9.0	

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:	\$3,503,913	
Financing:	3,503,913	
Net County Cost:	0	
Funding Sources:		
Charges for Svcs	33.3%	\$1,167,275
Transfers	66.7%	2,336,638
FTE:	8.2	

Department of Information Technology

General Government

Geographic Information System (GIS)

Description: Creates and maintains maps and geographic information for Contra Costa County, and provides high-level project management to County GIS endeavors. Manages the enterprise GIS data repository and facilitates the sharing and integration of geographically referenced information among multiple agencies and users.

GIS Support Summary		
Level of Discretion:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$930,281
Financing:		880,281
Net County Cost:		50,000
Funding Sources:		
Charges for Svcs	30.2%	281,086
Transfers	64.4%	599,195
General Fund	5.4%	50,000
FTE:	5.1	

Systems and Programming

Description: Maintains a wide variety of enterprise and departmental applications, in addition to providing business requirements, system analysis, custom development and project management services for many departments.

Systems and Programming Summary			
Level of Discretion:	Discretionary		
Level of Service:	Discretionary		
Expenditures:	\$5,541,181		
Financing:	5,591,181		
Net County Cost:	(50,000)		
Funding Sources:			
Charges for Svcs	15.6%	\$	864,525
Transfers	85.3%		4,726,656
General Fund	(0.9%)		(50,000)
FTE:	22.6		

Wide Area Network (WAN)

Description: Insures reliable, secure, and fast support and maintenance of the County's WAN infrastructure.

Wide Area Network Summary			
Level of Discretion:	Discretionary		
Level of Service:	Discretionary		
Expenditures:	\$4,299,194		
Financing:	4,299,194		
Net County Cost:	0		
Funding Sources:			
Charges for Svcs	34.6%	\$1,488,975	
Transfers	65.4%	2,810,219	
FTE:	5.0		

Department of Information Technology

General Government

Telecommunications Budget

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	2,515,993	3,198,250	3,238,308	3,238,308	0
Services And Supplies	7,385,802	7,437,580	6,951,987	6,951,987	0
Other Charges	343,013	669,379	849,480	849,480	0
Fixed Assets	251,511	0	0	0	0
Expenditure Transfers	(6,376,391)	(6,448,229)	(6,722,621)	(6,722,621)	0
Expense Total	4,119,928	4,856,980	4,317,154	4,317,154	0
Revenue					
Other Local Revenue	4,197,477	4,611,980	4,222,154	4,222,154	0
Revenue Total	4,197,477	4,611,980	4,222,154	4,222,154	0
Net County Cost (NCC):	(77,549)	245,000	95,000	95,000	0
Allocated Positions (FTE)	21.8	21.8	21.0	21.0	0.0
Financial Indicators					
Salaries as % of Total Exp	61%	66%	75%	75%	
% Change in Total Exp		18%	(11%)	0%	
% Change in Total Rev		10%	(8%)	0%	
% Change in NCC		(416%)	(61%)	0%	
Compensation Information					
Permanent Salaries	1,444,114	1,853,809	1,884,094	1,884,094	0
Permanent Overtime	103,494	112,000	117,000	117,000	0
Deferred Comp	12,870	21,840	17,220	17,220	0
FICA/Medicare	115,244	141,816	144,751	144,751	0
Ret Exp-Pre 97 Retirees	4,183	5,080	5,080	5,080	0
Retirement Expense	433,582	591,487	586,568	586,568	0
Employee Group Insurance	236,808	295,251	327,089	327,089	0
Retiree Health Insurance	94,503	106,496	106,496	106,496	0
OPEB Pre-Pay	56,192	56,192	39,919	39,919	0
Unemployment Insurance	3,433	927	946	946	0
Workers Comp Insurance	11,571	13,351	9,144	9,144	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. Administers the County's information security systems.

Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$11,039,775
Financing:	10,944,775
Net County Cost:	95,000

Funding Sources:		
Charges for Svcs	60.9%	\$6,722,621
Transfers	38.2%	4,222,154
General Fund	0.9%	95,000

FTE: 21.0

CAO's Recommendation

The FY 2019-20 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.

Wide Area Network (WAN) rates are increased by 2.4% and telephone line/port billing rates are decreased by 6.5% from the current year rates to offset the recommended level of expenditure.

Baseline expenditures are decreased by \$442,612 from the FY 2018-19 Budget, reflecting the following adjustments:

- Decreases totaling \$1,126,415 to building occupancy, equipment and maintenance costs;

- Increases totaling \$734,550 to salaries and benefits, reflecting negotiated wage adjustments and the annualized cost of two GIS Technician positions that were added in 2018;
- Increase of \$383,845 to Communications toward the Countywide conversion of the PBX to a VOIP (Voice Over Internet Protocol) telephone system, which will provide the County with a fully redundant network and advanced 9-1-1 system. This phased conversion is expected to be completed in FY 2020-21;
- Decreases totaling \$367,000, reflecting the removal of one-time venture capital funding;
- Increases totaling \$170,280 to training and professional memberships;
- Decrease of \$126,600 to debt service for lease-purchased assets; and
- Miscellaneous adjustments resulting in a net decrease of \$111,272.

Revenue is decreased by \$75,612 from the FY 2018-19 budgeted level.

A General Fund allocation of \$95,000 is recommended to offset unreimbursed costs related to the implementation of the East Bay Regional Communications System.

Performance Measurement

- 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:

Department of Information Technology

General Government

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

The County's P25 radio communication system was available 99.9% of the time. The 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 WAN was available 99.8% of the time. The 0.2% unavailable period was due to the March 2018 UPS fire and routine scheduled 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.

- Reduce the requirement and cost for cabling for high-speed service for mobile devices by designing and incorporating wireless networks for additional specific County locations.
- Increase disaster recovery process by implementing a Countywide alternative provider for high-speed internet access connection.

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's 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 WAN is available for systems such as email, internal websites, 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.

Employee/Retiree Benefits General Government

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	475,988	962,164	620,874	620,874	0
Services And Supplies	4,757,605	21,756,788	4,929,126	4,929,126	0
Expenditure Transfers	(59,654)	(50,000)	(50,000)	(50,000)	0
Expense Total	5,173,939	22,668,952	5,500,000	5,500,000	0
Revenue					
Other Local Revenue	1,653,886	0	0	0	0
Revenue Total	1,653,886	0	0	0	0
Net County Cost (NCC):	3,520,053	22,668,952	5,500,000	5,500,000	0
Financial Indicators					
Salaries as % of Total Exp	9%	4%	11%	11%	
% Change in Total Exp		338%	(76%)	0%	
% Change in Total Rev		(100%)	0%	0%	
% Change in NCC		544%	(76%)	0%	
Compensation Information					
Retirement Expense	(486,703)	0	0	0	0
Retiree Health Insurance	463,203	462,676	428,618	428,618	0
OPEB Pre-Pay	499,488	499,488	192,256	192,256	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:	\$4,879,126	
Financing:	0	
Net County Cost:	4,879,126	
Funding Sources:		
General Fund	100.0%	\$4,879,126

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:		\$670,874
Financing:		50,000
Net County Cost:		620,874
Funding Sources:		
General Fund	92.5%	\$620,874
Interdept Charges	7.5%	50,000

CAO's Recommendation

The FY 2019-20 Baseline budget shows a reduction of \$17.1 million from FY 2018-19. The reduction reflects the elimination of prior year fund balance that is rebudgeted each year during close-out. The majority of the fund balance is generated from Medicare Part D Reimbursements for the costs of retiree health benefits. Annual experience is reflected in the 2017-18 Actuals column (\$5.2 million), which is more in-line with FY 2019-20 projected use (\$5.5 million).

The FY 2019-20 Recommended net County cost of \$5,500,000 reflects sufficient appropriations 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 to specific departments, and therefore cannot be charged to County departments.

General Purpose Revenue General Government

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Revenue					
Other Local Revenue	464,213,656	476,120,442	490,900,000	490,900,000	0
Federal Assistance	7,337	0	0	0	0
State Assistance	2,238,124	1,650,000	1,650,000	1,650,000	0
Revenue Total	466,459,117	477,770,442	492,550,000	492,550,000	0
Net County Cost (NCC):	(466,459,117)	(477,770,442)	(492,550,000)	(492,550,000)	0
Financial Indicators					
% Change in Total Rev		2%	3%	0%	
% Change in NCC		2%	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:		492,550,000
Net County Cost:		(492,550,000)
Funding Sources:		
Property Taxes	84.8%	\$400,500,000
Other Taxes	6.1%	26,500,000
License Franchise	1.7%	8,900,000
Fines Penalties	2.3%	20,200,000
Use of Money	1.2%	20,000,000
Intergovernmental	1.8%	8,150,000
Charges for Service	2.0%	8,000,000
Miscellaneous Rev	0.1%	300,000

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 steadily. The State Board of Equalization has announced an inflation factor of two percent (1.02) for FY 2019-20 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 6.34%, FY 2017-18 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 \$477,770,442 budgeted general purpose revenue in FY 2018-19 includes \$30,148,442 in fund balance for construction of the Administration and Office of Emergency Services projects described in the Capital Improvement Plan on page 527. These Other Local Revenue monies were appropriated

General Purpose Revenue

General Government

from reserves during the current fiscal year and are not an on-going source of revenue. If the fund balance were not included in that figure, the FY 2018-19 budgeted amount would be \$447,622,000.

Additionally, the FY 2017-18 budget includes \$20,000,000 in Other Local Revenue from the Tax Losses Reserve Fund. The FY 2018-19 Budgeted General Purpose Revenues included \$10 million in transfers from the Tax Losses Reserve Fund for deferred facility maintenance projects. Although this \$10 million is not a permanent source of funding, it is recommended that \$20 million be budgeted again for FY 2019-20.

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	5,696,734	6,846,851	7,047,271	6,737,271	(310,000)
Services And Supplies	3,907,667	6,405,452	5,543,028	5,484,450	(58,578)
Expenditure Transfers	(657,614)	(688,517)	(688,517)	(688,517)	0
Expense Total	8,946,787	12,563,786	11,901,782	11,533,204	(368,578)
Revenue					
Other Local Revenue	7,172,253	8,865,646	8,333,204	8,333,204	0
Revenue Total	7,172,253	8,865,646	8,333,204	8,333,204	0
Net County Cost (NCC):	1,774,535	3,698,140	3,568,578	3,200,000	(368,578)
Allocated Positions (FTE)	52.0	52.0	52.0	50.0	(2.0)
Financial Indicators					
Salaries as % of Total Exp	64%	54%	59%	58%	
% Change in Total Exp		40%	(5%)	(3%)	
% Change in Total Rev		24%	(6%)	0%	
% Change in NCC		108%	(4%)	(10%)	
Compensation Information					
Permanent Salaries	3,436,956	4,178,800	4,369,027	4,161,157	(207,870)
Temporary Salaries	687	12,800	12,800	12,800	0
Permanent Overtime	1,083	4,500	4,500	4,500	0
Deferred Comp	67,629	79,020	88,020	86,220	(1,800)
Comp & SDI Recoveries	(67)	0	0	0	0
FICA/Medicare	255,654	313,992	331,751	317,739	(14,012)
Ret Exp-Pre 97 Retirees	11,012	13,321	13,321	13,321	0
Retirement Expense	1,072,562	1,282,920	1,292,474	1,235,640	(56,834)
Employee Group Insurance	442,737	576,671	635,345	606,854	(28,491)
Retiree Health Insurance	198,256	199,872	182,184	182,184	0
OPEB Pre-Pay	103,468	103,468	87,495	87,495	0
Unemployment Insurance	7,738	2,089	2,168	2,086	(82)
Workers Comp Insurance	99,019	79,397	28,186	27,275	(911)

Human Resources

General Government

Department Description

The preceding 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

Administration

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:	\$1,725,330		
Financing:	2,139,234		
Net County Cost:	(413,904)		
Funding Sources:			
Charges	97.4%	\$1,680,133	
Transfers	26.5%	457,101	
Miscellaneous	0.1%	2,000	
General Fund	(24.0%)	(413,904)	
FTE:	5.0		

Employee Benefits

Description: Formulates and implements policies for the administration of benefit programs and services that assist the County in maintaining a competitive compensation package and that contribute to the health and well-being of County employees and retirees. Specific programs include State Disability Insurance; Deferred Compensation; Health Plan Administration; Health Care Spending Account;

Supplemental Life Insurance; Unemployment Insurance; Long-Term Disability Insurance; Delta Dental; Dependent Care Assistance Program; CVC Eye Screening Program; Catastrophic Leave; and the Employee Assistance Program. The programs represent a mix of insured and self-insured programs.

Employee Benefits Summary			
Service:	Mandatory		
Level of Service:	Discretionary		
Expenditures:	\$6,635,901		
Financing:	6,635,901		
Net County Cost:	0		
Funding Sources:			
Charges	100.0%	\$6,635,901	
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.

Human Resources General Government

Personnel Services Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$3,813,904	
Financing:	200,000	
Net County Cost:	3,613,904	
Funding Sources:		
Transfers	5.2%	\$200,000
General Fund	94.8%	3,613,904
FTE:	24.0	

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.

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

Baseline Budget

The fiscal year 2019-20 Baseline net County cost decreased by a net of \$129,562 from fiscal year 2018-19.

One-time appropriations of \$387,140 which had been rebudgeted from fiscal year 2018-19 as restricted money were eliminated from the Baseline. Salaries and benefits increased by \$200,420, reflecting both a 4% negotiated cost

of living increase as well as increases to the County's share of employee health costs.

Services and supplies decreased by \$475,283 due mainly to reductions in non-County professional, specialized services.

Revenue decreased by \$532,442 due to a decrease anticipated from the A87 cost allocation plan as well as decreases anticipated from the Employee Benefits division.

Recommended Budget

In order to meet target reductions for fiscal year 2019-20, the County Administrator is recommending a further reduction of \$368,578.

The Department will achieve this reduction by eliminating two positions, downgrading one position and reducing operating expenses.

The recommended net County cost of \$3,200,000 will provide the funding necessary to provide basic services in fiscal year 2019-20.

Performance Measurement

- Conducted Executive recruitments for the following key positions:
 - Agricultural Commissioner/Weights and Measures Sealer
 - Assistant Fire Chief/Fire Marshall
 - Chief Executive Officer, Contra Costa Regional Medical Center
 - Assistant Chief Information Officer
- Other high-level recruitments included:
 - Chief Financial Officer – Employment and Human Services Department
 - Chief of Plant Operations, Health Services Department
 - Chief Assistant Director of Child Support Services

Human Resources

General Government

- Administered 19 large-volume recruitments:

Job Title	Applications Received
Deputy Sheriff-Recruit	1823
Juvenile Institution Officer I	1349
Firefighter Recruit	1085
Sheriff's Dispatcher I	766
Social Worker II	760
Clerk - Experienced Level	532
Information Systems Assistant II	491
Clerk -Beginning Level – Project	477
Social Worker	449
Social Worker III	397
Executive Secretary- Exempt	392
Library Assistant-Journey Level	326
Fingerprint Technician I	318
Deputy Sheriff (Lateral)	242
Deputy Probation Officer I	219
Firefighter Paramedic – Recruit	212
Storekeeper	212
Pharmacist I	210
Account Clerk-Experienced Level	200

- Processed 210 Personnel Adjustment Resolutions (P300's)

Technology

Implemented online requisition and hiring in the County's applicant tracking system, Neogov. Implemented use of eSkill, an online un-proctored testing platform. It gives job candidates a more flexible testing experience and reduces the amount of time required of HR staff as well as County job experts, supervisors and managers in administering assessments.

Implemented AppointmentsPlus to allow candidates to self-schedule for fingerprinting and completion of Part II of the I-9 Employment Eligibility Verification.

Expanded online open enrollment to CalPERS medical plans.

Benefits and Leave Administration

Conducted RFP for Deferred Compensation recordkeeper services, including recordkeeping/administration, communication/education, onsite education, participant investment advisory,

investment management and custodial trustee services

Created Fact Sheets for Family Medical Leave Act/California Family Rights Act, State Disability Insurance/Paid Family Leave, Pregnancy Disability Leave/Baby Bonding and created and/or revised all leave of absence forms to ensure compliance with state and federal requirements.

Expanded training program for managers, supervisors and departmental personnel staff on Leave of Absences policies and procedures to all departments; established quarterly training for Health Services Department; provided training for the Spring and Fall sessions of Risk Management-provided Supervisor and Manager training program; and provided three training sessions open to all departments.

Increased percentage of employees participating in 457 from 53% in calendar year 2016 to 63% in calendar year 2017 to 65% in calendar year 2018

Recruitment and Classification/Compensation

Introduced competency-based recruitment as part of modernization and streamlining of recruitment and assessment process efforts. Competency modeling goes beyond evaluating candidates and employees "on paper" and aims to measure the capabilities and potential of individuals.

Established partnership with Biddle Consulting Group to develop computer-based testing for positions that historically experience high turnover. Development of a Social Worker examination is underway.

Other

Developed County-wide training program, Building a High-Trust Workplace, and delivered training to pilot group of 69 management employees from the following departments: Health Services, Employment and Human Services, Animal Services, Department of Child Support Services, District Attorney's Office, Library Services, Probation, Risk Management, Treasurer-Tax Collector's Office, as well as all Human Resources Department staff. The goal of this program is to create and maintain an

environment where employees fully engage and contribute in service to the residents. The training is a practical, hands-on program with real world scenarios on communication skills related to “tough” conversations. The focus is on building confidence in addressing high conflict issues in the workplace, communicating “new norms” and clarifying approaches for new rules of workplace engagement.

Established contracts with three firms for investigative services to perform impartial fact-finding services on demand when County receives complaints of workplace misconduct by employees. Having external investigators available greatly enhances the County's ability to respond and investigate in an expeditious and impartial manner.

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

Graduated the third 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 in December, 2018.

Administrative and Program Goals

Technology

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 welcome new employees and enhance the onboarding experience.

Implement Smart ERP, an add-on solution designed to address common PeopleSoft application functionality deficiencies. Smart ERP is like a virtual sheet of glass that gets bolted

onto the existing PeopleSoft system, combining PeopleSoft data and necessary additional information into a single user interface.

Convert paper files to digital filing system in preparation for move to new administrative building.

Expand online, unproctored testing to reduce staff time associated with testing and provide a more flexible candidate experience.

Benefits

Transition deferred compensation plan to vendor selected to provide Deferred Compensation Recordkeeper services following RFP. Promote and educate employees about the Deferred Compensation 457 Plan to increase the number of employees that are participating as well as amount of income being deferred to improve retirement readiness.

Update the Deferred Compensation Committee bylaws, including review of investment strategy.

Finalize Leave Guide update and provide training to managers, supervisors and departmental human resources staff on leave management requirements, processes and procedures.

Monitor government actions related to the Affordable Care Act and take action as needed. Expand online open enrollment to retirees.

Recruitment and Classification/Compensation

Initiate integration of the competency framework into the entire employee lifecycle, beginning from recruitment, through assessment and selection, and, once an employee has been hired, into training/development and performance management.

Complete, roll out and evaluate computer-based Social Worker examination. Develop computer-based examination for Juvenile Institutions Officer.

Develop training for Hiring Managers throughout the County so they can serve as a liaison to their candidates through the pre-employment process.

Human Resources

General Government

Develop resources for applicants and candidates to help improve the candidate experience and create a more person-centered hiring process.

Other

Update the Personnel Management Regulations and Salary Regulations to align with modern human resources best practices.

Conduct process mapping to identify and eliminate redundancies in standard processes.

Roll out Building a High-Trust Workplace training Countywide.

Continue to deepen 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.

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

FY 2019-20

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	(30,000)	Eliminate 1 HR Projects Manager position and add 1 Administrative Services Officer position.
2	3	Personnel Services	Salaries and Benefits	(2.0)	(280,000)	Eliminate 1 HR Supervisor and 1 Clerk-Senior Level position.
3	3	Personnel Services	Services and Supplies	0.0	(58,578)	Reduce miscellaneous operating costs.
			Total	(2.0)	(68,578)	

Library Budget Summary

County Library Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	20,062,218	24,628,412	25,476,509	25,476,509	0
Services And Supplies	5,905,409	11,082,720	6,384,829	6,384,829	0
Other Charges	2,877,900	5,943,220	2,647,997	2,647,997	0
Fixed Assets	316,276	480,040	300,000	300,000	0
Expenditure Transfers	45,443	47,443	46,665	46,665	0
Expense Total	29,207,247	42,181,835	34,856,000	34,856,000	0
Revenue					
Other Local Revenue	32,475,612	32,729,684	34,782,000	34,782,000	0
Federal Assistance	192	0	0	0	0
State Assistance	320,521	76,000	74,000	74,000	0
Revenue Total	32,796,325	32,805,684	34,856,000	34,856,000	0
Net Fund Cost (NFC):	(3,589,078)	9,376,151	0	0	0
Allocated Positions (FTE)	197.8	200.7	200.7	200.7	0.0
Financial Indicators					
Salaries as % of Total Exp	69%	58%	73%	73%	
% Change in Total Exp		44%	(17%)	0%	
% Change in Total Rev		0%	6%	0%	
% Change in NFC		(361%)	(100%)	0%	
Compensation Information					
Permanent Salaries	11,315,502	14,197,089	14,771,539	14,771,539	0
Temporary Salaries	1,168,909	1,646,291	1,716,863	1,716,863	0
Permanent Overtime	130,696	52,300	52,300	52,300	0
Deferred Comp	111,630	166,476	197,820	197,820	0
Comp & SDI Recoveries	(2,851)	0	0	0	0
FICA/Medicare	932,433	1,189,909	1,235,276	1,235,276	0
Ret Exp-Pre 97 Retirees	32,874	36,063	36,063	36,063	0
Retirement Expense	3,196,158	3,843,695	3,759,240	3,759,240	0
Employee Group Insurance	1,532,237	1,885,050	2,397,095	2,397,095	0
Retiree Health Insurance	790,185	793,649	764,592	764,592	0
OPEB Pre-Pay	461,930	461,930	337,936	337,936	0
Unemployment Insurance	28,009	6,158	6,368	6,368	0
Workers Comp Insurance	364,506	349,801	201,417	201,417	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:		
\$34,856,000		
Financing:		
34,856,000		
Net Fund Cost:		
0		
Funding Sources:		
Property Taxes	88.5%	\$30,829,000
Intergovernmental	10.4%	3,631,298
State	0.6%	224,330
Fees	0.2%	74,000
Other	0.3%	97,372
FTE: 200.7		

Library Administration and Support Services Budget

County Library Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	7,279,885	9,108,413	9,340,507	9,340,507	0
Services And Supplies	4,459,785	7,010,214	3,497,116	3,497,116	0
Other Charges	1,530,786	1,721,149	1,400,610	1,400,610	0
Fixed Assets	148,582	380,040	300,000	300,000	0
Expenditure Transfers	45,443	47,443	46,665	46,665	0
Expense Total	13,464,481	18,267,259	14,584,898	14,584,898	0
Revenue					
Other Local Revenue	559,377	587,335	265,898	265,898	0
State Assistance	125,466	76,000	74,000	74,000	0
Revenue Total	684,843	663,335	339,898	339,898	0
Net Fund Cost (NFC):	12,779,638	17,603,924	14,245,000	14,245,000	0
Allocated Positions (FTE)					
	60.4	60.8	60.8	60.8	0.0
Financial Indicators					
Salaries as % of Total Exp	54%	50%	64%	64%	
% Change in Total Exp		36%	(20%)	0%	
% Change in Total Rev		(3%)	(49%)	0%	
% Change in NFC		38%	(19%)	0%	
Compensation Information					
Permanent Salaries	3,819,838	5,141,861	5,480,092	5,480,092	0
Temporary Salaries	66,712	112,531	151,680	151,680	0
Permanent Overtime	26,335	14,200	14,200	14,200	0
Deferred Comp	35,759	52,800	52,560	52,560	0
Comp & SDI Recoveries	(2,851)	0	0	0	0
FICA/Medicare	286,581	362,274	383,744	383,744	0
Ret Exp-Pre 97 Retirees	12,085	12,181	12,181	12,181	0
Retirement Expense	1,174,010	1,402,417	1,391,966	1,391,966	0
Employee Group Insurance	487,527	629,689	677,419	677,419	0
Retiree Health Insurance	790,185	793,649	764,592	764,592	0
OPEB Pre-Pay	461,930	461,930	337,936	337,936	0
Unemployment Insurance	8,692	2,161	2,293	2,293	0
Workers Comp Insurance	113,082	122,720	71,845	71,845	0

Library

General Government

Library-Admin & Support Services Summary			
Service:			Discretionary
Level of Services:			Discretionary
Expenditures:		\$14,584,898	
Financing:		339,898	
Net Fund Cost:		14,245,000	
Funding Sources:			
Property Taxes	97.6%	\$14,245,000	
Intergovernmental	0.7%	100,450	
State	0.5%	74,000	
Fees	0.6%	82,800	
Other	0.6%	82,648	
FTE:	60.8		

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:		\$7,469,704	
Financing:		63,648	
Net Fund Cost:		7,406,056	
Funding Sources:			
Property Taxes	99.1%	\$7,406,056	
Other	0.9%	63,648	
FTE:	23.6		

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.

Library General Government

Support Services		
Service:	Discretionary	
Level of Services:	Discretionary	
Expenditures:	\$5,207,507	
Financing:	28,050	
Net Fund Cost:	5,179,457	
Funding Sources:		
Property Taxes	99.4%	\$5,179,457
Intergovernmental	0.5%	26,250
Fees	0.1%	1,800
FTE:	25.2	

Countywide Services		
Service:	Discretionary	
Level of Services:	Discretionary	
Expenditures:	\$1,907,688	
Financing:	248,200	
Net Fund Cost:	1,659,488	
Funding Sources:		
Property Taxes	87.0%	\$1,659,488
Intergovernmental	3.9%	74,200
State	3.9%	74,000
Fees	4.2%	81,000
Other	1.0%	19,000
FTE:	12.0	

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 Leshner 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	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	12,782,333	15,519,999	16,136,002	16,136,002	0
Services And Supplies	1,445,624	4,072,506	2,887,713	2,887,713	0
Other Charges	1,347,115	4,222,071	1,247,387	1,247,387	0
Fixed Assets	0	100,000	0	0	0
Expense Total	15,575,071	23,914,576	20,271,102	20,271,102	0
Revenue					
Other Local Revenue	3,409,071	3,200,435	3,687,102	3,687,102	0
Revenue Total	3,409,071	3,200,435	3,687,102	3,687,102	0
Net Fund Cost (NFC):	12,166,000	20,714,141	16,584,000	16,584,000	0
Allocated Positions (FTE)	137.4	139.9	139.9	139.9	0.0
Financial Indicators					
Salaries as % of Total Exp	82%	65%	80%	80%	
% Change in Total Exp		54%	(15%)	0%	
% Change in Total Rev		(6%)	15%	0%	
% Change in NFC		70%	(20%)	0%	
Compensation Information					
Permanent Salaries	7,495,664	9,055,228	9,291,447	9,291,447	0
Temporary Salaries	1,102,196	1,533,760	1,565,183	1,565,183	0
Permanent Overtime	104,361	38,100	38,100	38,100	0
Deferred Comp	75,871	113,676	145,260	145,260	0
FICA/Medicare	645,852	827,635	851,533	851,533	0
Ret Exp-Pre 97 Retirees	20,790	23,882	23,882	23,882	0
Retirement Expense	2,022,148	2,441,278	2,367,274	2,367,274	0
Employee Group Insurance	1,044,711	1,255,361	1,719,676	1,719,676	0
Unemployment Insurance	19,317	3,998	4,075	4,075	0
Workers Comp Insurance	251,423	227,082	129,572	129,572	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:		
\$20,271,102		
Financing:		
3,687,102		
Net Fund Cost:		
16,584,000		
Funding Sources:		
Property Taxes	81.8%	\$16,584,000
Intergovernmental	17.4%	3,530,848
Fees	0.7%	141,530
Other	0.1%	14,724
FTE: 139.9		

Library

General Government

Revenue – County Library Taxes

County Library Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Revenue					
Other Local Revenue	28,507,164	28,941,914	30,829,000	30,829,000	0
Federal Assistance	192	0	0	0	0
State Assistance	195,055	0	0	0	0
Revenue Total	28,702,411	28,941,914	30,829,000	30,829,000	0
Net Fund Cost (NFC):	(28,702,411)	(28,941,914)	(30,829,000)	(30,829,000)	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp					
% Change in Total Rev		1%	7%	0%	
% Change in NFC		1%	7%	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:		30,829,000
Net Fund Cost:		(30,829,000)
Funding Sources:		
Property Taxes	100.0%	\$30,829,000

Other Funds

Casey Library Gift

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

Casey Library Gift		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$500
Financing:		500
Net Fund Cost:		0
Funding Sources:		
Other	100.0%	\$500
Fund 120700		

elimination of appropriations for one-time purchases in FY 2018-19 of equipment, computers and materials, and costs associated with the opening of the Brentwood Library. Baseline costs for other charges are reduced by \$3,295,223 due to the elimination of one-time charges for building maintenance and the relocation of Library Administration, and costs associated with the El Sobrante Library fire. Fixed Assets decreased by \$180,040 to account for shipping trucks that were purchased in current year.

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 maintain a structurally balanced budget.

The FY 2019-20 budget is recommended at the Baseline level, which will permit the Library to continue current operations, and innovate new programs to promote public service.

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 \$848,097 due to cost of living increases, retirement costs, and an increase to staffing. In FY 2018-19, full-time equivalent (FTE) staffing was increased by 2.9 for a total of 200.7 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 by \$4,697,891 due to the

Library

General Government

Performance Measurement

- *Library Visits:*
Library visits have decreased an average of 4.8% annually, from 4,068,722 visits in FY 2012-13 to 3,085,509 visits in FY 2017-18.
- *Items Circulated*
The number of items circulated has decreased an average of 6.0% annually, from 7,222,059 in FY 2012-13 to 5,495,379 in FY 2017-18.
- *Annual Hours Open:*
The Library's annual open hours have increased from 53,895 in FY 2012-13 to 55,614 in FY 2017-18.
- *Facility Improvements:*
 - The groundbreaking ceremony for a new Brentwood Library was in October 2016, with the grand opening date taking place September 29, 2018;
 - The El Sobrante Library was damaged by a fire February 2018 resulting in an unanticipated remodel of the facility. The department has taken the opportunity to rethink the interiors of the building, dedicating a new teen space, enlarging the children's area, adding more natural light and orienting the meeting room to the exterior landscaping; construction is expected to be completed in late spring 2019, with reopening to the public in early summer 2019;
 - The County, in partnership with the city of Pleasant Hill, continues to plan and design the new Pleasant Hill Library, which is projected to open in spring 2021;
 - The City of Concord has completed upgrades to the public and staff restrooms and will replace the sliding glass doors at the entrance to the Concord Library in spring 2019;
 - The City of El Cerrito has elected to open the El Cerrito Library 15 additional hours per week for a total of 50 hours including Sundays. A celebration of the new hours was held in September 2018.
- The City of Pinole has agreed to contribute to the maintenance costs for the Pinole Library in exchange for 35 hours of library service. The department is actively meeting with the cities of Walnut Creek and Antioch about the possible conveyance of the Ygnacio and Antioch Libraries.
- A new agreement with the City of San Pablo was fully executed. Terms of a draft agreement with the City of Brentwood are under discussion. A draft agreement for the City of Orinda and revised agreements with the cities of San Pablo and San Ramon are in process. A new agreement for County-owned library facilities located in the cities of Antioch, Pinole and Walnut Creek will be drafted in spring 2019.
- The City of El Cerrito has a new city manager, and early discussions of the ongoing need to replace the current library facility have begun; meanwhile, the El Cerrito Library Foundation has expressed interest in funding minor interior improvements.
- The Library identified overdue fines on materials as the single highest barrier to the use of libraries and library services. Effective January 2019, the Board of Supervisors authorized the elimination of library fines and the waiver of uncollectible debt dating back to 1995 for all library patron accounts.
- The Library has begun executing the system-wide marketing and communication plan. The Reader's Initiative was launched in January 2019 with a year-long reading challenge. An ongoing campaign to reach active and inactive library cardholders to welcome them back to the library was also launched in January 2019.
- The 2018 Summer Reading Program featured a wide variety of programs, information and entertainment for all ages and offered, for the first time, a way for all ages to participate entirely online to earn badges and complete online challenges.
- In response to library user needs, the Library continues to update its online and downloadable resources. The department purchased a new subscription to Kanopy for online streaming of films, and added the NY Times online through a State Library-funded program.

- The department has contracted with a consultant to assess the user experience at six libraries throughout the county and make recommendations for improvements to interior spaces. In FY 2019-20, the Library will develop a facility assessment and space planning document for all Contra Costa County Libraries in alignment with the goals set in the Library Strategic Plan.
- The 2018 Lunch at the Library program was very successful. The library served 6,218 lunches and snacks to children during the summer at nine library locations.

Administrative and Program Goals

- Continue to implement the Library's Strategic Plan.
- Continue to coordinate with cities regarding the approval of Library Lease Agreements in order to transfer ownership and fiscal responsibility for facilities to the cities, contributing to the County's goal of fiscal health.
- Finalize and plan the implementation of 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.
- Continue to work with the City of Pleasant Hill to plan, design and construct a new library facility.
- Complete the design and implementation of the new integrated library website and public-facing catalog.
- Continue to review library staffing to maximize services during open hours for the public. Analysis of measureable and quantifiable data are used to justify hours of operation, staffing levels and security enhancements.
- Continue the popular Lunch at the Library Program, providing lunch and snacks to children during the summer. In collaboration with State 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	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	53,560,577	66,095,374	70,997,783	71,347,970	350,187
Services And Supplies	105,862,596	98,601,810	107,450,992	107,450,992	0
Other Charges	40,993,906	42,176,000	40,029,719	40,029,719	0
Fixed Assets	961,111	190,000	470,000	470,000	0
Expenditure Transfers	(85,354,289)	(85,671,655)	(94,224,920)	(94,303,105)	(78,185)
Expense Total	116,023,900	121,391,529	124,723,574	124,995,576	272,002
Revenue					
Other Local Revenue	89,122,226	93,142,812	97,614,574	97,886,576	272,002
Federal Assistance	285,362	459,000	109,000	109,000	0
Revenue Total	89,407,589	93,601,812	97,723,574	97,995,576	272,002
Net County Cost (NCC):	26,616,311	27,789,717	27,000,000	27,000,000	0
Allocated Positions (FTE)	489.8	504.8	504.8	507.8	3.0
Financial Indicators					
Salaries as % of Total Exp	46%	54%	57%	57%	
% Change in Total Exp		5%	3%	0%	
% Change in Total Rev		5%	4%	0%	
% Change in NCC		4%	(3%)	0%	
Compensation Information					
Permanent Salaries	28,950,802	38,110,366	39,767,189	39,974,978	207,789
Temporary Salaries	676,812	912,808	971,000	971,000	0
Permanent Overtime	1,534,589	1,276,023	1,635,575	1,635,575	0
Deferred Comp	264,085	439,740	524,040	529,440	5,400
Comp & SDI Recoveries	(126,296)	(247,610)	(145,421)	(145,421)	0
FICA/Medicare	2,291,671	2,887,544	3,028,396	3,044,374	15,978
Ret Exp-Pre 97 Retirees	94,063	121,951	121,551	121,551	0
Retirement Expense	9,129,372	11,713,913	11,934,810	11,998,808	63,998
Excess Retirement	3,767	0	3,800	3,800	0
Employee Group Insurance	4,592,310	6,334,616	7,471,450	7,519,101	47,651
Retiree Health Insurance	2,708,740	2,766,696	2,745,019	2,745,019	0
OPEB Pre-Pay	1,503,422	1,505,682	1,146,057	1,146,057	0
Unemployment Insurance	68,875	18,684	19,981	20,085	104
Workers Comp Insurance	1,868,365	254,961	1,774,336	1,783,603	9,267

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	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	30,198,940	38,474,468	40,326,014	40,598,016	272,002
Services And Supplies	11,801,134	9,994,099	11,931,267	11,931,267	0
Other Charges	820	9,450	2,500	2,500	0
Fixed Assets	85,662	80,000	75,000	75,000	0
Expenditure Transfers	(6,650,316)	(7,389,417)	(9,446,494)	(9,446,494)	0
Expense Total	35,436,241	41,168,600	42,888,287	43,160,289	272,002
Revenue					
Other Local Revenue	34,270,009	39,596,202	41,713,287	41,985,289	272,002
Federal Assistance	(475)	0	0	0	0
Revenue Total	34,269,534	39,596,202	41,713,287	41,985,289	272,002
Net County Cost (NCC):	1,166,707	1,572,398	1,175,000	1,175,000	0
Allocated Positions (FTE)	270.8	276.8	276.8	278.8	2.0
Financial Indicators					
Salaries as % of Total Exp	85%	93%	94%	94%	
% Change in Total Exp		16%	4%	1%	
% Change in Total Rev		16%	5%	1%	
% Change in NCC		35%	(25%)	0%	
Compensation Information					
Permanent Salaries	17,014,982	22,784,057	23,439,005	23,604,465	165,460
Temporary Salaries	115,656	322,500	221,000	221,000	0
Permanent Overtime	138,369	148,000	152,500	152,500	0
Deferred Comp	163,841	268,620	323,340	326,940	3,600
Comp & SDI Recoveries	(101,583)	(175,000)	(106,200)	(106,200)	0
FICA/Medicare	1,259,822	1,715,080	1,771,982	1,784,705	12,723
Ret Exp-Pre 97 Retirees	56,736	85,000	84,600	84,600	0
Retirement Expense	5,492,531	7,096,779	7,142,094	7,193,055	50,961
Excess Retirement	3,767	0	3,800	3,800	0
Employee Group Insurance	2,496,623	3,569,814	4,065,704	4,097,500	31,796
Retiree Health Insurance	1,487,558	1,514,807	1,543,807	1,543,807	0
OPEB Pre-Pay	979,351	981,611	628,050	628,050	0
Unemployment Insurance	38,139	11,014	11,763	11,846	83
Workers Comp Insurance	1,053,148	152,185	1,044,569	1,051,948	7,379

Public Works

General Government

Description: Public Works (budget unit 0650) is the main operating department for the Public Works Agency. It contains the operating costs, including salaries and benefits, for the divisions of Administration, Real Property, Engineering, Transportation, Permits, Mapping, Flood Control, Maintenance, and Construction. Costs are recovered through charge-outs to operating divisions. The general fund support is specific to the Land Surveyor function (\$100,000), Special Districts Administration (\$200,000), local matching funds for Special Districts grants (\$300,000) and County Roads Maintenance of Effort (\$575,000).

Public Works Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$52,606,783	
Financing:	51,431,783	
Net County Cost:	1,175,000	
Funding Sources:		
Reimb Gov/Gov	77.7%	40,876,189
Transfers	18.0%	9,446,494
Charges for Svc	1.7%	898,000
Miscellaneous	0.4%	211,100
General Fund	2.2%	1,175,000
FTE:	278.8	

County Drainage Maintenance

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Services And Supplies	547,345	686,468	709,968	709,968	0
Other Charges	32	32	32	32	0
Expenditure Transfers	17,744	33,500	20,000	20,000	0
Expense Total	565,121	720,000	730,000	730,000	0
Revenue					
Other Local Revenue	45,418	20,000	30,000	30,000	0
Revenue Total	45,418	20,000	30,000	30,000	0
Net County Cost (NCC):	519,703	700,000	700,000	700,000	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		27%	1%	0%	
% Change in Total Rev		(56%)	50%	0%	
% Change in NCC		35%	0%	0%	

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

County Drainage Maintenance Summary			
Service:	Mandatory		
Level of Service:	Discretionary		
Expenditures:	\$730,000		
Financing:	30,000		
Net County Cost:	700,000		
Funding Sources:			
Reimbursement			
Gov/Gov	4.1%	\$30,000	
General Fund	95.9%	700,000	

Public Works

General Government

Facilities Maintenance

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	20,600,421	24,659,082	27,545,460	27,545,460	0
Services And Supplies	63,731,322	56,860,767	64,244,103	64,244,103	0
Other Charges	40,992,054	40,626,518	39,187,187	39,187,187	0
Fixed Assets	523,220	110,000	345,000	345,000	0
Expenditure Transfers	(74,887,071)	(74,538,875)	(80,708,555)	(80,708,555)	0
Expense Total	50,959,947	47,717,492	50,613,195	50,613,195	0
Revenue					
Other Local Revenue	50,888,747	47,707,493	50,613,195	50,613,195	0
Revenue Total	50,888,747	47,707,493	50,613,195	50,613,195	0
Net County Cost (NCC):	71,200	9,999	0	0	0
Allocated Positions (FTE)	192.0	200.0	200.0	200.0	0.0
Financial Indicators					
Salaries as % of Total Exp	40%	52%	54%	54%	
% Change in Total Exp		(6%)	6%	0%	
% Change in Total Rev		(6%)	6%	0%	
% Change in NCC		(86%)	(100%)	0%	
Compensation Information					
Permanent Salaries	10,418,933	13,655,351	14,585,460	14,585,460	0
Temporary Salaries	524,078	498,724	695,000	695,000	0
Permanent Overtime	1,389,604	1,125,173	1,479,225	1,479,225	0
Deferred Comp	74,644	140,580	169,380	169,380	0
Comp & SDI Recoveries	(24,713)	(72,610)	(39,221)	(39,221)	0
FICA/Medicare	915,469	1,044,666	1,122,218	1,122,218	0
Ret Exp-Pre 97 Retirees	32,443	33,178	33,178	33,178	0
Retirement Expense	3,160,646	4,105,540	4,280,779	4,280,779	0
Employee Group Insurance	1,792,337	2,433,512	2,997,645	2,997,645	0
Retiree Health Insurance	1,108,355	1,138,915	1,090,652	1,090,652	0
OPEB Pre-Pay	457,635	457,635	471,922	471,922	0
Unemployment Insurance	27,241	6,835	7,341	7,341	0
Workers Comp Insurance	723,749	91,583	651,881	651,881	0

Public Works

General Government

Description: Facilities Maintenance (budget unit 0079) provides capital project management, real estate services, and maintenance and repairs for County owned and leased buildings (including 24-hour services at Contra Costa Regional Medical Center and Sheriff Detention facilities). Services include custodial, stationary engineers, skilled crafts, project and property management, and related equipment and supplies, including traffic signal maintenance for the County, 10 contract cities and the California Department of Transportation

Facilities Maintenance Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$131,321,750	
Financing:	131,321,750	
Net County Cost:	0	
Funding Sources:		
Fees	38.5%	\$50,613,195
Transfers	61.5%	80,708,555
FTE:	200.0	

Public Works

General Government

Fleet Services

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Other Charges	0	540,000	540,000	540,000	0
Expense Total	0	540,000	540,000	540,000	0
Revenue					
Other Local Revenue	528,266	540,000	540,000	540,000	0
Revenue Total	528,266	540,000	540,000	540,000	0
Net County Cost (NCC):	(528,266)	0	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		100%	0%	0%	
% Change in Total Rev		2%	0%	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	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Services And Supplies	24,748,596	23,822,619	23,851,843	23,851,843	0
Fixed Assets	352,228	0	0	0	0
Expenditure Transfers	187,305	657,639	451,180	451,180	0
Expense Total	25,288,129	24,480,258	24,303,023	24,303,023	0
Revenue					
Other Local Revenue	448,819	156,200	152,023	152,023	0
Revenue Total	448,819	156,200	152,023	152,023	0
Net County Cost (NCC):	24,839,309	24,324,058	24,151,000	24,151,000	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		(3%)	(1%)	0%	
% Change in Total Rev		(65%)	(3%)	0%	
% Change in NCC		(2%)	(1%)	0%	

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

General County Building Occupancy Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$24,303,023	
Financing:	152,023	
Net County Cost:	24,151,000	
Funding Sources:		
Fees	0.6%	\$152,023
General Fund	99.4%	24,151,000

Public Works

General Government

Outside Agency Services

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Services And Supplies	552,338	569,469	609,597	609,597	0
Expenditure Transfers	168,460	164,512	172,860	172,860	0
Expense Total	720,798	733,981	782,457	782,457	0
Revenue					
Other Local Revenue	730,947	722,264	782,457	782,457	0
Revenue Total	730,947	722,264	782,457	782,457	0
Net County Cost (NCC):	(10,149)	11,717	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		2%	7%	0%	
% Change in Total Rev		(1%)	8%	0%	
% Change in NCC		(215%)	(100%)	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:	\$782,457	
Financing:	782,457	
Net County Cost:	0	
Funding Sources:		
Fees	100.0%	\$782,457

Keller Surcharge/Mitigation Program

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Services And Supplies	378,767	397,546	413,000	413,000	0
Expenditure Transfers	(25,000)	(25,000)	(50,000)	(50,000)	0
Expense Total	353,767	372,546	363,000	363,000	0
Revenue					
Other Local Revenue	61,221	80,000	70,000	70,000	0
Revenue Total	61,221	80,000	70,000	70,000	0
Net County Cost (NCC):	292,546	292,546	293,000	293,000	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		5%	(3%)	0%	
% Change in Total Rev		31%	(13%)	0%	
% Change in NCC		0%	0%	0%	

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

Keller Surcharge/Mitigation Program Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$413,000
Financing:		120,000
Net County Cost:		293,000
Funding Sources:		
Fees Charged	17.0%	\$70,000
Transfers	12.1%	50,000
General Fund	70.9%	293,000

Public Works

General Government

Print and Mail Services

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	1,984,411	2,064,374	2,175,932	2,254,117	78,185
Services And Supplies	2,906,357	3,432,810	3,251,668	3,251,668	0
Fixed Assets	0	0	50,000	50,000	0
Expenditure Transfers	(4,127,293)	(4,386,434)	(4,565,850)	(4,644,035)	(78,185)
Expense Total	763,476	1,110,750	911,750	911,750	0
Revenue					
Other Local Revenue	965,181	912,750	911,750	911,750	0
Revenue Total	965,181	912,750	911,750	911,750	0
Net County Cost (NCC):	(201,706)	198,000	(0)	(0)	0
Allocated Positions (FTE)	21.0	21.0	21.0	22.0	1.0
Financial Indicators					
Salaries as % of Total Exp	260%	186%	239%	247%	
% Change in Total Exp		45%	(18%)	0%	
% Change in Total Rev		(5%)	(0%)	0%	
% Change in NCC		(198%)	(100%)	0%	
Compensation Information					
Permanent Salaries	1,065,386	1,132,167	1,187,433	1,229,762	42,329
Temporary Salaries	37,079	91,584	55,000	55,000	0
Permanent Overtime	6,616	2,850	3,850	3,850	0
Deferred Comp	19,110	19,260	19,260	21,060	1,800
FICA/Medicare	82,856	86,611	91,489	94,744	3,255
Ret Exp-Pre 97 Retirees	3,415	3,773	3,773	3,773	0
Retirement Expense	333,211	345,708	347,629	360,666	13,037
Employee Group Insurance	225,773	229,674	284,973	300,828	15,855
Retiree Health Insurance	93,851	94,974	91,060	91,060	0
OPEB Pre-Pay	49,621	49,621	37,768	37,768	0
Unemployment Insurance	2,484	566	598	619	21
Workers Comp Insurance	65,011	7,586	53,099	54,987	1,888

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:		\$5,555,785
Financing:		5,555,785
Net County Cost:		0
Funding Sources:		
Fees Charged	16.4%	\$911,750
Transfers	83.6%	4,644,035
FTE: 22.0		

Public Works

General Government

Purchasing

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	776,805	897,451	950,377	950,377	0
Services And Supplies	200,083	336,032	312,546	312,546	0
Expenditure Transfers	(186,363)	(187,580)	(198,061)	(198,061)	0
Expense Total	790,525	1,045,903	1,064,862	1,064,862	0
Revenue					
Other Local Revenue	323,559	364,903	383,862	383,862	0
Revenue Total	323,559	364,903	383,862	383,862	0
Net County Cost (NCC):	466,967	681,000	681,000	681,000	0
Allocated Positions (FTE)	6.0	7.0	7.0	7.0	0.0
Financial Indicators					
Salaries as % of Total Exp	98%	86%	89%	89%	
% Change in Total Exp		32%	2%	0%	
% Change in Total Rev		13%	5%	0%	
% Change in NCC		46%	0%	0%	
Compensation Information					
Permanent Salaries	451,501	538,791	555,291	555,291	0
Deferred Comp	6,490	11,280	12,060	12,060	0
FICA/Medicare	33,524	41,188	42,707	42,707	0
Ret Exp-Pre 97 Retirees	1,469	0	0	0	0
Retirement Expense	142,984	165,886	164,308	164,308	0
Employee Group Insurance	77,577	101,615	123,127	123,127	0
Retiree Health Insurance	18,976	18,000	19,500	19,500	0
OPEB Pre-Pay	16,815	16,815	8,317	8,317	0
Unemployment Insurance	1,010	269	279	279	0
Workers Comp Insurance	26,458	3,607	24,787	24,787	0

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

Purchasing & Materials Mgmt Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$1,262,923	
Financing:	581,923	
Net County Cost:	681,000	
Funding Sources:		
Fees Charged	24.1%	\$303,862
Rebates	6.3%	80,000
Transfers	15.7%	198,061
General Fund	53.9%	681,000
FTE:	7.0	

Public Works

General Government

Road Construction

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Services And Supplies	996,654	2,502,000	2,127,000	2,127,000	0
Other Charges	1,000	1,000,000	300,000	300,000	0
Expenditure Transfers	148,243	0	100,000	100,000	0
Expense Total	1,145,898	3,502,000	2,527,000	2,527,000	0
Revenue					
Other Local Revenue	860,060	3,043,000	2,418,000	2,418,000	0
Federal Assistance	285,837	459,000	109,000	109,000	0
Revenue Total	1,145,898	3,502,000	2,527,000	2,527,000	0
Net County Cost (NCC):	0	0	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		206%	(28%)	0%	
% Change in Total Rev		206%	(28%)	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:	\$2,527,000	
Financing:	2,527,000	
Net County Cost:	0	
Funding Sources:		
Federal	4.3%	\$109,000
Local Revenue	95.7%	2,418,000

Fleet Services Internal Service Fund Summary

Fleet Internal Service Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	2,226,419	2,595,927	2,796,385	2,796,385	0
Services And Supplies	8,557,620	7,463,989	7,960,058	7,960,058	0
Other Charges	3,716,009	3,546,206	3,307,081	3,307,081	0
Fixed Assets	0	3,743,668	3,750,000	3,750,000	0
Expenditure Transfers	(1,391,813)	(1,443,878)	(1,353,155)	(1,353,155)	0
Expense Total	13,108,235	15,905,912	16,460,369	16,460,369	0
Revenue					
Other Local Revenue	13,786,066	15,905,912	16,460,369	16,460,369	0
Revenue Total	13,786,066	15,905,912	16,460,369	16,460,369	0
Net Fund Cost (NFC):	(677,831)	0	0	0	0
Allocated Positions (FTE)	21.0	21.0	21.0	21.0	0.0
Financial Indicators					
Salaries as % of Total Exp	17%	16%	17%	17%	
% Change in Total Exp		21%	3%	0%	
% Change in Total Rev		15%	3%	0%	
% Change in NCC		(100%)	(115%)	0%	
Compensation Information					
Permanent Salaries	1,168,847	1,475,158	1,550,602	1,550,602	0
Temporary Salaries	5,932	10,000	10,000	10,000	0
Permanent Overtime	103,005	60,000	100,000	100,000	0
Deferred Comp	21,611	28,020	28,020	28,020	0
Comp & SDI Recoveries	(93)	0	0	0	0
Vacation/Sick Leave Accrual	6,419	0	0	0	0
FICA/Medicare	97,423	112,850	119,239	119,239	0
Ret Exp-Pre 97 Retirees	3,531	4,525	4,525	4,525	0
Retirement Expense	345,942	439,297	439,257	439,257	0
Employee Group Insurance	218,472	281,650	331,889	331,889	0
Retiree Health Insurance	101,312	97,535	100,000	100,000	0
OPEB Pre-Pay	76,272	76,272	42,868	42,868	0
Unemployment Insurance	2,868	738	779	779	0
Workers Comp Insurance	74,878	9,884	69,205	69,205	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:	\$17,813,524	
Financing:	17,813,524	
Net Fund Cost:	0	
Funding Sources:		
Fees Charged	92.4%	\$16,460,369
Transfers	7.6%	1,353,155
FTE:	21.0	

Road Fund Summary

Road Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Services And Supplies	26,546,822	25,972,678	42,500,800	42,500,800	0
Other Charges	2,513,956	2,810,241	2,788,500	2,788,500	0
Fixed Assets	310,773	1,000,000	845,000	845,000	0
Expenditure Transfers	20,955,490	21,039,029	27,275,277	27,275,277	0
Expense Total	50,327,040	50,821,948	73,409,577	73,409,577	0
Revenue					
Other Local Revenue	14,873,263	13,021,702	16,619,443	16,619,443	0
Federal Assistance	5,635,029	7,248,258	17,420,134	17,420,134	0
State Assistance	24,426,913	35,527,959	39,370,014	39,370,014	0
Revenue Total	44,935,205	55,797,919	73,409,591	73,409,591	0
Net Fund Cost (NFC):	5,391,836	(4,975,971)	(14)	(14)	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		1%	44%	0%	
% Change in Total Rev		24%	32%	0%	
% Change in NCC		(192%)	(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:		\$48,278,250
Financing:		33,003,250
Net Fund Cost:		15,275,000
Funding Sources:		
Federal Funding	35.7%	\$17,219,134
Misc Govt	9.8%	4,737,923
Misc. Road Svcs	22.8%	11,017,332
Charges for Svc & Miscellaneous	0.1%	28,861
Net Fund Cost	31.6%	15,275,000

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:		\$25,131,327	
Financing:		1,031,327	
Net Fund Cost:		24,100,000	
Funding Sources:			
Charges for Svc	0.1%	\$15,000	
Intergovernmental	0.8%	201,000	
Miscellaneous	3.2%	815,327	
Net Fund Cost	95.9%	24,100,000	

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:		39,375,014	
Net Fund Cost:		(39,375,014)	
Funding Sources:			
Interest Earnings	0.0%	\$5,000	
Hwy Taxes	42.8%	16,833,343	
Other State Rev.	57.2%	22,536,671	

Public Works
General Government

Public Works Land Development

Land Development Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Services And Supplies	185,657	301,100	201,100	201,100	0
Other Charges	78,720	35,000	60,000	60,000	0
Expenditure Transfers	2,983,782	2,820,001	3,000,000	3,000,000	0
Expense Total	3,248,159	3,156,101	3,261,100	3,261,100	0
Revenue					
Other Local Revenue	3,260,410	3,136,100	3,261,100	3,261,100	0
Revenue Total	3,260,410	3,136,100	3,261,100	3,261,100	0
Net Fund Cost (NFC):	(12,251)	20,001	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		(3%)	3%	0%	
% Change in Total Rev		(4%)	4%	0%	
% Change in NCC		(263%)	(100%)	0%	

Description: This budget unit (budget unit 0651) 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:	\$3,261,100	
Financing:	3,261,100	
Net Fund Cost:	0	
Funding Sources:		
Development Fees	100.0%	\$3,261,100

Public Works

General Government

Airport Enterprise Fund Summary

Airport Enterprise Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	2,264,162	2,648,477	2,894,682	2,894,682	0
Services And Supplies	1,479,152	1,595,137	1,882,470	1,882,470	0
Other Charges	1,401,775	463,968	911,047	911,047	0
Fixed Assets	(0)	2,015,500	4,498,816	4,498,816	0
Expenditure Transfers	195,476	179,700	233,200	233,200	0
Expense Total	5,340,566	6,902,782	10,420,215	10,420,215	0
Revenue					
Other Local Revenue	5,104,738	5,270,153	5,534,399	5,534,399	0
Federal Assistance	411,277	509,375	3,718,125	3,718,125	0
State Assistance	17,790	12,734	92,954	92,954	0
Revenue Total	5,533,805	5,792,262	9,345,478	9,345,478	0
Net Fund Cost (NFC):	(193,239)	1,110,520	1,074,737	1,074,737	0
Allocated Positions (FTE)	17.0	17.0	17.0	17.0	0.0
Financial Indicators					
Salaries as % of Total Exp	42%	38%	28%	28%	
% Change in Total Exp		29%	51%	0%	
% Change in Total Rev		5%	61%	0%	
% Change in NCC		(675%)	(3%)	0%	
Compensation Information					
Permanent Salaries	1,084,681	1,350,038	1,450,946	1,450,946	0
Temporary Salaries	13,151	0	0	0	0
Permanent Overtime	93,268	48,000	48,000	48,000	0
Deferred Comp	14,130	18,480	20,280	20,280	0
Vacation/Sick Leave Accrual	28,714	25,000	25,000	25,000	0
FICA/Medicare	47,644	100,992	109,305	109,305	0
Ret Exp-Pre 97 Retirees	6,219	6,225	6,225	6,225	0
Retirement Expense	604,878	723,319	740,500	740,500	0
Employee Group Insurance	158,428	224,152	249,938	249,938	0
Retiree Health Insurance	124,231	129,051	125,165	125,165	0
OPEB Pre-Pay	13,500	13,500	53,851	53,851	0
Unemployment Insurance	2,657	675	729	729	0
Workers Comp Insurance	72,661	9,045	64,743	64,743	0

Description: The fund is responsible for the 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:		
\$10,420,215		
Financing:		
9,345,478		
Net Fund Cost:		
1,074,737		
Funding Sources:		
Interest Earnings	0.3%	\$29,500
Aviation Ops.	89.4%	9,315,978
Fund Balance	10.3%	1,074,737
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:	\$3,861,287
Financing:	616,466
Net Fund Cost:	3,244,821
Funding Sources:	
Licenses, Permits,	
Franchises	10.4% \$403,000
Earnings on Invest.	3.3% 126,466
Charges for Svc	2.3% 87,000
Fund Balance	84.0% 3,244,821

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:	\$9,810,018
Financing:	7,193,000
Net Fund Cost:	2,617,018
Funding Sources:	
Licenses, Permits,	
Franchises	0.2% \$21,000
State Aid	1.0% 100,000
Earnings on Invest.	6.5% 637,000
Charges for Svc	30.6% 3,000,000
Misc Revenue	35.0% 3,435,000
Fund Balance	26.7% 2,617,018

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:	\$5,354,498		
Financing:	798,622		
Net Fund Cost:	4,555,876		
Funding Sources:			
Investment earnings			
& real estate rental	14.7%	\$788,622	
Misc Revenue	0.2%	10,000	
Fund Balance	85.1%	4,555,876	

AOB/Development Fee Summary			
Service:	Discretionary		
Level of Service:	Mandatory		
Expenditures:	\$1,917,338		
Financing:	2,159,750		
Net Fund Cost:	(242,412)		
Funding Sources:			
Earnings on Invest	21.6%	\$414,750	
Developer Fees	91.0%	1,745,000	
Fund Balance	(12.6%)	(242,412)	

Navy Transportation Mitigation

Description: This program was established for the proceeds from the Navy for the sale of a portion of Port Chicago Highway. 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:	\$5,302,260		
Financing:	150,000		
Net Fund Cost:	5,152,260		
Funding Sources:			
Earnings on Invest.	2.8%	\$150,000	
Fund Balance	97.2%	5,152,260	

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

Baseline Budget

The fiscal year 2019-20 baseline budget decreased by a general fund net of approximately \$790,000.

A total \$607,000 of one-time money was eliminated from the baseline budget from the following current year projects: \$200,000 for 4th quarter billings from the Joint Occupancy Agreement for County managed Court facilities; \$198,000 for repairs at the Print and Mail division (2366-B Stanwell Circle, Concord); \$197,000 for the County Capital Improvement Plan; and \$12,000 for restricted funds unspent in prior year.

A further \$210,000 of prior year venture capital funding was eliminated as it was for one-time use in the current fiscal year for upgrades to the Joint Billing System with the Department of Conservation and Development as well the purchase of a construction plan plotter/scanner for the capital projects division.

Personnel costs increased overall by \$4.9 million due to a 4% cost of living increase as well as increases to the County's share of health and dental insurance and an increased rate for workers compensation insurance in fiscal year 2019-20.

Public Works

General Government

Operating costs (including services and supplies, debt service, depreciation and fixed assets) increased by approximately \$7.8 million to reflect anticipated costs for utilities and building maintenance.

Revenue and expenditure transfers increased by \$12.7 million primarily from charges for services and charges to other special revenue funds.

Recommended Budget

The fiscal year 2019-20 recommended budget increased by \$272,002 for both expenditures and revenues. The increase reflects the addition of 3 positions recommended to address staffing needs in the coming year.

The Department is requesting 1 Administrative Analyst and 1 Senior Land Surveyor for the Engineering Services division. This will improve the efficiency of processing land development permits and increased demand for land surveying services.

The Print and Mail division is requesting the addition of a Driver Clerk to deliver printed jobs for various County Departments as well as County mail delivery.

The additional recommended positions are to be funded by a combination of Developer Fees and customer charges.

The County Administrator recommends the additional positions to meet the anticipated volume of public works projects due to needs of County departments.

Fleet Internal Service Fund

The baseline budget for Fleet Services (Internal Service Fund) increased by \$554,457, reflecting increased costs for salaries and benefits, estimated vehicle purchases and repairs in fiscal year 2019-20. 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 \$22,587,629 and revenue increased by \$17,611,672 (a net increase of \$4,975,957) 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 \$125,000 and \$104,999, respectively, (a net decrease of \$20,001) 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 \$3,517,433 and revenue by \$3,553,216 for a net decrease of \$35,783. The budget reflects increased salaries and benefits, including a 4% cost of living increase, as well 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 2018 Public Works identified several opportunities for transportation grants and were successful in generating approximately \$2.5 million in additional funding. Efforts resulted in receiving almost \$43 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.
- Continued participation in the National Flood Insurance Program Community Rating System (CRS), achieved a CRS rating of Class 5 that became effective May 1, 2018. This rating increased discounts on flood insurance premiums for our community's property owners in Special Flood Hazard Areas to 25% from 20%.
- Completed or awarded for construction approximately 21 county capital building projects in 2018. 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.
- List of some of the significant projects completed or awarded by the Capital Projects Division in 2018:
 - Demolition of Building F & G at Marsh Creek Detention Facility, 1200 Marsh Creek Road, Clayton
 - Remodeling of the Visitation Center, 5555 Giant Highway, Richmond
 - Expansion of Emergency Department into Diagnostic Imaging, 2500 Alhambra Avenue, Martinez
 - Roof Top Equipment, Accessibility Upgrades project, 2530 Arnold Drive, Martinez
 - Old Surplus Yard Parking Rehabilitation, 220 Glacier Drive, Martinez
 - Recycling Building Demolition, 220 Glacier Drive, Martinez
 - CMS Regulatory Compliance Work, CCRMC, Martinez
- Morrow House Renovation Project, 1236 Escobar, Martinez
- Award and construction start of Fire Station 16, Lafayette
- ABCD Program Clinic at 3024 Willow Pass Road, Concord
- Completion of tenant improvements at 40 Muir 2nd Floor, Martinez
- 2400 Bisso Lane – Suite D remodel for HSD, Concord
- 2380 Bisso Lane Build out and tenant improvements for Department of Agriculture & UC Extension, Concord
- 1000 Ward Martinez Detention Facility Parking Lot, Martinez
- 1126 Escobar Parking Lot and Solar installation for County Administration, Martinez
- Elevator Modernization at 2530 Arnold Drive, Martinez
- Relocation of EMS Operations to 777 Arnold Drive, Martinez
- Remodeling of 1st, 3rd & 4th floors at 900 Ward St, Martinez
- Continued significant progress at the New County Administration Building and Emergency Operations Center/Public Safety Building with initial groundbreaking, preliminary site work, and construction of foundations.
- Capital Projects Management currently has a total of 80 funded projects valued at approximately \$257 million.
- Beta version of the Asset Management dashboard has been completed. We are testing the dashboard to review data and fine tune functionality. 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.
- Design/Construction Division completed 12 public infrastructure projects on roads throughout the County totaling over \$12 million improving our public roadway system.

Public Works

General Government

- **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 2018, there was one safety deviation that was not aviation or pilot related. This is up from zero the previous year. This low number of incidents can be attributed to the new security fencing, security signage, and video surveillance system installed in 2018. Staff will continue to evaluate and implement additional security features and protocols as appropriate.
- **Fleet Services:** Continued 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. We will be looking for opportunities to expand use of web based pool vehicle check out and reservation system in an effort to better utilize vehicles at county departments.
- Recognized by the American Public Works Association, Northern California Chapter with a Project of the Year Award for the Alhambra Bridge Washout Repair Project.
- The International Right of Way Association recognized our Department with an Employer of the Year Award.
- Print and Mail Services was recognized with a national gold award for printing.
- Print and Mail Services completed negotiating new leases for equipment in both Concord and Martinez. This new equipment brings with it lower lease costs as well as lower operating cost, this will allow us to reduce our customers printing cost by approximately 10%.
- The Public Works Department pool car fleet for use by our staff is almost 70% alternative fuel vehicles with hybrids and EV’s being used by our employees to conduct business on behalf of our Department.

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 for ways to improve the intangible benefits we can provide to increase retention for our staff. We have started to develop a training program that looks at Department needs and employees’ needs for professional development. We have also anticipated a large number of senior level staff retirements starting this year and continuing over the next five years or so. Succession planning is a priority to ensure we have staff ready to move into leadership positions. There are multiple challenges related to succession planning. We have taken steps to identify critical service areas and staff in an effort to highlight those areas of concern, prioritize a plan to be responsive to it, strategize on how to respond and implement efforts to minimize negative impacts that may result from these experienced well-trained staff leaving our Department.

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. We have embarked on a series of efforts to improve our Department communication engaging staff in a variety of ways and our goal is to continue these efforts and improve on the efforts underway, while developing other strategies to improve overall communication.

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

Administrative and Program Goals

Recruitment/Retention and Succession Planning

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.

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. We anticipate in 2019 presenting a revised fee schedule to the Board of Supervisors and also anticipate upgrading our joint billing system and use of other software programs as part of our land development function within Public Works. 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

To improve service delivery to our customers, we have identified project delivery efficiency as an internal process that needs review. Efficient use of public funds to deliver projects is critical to delivering our capital project program. The more efficient we are with our limited revenues, the more projects we can deliver that will benefit the public. We are mapping out the existing process and looking for opportunities to reduce cost by examining each step in the process and determining if it is a value-adding step to the process. To assist in the decision making, we will be evaluating the current metrics and developing new metrics to help us understand if we are succeeding in our efficiency improvement efforts for the project delivery process.

Countywide Real Estate Asset Management Plan

The County's building portfolio is substantial with hundreds of County owned and leased buildings. Over the last several years, our Department has made considerable improvements in regards to overall asset management of these facilities.

However, additional work is necessary to have all of the tools required to make strategic long term decisions for our facilities in the most efficient, sustainable and reliable manner. Public Works will work with the County Administrator's Office on a Capital Improvement Program and fully implement our asset management dashboard, which is currently being tested, to help guide the County in managing all County building assets.

Stormwater/Flood Control Funding

Developing stormwater funding and flood control funding continues to be a priority for the County. Since the 1978, the funding mechanisms for drainage have been frozen in place. Since this time, a funding shortfall has been occurring between what the budget should be to cover maintenance and capital investment and our current revenue stream. Our staff has been working at a state level (with California State Association of Counties) to resolve this funding inequity, while working locally with our Board of Supervisors and the Bay Area Flood Protection Agencies.

Our Flood Control District is continuing with the Facility Condition Assessment of our drainage facilities. This assessment is approximately 75% complete. Once completed, this will allow us to better understand long-term maintenance needs for these facilities and better understand when facilities will need to be replaced. Almost 40% of our facilities are older than their 50-year design life.

Creating a Better Built Environment

With the public wanting a more diverse transportation network, the need to implement Climate Action Plan goals with County buildings and facilities, and permit regulations from the Regional Water Quality Board, we need to review our services and funding sources to better serve the public's and regulatory expectations. 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. The Municipal Regional Permit is requiring the county to develop and adopt a Green Infrastructure Plan. This plan will look at our infrastructure standards to determine how we can make infrastructure in Contra Costa more "green" and sustainable, including installation of solar panels and additional electric vehicle chargers at County Facilities to support great efforts of replacing internal

Public Works

General Government

combustion engine vehicles with zero emission electric vehicles in the County fleet. We will continue to look for opportunity areas to implement these green projects in our roadways, public properties, and parking lots.

Transportation and Building Infrastructure Funding

Contra Costa County Public Works is responsible for our County's road network of about 660 miles and our job continues to be difficult with the limited funding resources. The passage of Senate Bill 1 (SB1) and the subsequent defeat of Proposition 6 (a measure to repeal SB1) have provided a much needed funding source to help all jurisdictions receive funding to maintain a safe, efficient transportation network that serves all modes of transportation such as vehicles, bicycles, pedestrians and transit. The incremental increase in funding provided by SB1 allowed the County to begin work on our maintenance backlog of surface treatment for our roads as well as Capital Projects that were delayed due to a lack of funding. The storm damage repairs from 2017 included SB1 funding as well.

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 continues to be a challenge.

Traffic Safety

The Department continues to look at ways of reducing collisions on unincorporated County roads, with particular emphasis on collisions involving

fatalities and major injury. After experiencing a period of steady declines in collisions during the early part of the decade, with less people driving due to the effects of the economic recession, those trends have unfortunately reversed. As the economy has improved and the resulting increase of people on the roads, we have seen an increase in vehicle fatalities and major collisions. In an effort to reverse these trends, the Department has embarked on the development of a Vision Zero Plan for Contra Costa County. Vision Zero involves analyzing data to focus attention and resources to areas with the greatest need, in an effort to move the County towards zero fatalities and major injuries. Vision Zero cannot be at its most effective without a collaborative effort between various agencies and community groups; therefore, Public Works seeks to bring our partners in Traffic Enforcement, Health Services, regional agencies, planning, and interested community groups together to adopt the Vision Zero philosophy. Vision Zero Contra Costa County, along with Board-adopted Complete Streets implementation into Public Works projects, are efforts to move us towards avoidance or at least reduction of the severity of collisions that do occur on our roadway network.

Accreditation Program

As part of our continuous assessment and improvement process, the Public Works Department participates in an accreditation evaluation every four years through the American Public Works Association (APWA). APWA developed this program to accredit public works departments. The purpose of accreditation is to promote excellence in public works operations and management. Accreditation is recognition that a department's policies, procedures and practices have been evaluated against nationally recognized management practices, and meet or exceed the established standard. The Public Works Department is scheduled for our next Re-Accreditation evaluation in 2020.

Public Works
General Government

FY 2019-20
Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	1	Public Works	Salaries and Benefits	2.0	272,002	Add 1 Administrative Analyst and 1 Senior Land Surveyor.
2	1	Public Works	Revenue	0.0	272,002	Increase Developer Fees revenue.
3	8	Print & Mail	Salaries and Benefits	1.0	78,185	Add 1 Driver Clerk to handle increased requests from County Departments.
4	8	Print & Mail	Charge-outs	0.0	78,185	Increase Customer Charges revenue.
			Total	3.0	0	

Public Works
General Government

Treasurer – Tax Collector
General Government

Russell V. Watts, Treasurer

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	3,591,498	3,958,471	4,032,286	4,032,286	0
Services And Supplies	1,748,099	1,636,799	1,639,348	1,639,348	0
Other Charges	6,864	6,500	6,500	6,500	0
Fixed Assets	104,131	0	0	0	0
Expenditure Transfers	(2,007)	2,595	491	491	0
Expense Total	5,448,586	5,604,365	5,678,625	5,678,625	0
Revenue					
Other Local Revenue	3,260,407	3,108,865	3,228,625	3,228,625	0
Revenue Total	3,260,407	3,108,865	3,228,625	3,228,625	0
Net County Cost (NCC):	2,188,179	2,495,500	2,450,000	2,450,000	0
Allocated Positions (FTE)	29.5	29.5	29.5	29.5	0
Financial Indicators					
Salaries as % of Total Exp	66%	71%	71%	71%	
% Change in Total Exp		3%	1%	0%	
% Change in Total Rev		(5%)	4%	0%	
% Change in NCC		14%	(2%)	0%	
Compensation Information					
Permanent Salaries	2,033,978	2,217,663	2,341,734	2,341,734	0
Temporary Salaries	0	9,501	0	0	0
Permanent Overtime	1,290	1,000	2,000	2,000	0
Deferred Comp	47,729	36,840	50,520	50,520	0
Comp & SDI Recoveries	(22,471)	0	0	0	0
FICA/Medicare	144,880	162,574	172,742	172,742	0
Ret Exp-Pre 97 Retirees	6,732	7,000	7,000	7,000	0
Retirement Expense	650,948	711,101	719,620	719,620	0
Employee Group Insurance	292,720	338,576	347,148	347,148	0
Retiree Health Insurance	231,719	240,206	222,532	222,532	0
OPEB Pre-Pay	143,729	143,729	99,146	99,146	0
Unemployment Insurance	4,074	1,112	1,180	1,180	0
Workers Comp Insurance	56,170	89,169	68,663	68,663	0

Department Description

This table represents information in aggregate format summarizing expenditures, revenues, and net County costs for three 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, 2019, the Treasury managed over \$3.8 billion in its investment pool.

Treasurer Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$1,429,878	
Financing:	276,700	
Net County Cost:	1,153,178	
Funding Sources:		
Investment Fees	19.4%	\$276,700
General Fund	80.6%	1,153,178
FTE:	8.6	

Tax Collection

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

Tax Collection Summary		
Service:	Mandatory	
Level of Service:	Mandatory	
Expenditures:	\$4,066,463	
Financing:	2,828,300	
Net County Cost:	1,238,163	
Funding Sources:		
Property Svc Cost	12.7%	\$514,800
Tax Admin. Fees	42.1%	1,710,000
Other Admin Fees	5.9%	240,500
State	8.9%	363,000
General Fund	30.4%	1,238,163
FTE:	19.5	

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:	\$182,284	
Financing:	123,625	
Net County Cost:	58,659	
Funding Sources:		
Administrative Fees	64.2%	\$117,000
License Fees	3.6%	6,625
General Fund	32.2%	58,659
FTE:	1.4	

CAO's Recommendation

Baseline Budget

The baseline net County cost decreased by \$45,500 from the FY 2018-19 Adjusted Budget.

Total salary and benefits costs increased by a net of \$73,815 over the current year. Permanent salaries and benefits increased by \$144,573 due to increases in negotiated Cost-of-Living-Adjustments and healthcare. Estimates for retiree healthcare and other post-employment benefits decreased by a total of \$62,257 based on the department's share of the overall County retiree health care costs. Temporary salaries and permanent overtime decreased by a further \$8,501.

Services and supplies increased overall by a net of \$2,549. The decrease reflects the elimination of one-time appropriations totaling \$92,500 rebudgeted from prior year as well as increases of \$95,049 mainly due to interdepartmental charges for data processing services.

Expenditure transfers decreased by \$2,104 reflecting a reduction in Fleet Services charges.

Revenues increased by \$119,760 mainly due to anticipated assessments for secured property tax due to the Property Assessed Clean Energy program (PACE) and the passing of Measure AA. Measure AA created a new property tax in the nine Bay Area counties to restore tidal marshes and help secure flood protection.

Recommended Budget

The recommended net County cost of \$2,450,000 will provide the funding necessary to maintain mandated services in FY 2019-20.

Performance Measurement

The Treasurer-Tax Collector's Office issued 372,292 Secured and 42,093 Unsecured tax bills through February 13, 2019. Collections through February 13, 2019 were 59.72% of secured taxes and 97.46% of unsecured taxes, which is 6.48% less and 0.12% greater than the same timeframe last year respectively. The

collaboration with the California Franchise Tax Board's Personal Income Tax Intercept program resulted in \$108,325.15 of delinquent unsecured tax revenues that otherwise may have been uncollectible. The department completed \$53.5 billion in banking transactions, processed \$7.9 billion deposits and funded \$7.6 billion warrants during the FY 2017-2018. Despite another volatile year for the financial markets, the Treasurer received affirmation for its rating of AA+ which is assigned for the highest level of credit quality and lowest level of volatility of securities in the Treasurer's Investment Pool.

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 since held 10 online auctions resulting in 181 parcels sold, generating over \$5.3 million in revenues that otherwise may have been uncollected.

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 149,942 electronic transactions resulting in more than \$517 million in property tax payments for FY 2017-2018. Through February 7, 2019 there were 97,420 transactions for over \$336 million which is a 9.9% decrease in transactions and nearly \$37 million in property tax revenues from the same period ending February 7, 2018. This decline from the FY 2017-2018 is due to the influx of payments of the 2nd installments received in late December 2017 due to changes in the income taxes laws in 2018. The Electronic Billing service subscriptions increased by 1,436 resulting in an incremental savings of about

Treasurer – Tax Collector

General Government

\$3,700 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 over 21,000 subscribers or nearly 6% of all secured tax bills, which helped to contribute to more timely payments of property taxes.

2018-2019 Accomplished Goals

The entire Office staff participated in the online Smart Customer Service series in TargetSolutions. Highlights of each of the five courses were reviewed in the monthly staff meeting. All management staff also completed CPR training or were certified in the CPR/First Aid/AED training program.

For the online Account Lookup/Pay Taxes program, new website servers were installed and the coding rewritten to increase the response time.

Certain operations and related services were reviewed for cost savings and recovery opportunities. In particular, the effects of the Register Your Mobilehome, a fee and tax abatement program operated by the California Department of Housing and Community Development, were studied. It was determined a Tax Clearance Certificate fee should be implemented to recover the additional demand on staff. Subject to approval by the Board of Supervisors, the new fee will go into effect Fiscal Year 2019-20.

In anticipation of an existing contract expiring for the current treasury management system, several other systems were reviewed for potential enhancement to operations. The level of service and costs varied significantly. It was decided additional study needed to be done before making a final decision, which is expected to be in the first part of Fiscal Year 2019-20.

2019-2020 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.

Explore ways to better inform the public on and promote greater use of online services, particularly account lookup and online payment.

Explore cost saving and cost recovery opportunities in treasury operations through analysis of investment fees and the delivery of service.

Review mission critical services and software, and explore/determine need for enhancement and/or replacement.



County of Contra Costa 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

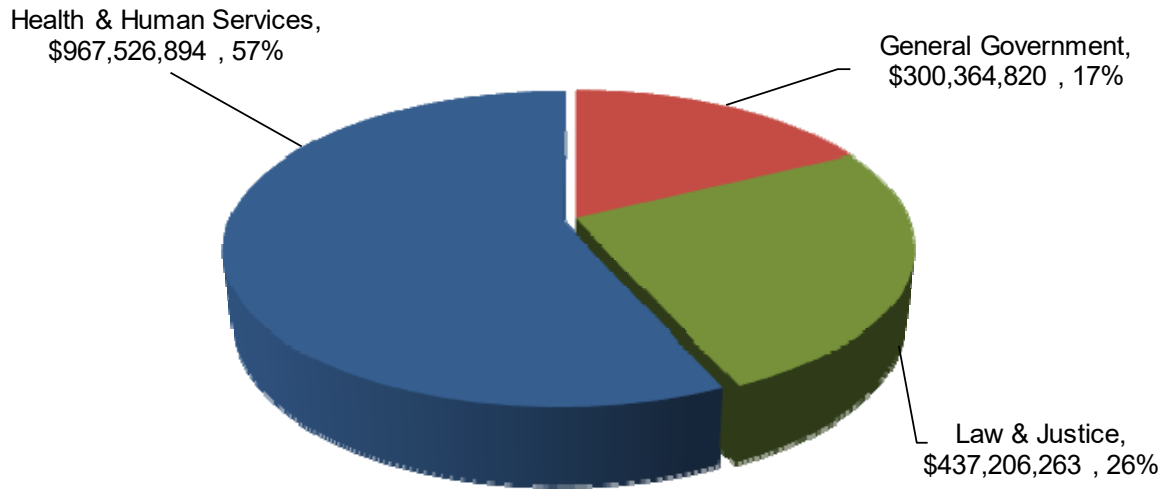
Department, and Veterans Services. These data do not include expenditures, revenues, or FTEs for the Contra Costa Regional Medical Center and Clinics Enterprise Fund (EF1), the Contra Costa Health Plan Enterprise Funds (EF2/EF3) nor any other fund other than the General Fund.

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	346,215,732	394,041,261	415,763,341	415,870,307	106,966
Services And Supplies	304,156,668	333,951,576	359,389,141	359,426,579	37,438
Other Charges	161,107,630	171,050,986	205,478,852	205,478,852	0
Fixed Assets	695,402	1,080,096	1,293,300	1,293,300	0
Expenditure Transfers	(11,909,768)	(13,334,540)	(14,542,144)	(14,542,144)	0
Expense Total	800,265,664	886,789,380	967,382,490	967,526,894	144,404
Revenue					
Other Local Revenue	197,369,337	235,475,540	252,802,873	252,947,277	144,404
Federal Assistance	237,743,241	261,735,480	278,485,529	278,485,529	0
State Assistance	250,739,018	265,706,832	275,024,088	275,024,088	0
Revenue Total	685,851,595	762,917,852	806,312,490	806,456,894	144,404
Net County Cost (NCC):	114,414,069	123,871,528	161,070,000	161,070,000	0
Allocated Positions (FTE)	3,243.6	3,248.7	3,187.7	3,188.7	1.0
Financial Indicators					
Salaries as % of Total Exp	43%	44%	43%	43%	
% Change in Total Exp		11%	9%	0%	
% Change in Total Rev		11%	6%	0%	
% Change in NCC		8%	30%	(0%)	
Compensation Information					
Permanent Salaries	198,720,553	228,869,483	244,174,373	244,233,649	59,276
Temporary Salaries	7,632,211	2,626,271	3,014,435	3,014,435	0
Permanent Overtime	2,294,084	1,639,112	2,079,313	2,079,313	0
Deferred Comp	2,136,553	2,858,552	3,110,119	3,112,262	2,143
Hrly Physician Salaries	179,030	158,954	86,174	86,174	0
Perm Physicians Salaries	2,541,944	4,581,940	4,644,956	4,644,956	0
Perm Phys Addnl Duty Pay	19,178	16,934	40,490	40,490	0
Comp & SDI Recoveries	(813,431)	(1,020,021)	(1,009,144)	(1,009,144)	0
FICA/Medicare	15,327,443	17,951,319	18,777,990	18,782,567	4,577
Ret Exp-Pre 97 Retirees	667,968	743,252	770,691	770,691	0
Retirement Expense	64,311,215	73,847,838	75,818,701	75,837,105	18,404
Employee Group Insurance	29,341,118	36,375,629	42,649,160	42,669,853	20,693
Retiree Health Insurance	10,757,852	10,860,743	10,971,144	10,971,144	0
OPEB Pre-Pay	5,041,375	5,080,903	4,718,374	4,718,374	0
Unemployment Insurance	467,068	140,904	125,554	125,584	30
Workers Comp Insurance	7,753,948	9,431,353	5,912,916	5,914,759	1,843
Labor Received/Provided	(162,378)	(121,905)	(121,905)	(121,905)	0

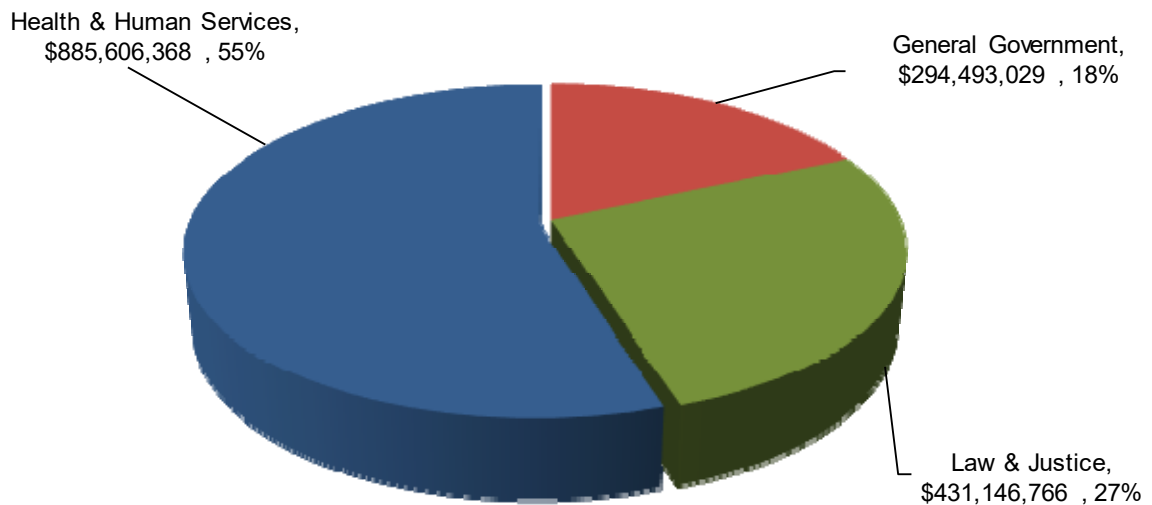
Functional Group Summary

Health and Human Services

FY 2019-20
Recommended General Fund Expenditures



FY 2018-19
Recommended General Fund Expenditures



Department of Child Support Services Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	16,123,738	16,568,447	17,759,605	18,707,089	947,484
Services And Supplies	1,114,816	707,767	705,147	705,147	0
Other Charges	827,194	796,074	679,907	679,907	0
Fixed Assets	41,900	0	0	0	0
Expenditure Transfers	381,408	249,348	290,857	290,857	0
Expense Total	18,489,056	18,321,636	19,435,516	20,383,000	947,484
Revenue					
Other Local Revenue	26,853	0	0	0	0
Federal Assistance	18,435,776	18,769,093	18,931,232	20,383,000	1,451,768
Revenue Total	18,462,629	18,769,093	18,931,232	20,383,000	1,451,768
Net Fund Cost (NFC):	26,426	(447,457)	504,284	0	(504,284)
Allocated Positions (FTE)	171.0	144.0	144.0	153.0	9.0
Financial Indicators					
Salaries as % of Total Exp	87%	90%	91%	92%	
% Change in Total Exp		(1%)	6%	5%	
% Change in Total Rev		2%	1%	8%	
% Change in NFC		(1,793%)	(213%)	(100%)	
Compensation Information					
Permanent Salaries	8,910,376	9,488,157	10,491,263	11,070,965	579,702
Temporary Salaries	39,157	48,529	48,529	48,529	0
Permanent Overtime	63,300	14,864	4,864	4,864	0
Deferred Comp	85,208	124,759	133,020	142,020	9,000
Comp & SDI Recoveries	(30,224)	0	0	0	0
FICA/Medicare	649,847	730,971	781,598	819,080	37,482
Ret Exp-Pre 97 Retirees	30,028	55,818	55,818	55,818	0
Retirement Expense	2,903,478	3,163,274	3,219,602	3,396,516	176,914
Employee Group Insurance	1,275,748	1,547,519	1,725,523	1,844,921	119,398
Retiree Health Insurance	680,312	679,170	684,449	684,449	0
OPEB Pre-Pay	1,290,097	230,097	294,325	294,325	0
Unemployment Insurance	19,943	6,082	5,273	5,523	250
Workers Comp Insurance	206,469	479,207	315,341	340,079	24,738

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.

Child Support Services

Health and Human Services

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 establishing paternity, and child and medical support;
- Enforcing court orders for child, family, and medical support;
- Collecting and distributing support payments;
- Maintaining accounts of payments paid and payments due; and
- Modifying court orders when appropriate.

Operations are administered in compliance with State Department of Child Support Services regulations. With the anticipated increase in revenues, the Department plans to add a fourth enforcement team of 9.0 FTE to increase collections.

Child Support Services Summary			
Service:		Mandatory	
Level of Service:		Mandatory	
Expenditures:		\$20,383,000	
Financing:		\$20,383,000	
Net Fund Cost:		0	
Funding Sources:			
Federal	100.0%	\$20,383,000	
FTE:		153.0	

CAO Recommendation

The fiscal year 2019-20 Baseline Budget expenditures reflect an increase of \$1,113,880 compared to fiscal year 2018-19 budget. This is primarily due to negotiated salary and benefit cost increases. Increases in Federal revenue and changes to the State Department of Child Support Services' allocation methodology to counties will result in an approximate revenue increase of \$1.4 million to Contra Costa County in fiscal year 2019-20. This increase in revenue and reductions made by the Department to miscellaneous expenditures, will offset the increased salary and benefit cost, as well as, fund an additional 9.0 FTEs. If the anticipated revenue increase is not realized, the County Administrator's Office will work closely with the Department to eliminate five vacant positions.

The FY 2019-20 Recommended Budget for the Department of Child Support Services maintains current service levels, with an expansion of Enforcement Program services.

Performance Measures

Federal Performance Measure:

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

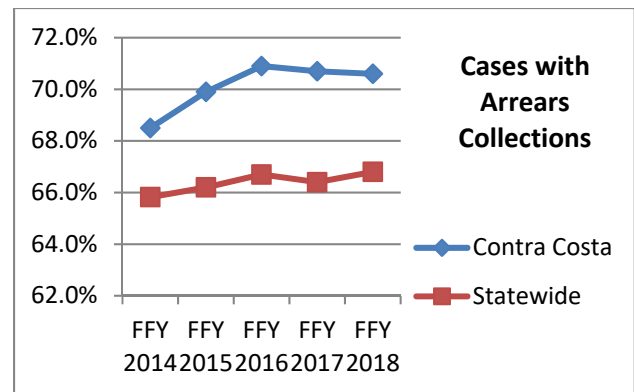
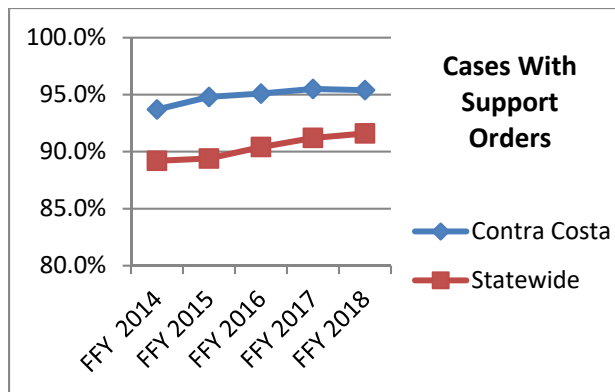
1. Child Support Orders Status of FY 2018 Goals:

Achieved 95.4% of cases with a child support order.

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 remained consistent and above the statewide average.

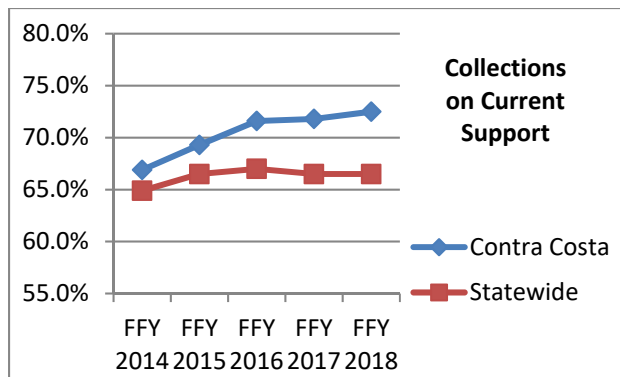
Note: Data reflected in the following tables are aligned with the Federal fiscal year (FFY).

Child Support Services Health and Human Services



2. Current Child Support Collections Status of FY 2018 Goals:

Achieved 72.5% of cases with current support collected, an increase of 0.7% over last year.



3. Arrears Collections Status of FY 2018 Goals:

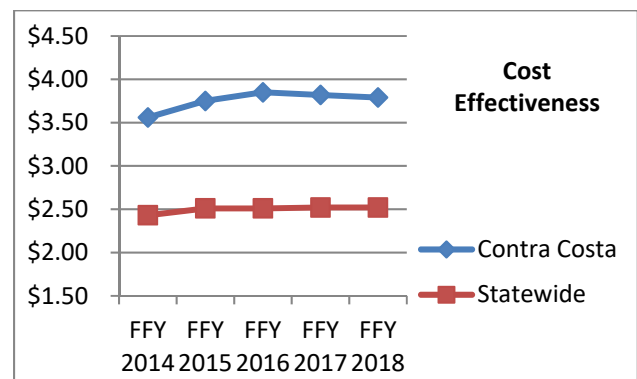
Achieved 70.6% of cases with arrearage collections.

DCSS is focused on engaging parents with delinquent accounts to make child support payments. The statewide average of cases paying on arrears is 66.8%. DCSS has consistently maintained participation above the statewide average.

4. Operational Cost Effectiveness Status of FY 2018 Goals:

Achieved \$3.79 in cost effectiveness, a 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 Federal fiscal year 2018, the California State average was \$2.52 collected for each dollar expended. Contra Costa DCSS is 50.3% more effective than the State average, collecting \$3.79 for each dollar spent on operations.



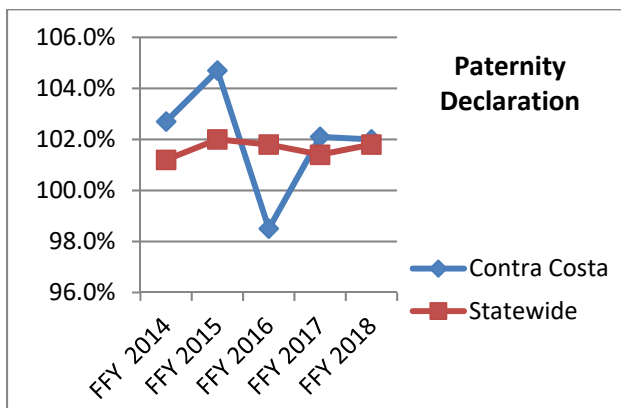
Child Support Services

Health and Human Services

5. Status of FY 2018 Goals:

Achieved 102.0% in statewide Paternity Establishment Percentage (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.



- Increasing collections on cases with arrears; and
- Improving cost effectiveness.
- **Achieve Local Level Performance Goals for Federal fiscal year 2019 by:**
 - Maintaining distributed collections of at least \$3.75 in cost effectiveness;
 - Increasing the percentage of current support collected to 73%;
 - Increasing the percentage of cases with arrearages collection to 71%;
 - Maintaining the percentage of cases with child support orders at 95%; and
 - Maintain statewide PEP at 100% or above.

Administrative and Program Goals

- **Achieve Federal Performance Measure levels established by the State Department of Child Support Services by:**
 - Establishing paternity;
 - Increasing the number of cases with established child support orders;
 - Increasing collections on current child support;

Child Support Services Health and Human Services

FY 2019-20 Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net Fund Impact	Impact
1	1	Child Support Services	Revenue	0.0	1,451,768	Increase State revenue due to a new allocation formula to be implemented by the State.
2	1	Child Support Services	Salaries and Benefits	1.0	148,161	Add one Child Support Supervisor (\$148,161) to oversee the proposed Enforcement Team, funded by additional State revenues anticipated in FY 2019/20.
3	1	Child Support Services	Salaries and Benefits	8.0	799,323	Add two Child Support Specialist I, five Child Support Specialist II, and one Child Support Specialist III positions (\$799,323), to support the proposed Enforcement Team, funded by additional State revenues anticipated in FY 2019/20.
			Total	9.0	(504,284)	

Child Support Services
Health and Human Services

Employment and Human Services General Fund Summary

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	189,625,714	206,437,731	213,643,530	213,750,496	106,966
Services And Supplies	100,230,461	116,251,178	120,152,400	120,189,838	37,438
Other Charges	130,143,265	141,818,569	139,557,763	139,557,763	0
Fixed Assets	242,202	188,652	500,000	500,000	0
Expenditure Transfers	6,809,864	3,772,640	7,390,903	7,390,903	0
Expense Total	427,051,507	468,468,770	481,244,596	481,389,000	144,404
Revenue					
Other Local Revenue	80,734,482	102,103,387	108,854,836	108,999,240	144,404
Federal Assistance	150,571,380	159,420,087	168,508,215	168,508,215	0
State Assistance	174,821,479	179,745,296	176,968,545	176,968,545	0
Revenue Total	406,127,341	441,268,770	454,331,596	454,476,000	144,404
Net County Cost (NCC):	20,924,165	27,200,000	26,913,000	26,913,000	0
Allocated Positions (FTE)	1888.0	1853.5	1792.5	1793.5	1.0
Financial Indicators					
Salaries as % of Total Exp	44%	44%	44%	44%	
% Change in Total Exp		10%	3%	0%	
% Change in Total Rev		9%	3%	0%	
% Change in NCC		30%	(1%)	0%	
Compensation Information					
Permanent Salaries	107,871,992	120,631,143	126,035,185	126,094,461	59,276
Temporary Salaries	4,943,738	845,131	867,523	867,523	0
Permanent Overtime	960,536	817,798	820,566	820,566	0
Deferred Comp	1,303,866	1,582,770	1,729,082	1,731,225	2,143
Comp & SDI Recoveries	(682,277)	(822,956)	(825,826)	(825,826)	0
FICA/Medicare	8,344,863	9,230,391	9,694,542	9,699,119	4,577
Ret Exp-Pre 97 Retirees	353,596	417,298	415,371	415,371	0
Retirement Expense	34,288,813	37,725,920	38,122,706	38,141,110	18,404
Employee Group Insurance	16,491,018	19,453,308	22,923,368	22,944,061	20,693
Retiree Health Insurance	6,805,925	6,797,437	6,839,584	6,839,584	0
OPEB Pre-Pay	3,559,057	3,559,051	3,054,690	3,054,690	0
Unemployment Insurance	250,572	60,316	63,368	63,398	30
Workers Comp Insurance	5,177,692	6,140,124	3,903,373	3,905,216	1,843
Labor Received/Provided	(43,676)	0	0	0	0

Employment and Human Services

Health and Human Services

Table Description

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

0501 – Administration
0502 – Children and Family Services
0503 – Aging and Adult Services
0504 – Workforce Services
0506 – Covered California Call Center
0507 – Ann Adler Children and Family Trust
0583 – Workforce Development Board
0588 – Community Services
0581 – 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.

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 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	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	32,761,066	34,116,976	35,262,992	35,262,992	0
Services And Supplies	18,107,684	20,343,306	20,624,831	20,624,831	0
Other Charges	309,573	483,355	940,697	940,697	0
Fixed Assets	86,881	55,019	0	0	0
Expenditure Transfers	(45,653,754)	(48,467,451)	(51,115,520)	(51,115,520)	0
Expense Total	5,611,451	6,531,205	5,713,000	5,713,000	0
Revenue					
Other Local Revenue	188,313	0	0	0	0
Federal Assistance	15,986	0	0	0	0
State Assistance	5,272,495	6,049,215	5,499,000	5,499,000	0
Revenue Total	5,476,794	6,049,215	5,499,000	5,499,000	0
Net County Cost (NCC):	134,657	481,990	214,000	214,000	0
Allocated Positions (FTE)	210.0	204.0	206.0	206.0	0.0
Financial Indicators					
Salaries as % of Total Exp	584%	522%	617%	617%	
% Change in Total Exp		16%	(13%)	0%	
% Change in Total Rev		10%	(9%)	0%	
% Change in NCC		258%	(56%)	0%	
Compensation Information					
Permanent Salaries	15,846,122	17,296,508	18,200,502	18,200,502	0
Temporary Salaries	953,149	0	0	0	0
Permanent Overtime	50,803	42,171	45,041	45,041	0
Deferred Comp	179,403	215,400	218,521	218,521	0
Comp & SDI Recoveries	(12,704)	(42,171)	(45,041)	(45,041)	0
FICA/Medicare	1,223,717	1,285,285	1,359,614	1,359,614	0
Ret Exp-Pre 97 Retirees	54,506	73,888	73,886	73,886	0
Retirement Expense	5,274,317	5,674,297	5,748,176	5,748,176	0
Employee Group Insurance	2,112,250	2,404,971	2,887,846	2,887,846	0
Retiree Health Insurance	6,241,846	6,277,587	6,202,137	6,202,137	0
Unemployment Insurance	37,605	8,648	9,142	9,142	0
Workers Comp Insurance	776,907	880,392	563,168	563,168	0
Labor Received/Provided	23,146	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, purchasing, personnel, budgets, claims, policy and planning, appeals, quality control, welfare fraud prevention, appeals, fiscal compliance, facilities, information technology, CalWIN program administration, fixed assets, vehicles, safety and disaster preparedness and readiness, and building occupancy.

The FY 2019-20 Recommended Budget includes an overall decrease in expenditures of \$818,205 compared to FY 2018-19. Baseline included a reduction of three positions to reduce amount of vacant and unfunded positions.

No adjustment from Baseline to Recommended Budget for FY 2019-20 is required.

Administrative Services Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Gross Expenditures:		\$56,970,306
Financing:		56,756,306
Net County Cost:		214,000
Funding Sources:		
Transfers	90.0%	\$51,257,306
State	9.7%	5,499,000
General Fund	0.3%	214,000
FTE:	206.0	

Employment and Human Services

Health and Human Services

Children and Family Services Bureau

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	39,974,343	49,715,855	51,089,622	51,089,622	0
Services And Supplies	21,001,753	26,881,742	25,116,170	25,116,170	0
Other Charges	51,071,214	52,115,644	55,377,567	55,377,567	0
Expenditure Transfers	1,352,126	6,210,146	10,710,641	10,710,641	0
Expense Total	113,399,436	134,923,387	142,294,000	142,294,000	0
Revenue					
Other Local Revenue	45,578,851	63,252,688	70,907,936	70,907,936	0
Federal Assistance	38,451,855	40,661,574	39,856,090	39,856,090	0
State Assistance	28,867,879	27,112,076	25,105,974	25,105,974	0
Revenue Total	112,898,585	131,026,338	135,870,000	135,870,000	0
Net County Cost (NCC):	500,851	3,897,049	6,424,000	6,424,000	0
Allocated Positions (FTE)	365.5	404.5	400.5	400.5	0.0
Financial Indicators					
Salaries as % of Total Exp	35%	37%	36%	36%	
% Change in Total Exp		19%	5%	0%	
% Change in Total Rev		16%	4%	0%	
% Change in NCC		678%	65%	0%	
Compensation Information					
Permanent Salaries	24,179,734	30,465,015	31,596,022	31,596,022	0
Temporary Salaries	536,822	0	0	0	0
Permanent Overtime	278,092	207,016	206,914	206,914	0
Deferred Comp	247,648	384,600	411,960	411,960	0
Comp & SDI Recoveries	(134,992)	(206,914)	(206,914)	(206,914)	0
FICA/Medicare	1,840,696	2,329,531	2,427,084	2,427,084	0
Ret Exp-Pre 97 Retirees	76,710	4,493	4,493	4,493	0
Retirement Expense	7,456,961	9,319,334	9,402,389	9,402,389	0
Employee Group Insurance	3,349,980	4,573,853	5,332,671	5,332,671	0
OPEB Pre-Pay	946,860	1,073,027	920,966	920,966	0
Unemployment Insurance	55,294	15,232	15,879	15,879	0
Workers Comp Insurance	1,157,185	1,550,669	978,158	978,158	0
Labor Received/Provided	(16,647)	0	0	0	0

Employment and Human Services

Health and Human Services

Description: The primary responsibility of Children and Family Services is to promote the safety, permanency and well-being of children residing in Contra Costa County.

Children and Family Services receives and investigates reports of possible child abuse and neglect; provides services to families to support the protection and care of their children; arranges for children to live with kin, foster families or Short Term Residential Therapeutic Program facilities when they are not safe at home; arranges for reunification and adoption; promotes permanent family connections for children leaving foster care; and provides financial and housing support for youth between the ages of 18 and 21 who have transitioned out of foster care.

To meet these goals, the Children and Family Services Bureau is also responsible for the recruitment and approval of Resource Family Homes and financial support, including eligibility to Medi-Cal for the care of children in out-of-home placements.

The Continuum of Care Reform (CCR) initiative, launched January 1, 2017 advocates that children should live in committed nurturing family homes surrounded by services that promotes family engagement and permanency. Programs and services funded by CCR include a streamlined Resource Family Home Approval process and Children and Family Team Meetings.

The budget for Children and Family Services includes administrative costs for Child Welfare Services, Adoption/Foster Care Services, Continuum of Care Reform and Foster Care and Adoptions Eligibility programs. The budget also includes the payment program costs for Foster Care and Adoptions Eligibility, and Child Abuse Prevention contracts.

The FY 2019-20 Recommended Budget includes an overall increase of \$7,370,613 compared to FY 2018-19. Baseline included a reduction of four positions to reduce the number of vacant and unfunded positions.

No adjustment from Baseline to Recommended Budget for FY 2019-20 is required.

1. Child Welfare Services

Description: The administrative budget for Child Welfare Services includes the core services components of Child Welfare. These programs, described below, include Emergency Response, Family Maintenance, Permanency Planning, and Extended Foster Care Support.

Service delivery for these programs includes 24/7 response and coverage. Activities include 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 collaboration and support and oversight 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 and in collaboration with other partners in Child Welfare Services, various strategies and models support the family and/or Resource Home in resolving issues of concern and in nurturing children. These include: Assessing and addressing children's health needs including behavioral and mental health; supporting families seeking reunification; securing services for kin 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 2017-18, there were approximately 2,219 children who, along with their families, received intervention services from Children and Family Services under one or more service components. Statistics on the 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

Employment and Human Services

Health and Human Services

are initiated as deemed necessary. In FY 2017-18, there were approximately 26,665 calls to the Child Abuse Hotline resulting in approximately 8,010 referrals of suspected abuse, 668 requiring Immediate Response. Approximately half of those required further investigation to assure the safety of children resulting in approximately 307 new cases opened, an average of 26 new cases (children) per month.

- 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 2017-18, there were approximately 425 children who received FM services with their families for periods up to one year. The average monthly count of children served in FM was 209.
- 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 2017-18, there were approximately 733 children who received FR services for up to one year. The average monthly count of children served in the Family Reunification programs was 421.
- 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 2017-18, approximately 849 children in out-of-home care received ongoing PP services. The average monthly count of children served was 582. The Juvenile Court continues court oversight of these cases.
- 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. The number of youth served in FY 2017-18 was 194. The average monthly count of youth served was 148.

- f. Continuum of Care Reform** -Continuum of Care Reform (CCR) includes various components of the State Initiative including Resource Home Approval and Children and Family Team Meetings. All types of family homes for out of home placements of children who are not able to remain in family of origin homes require approval, including relative and non-relative placements. Resource Family Home Approval is a primary component of Continuum of Care Reform that streamlines the approval process. In FY 2017-18, approximately 744 children per month resided in various types of family homes that required approval, review and ongoing support. An average of 37 new placements is approved each month. CCR builds family engagement through regularly scheduled Child and Family Team Meetings. These meetings address strengths and challenges of children and families and provide a forum for collaborating with the family for service needs assessment and case planning.

Child Welfare Services Summary

Service:	Mandatory	
Level of Service:	Mandatory	
Gross Expenditures:	\$97,092,426	
Financing:	95,837,097	
Net County Cost:	1,255,329	
Funding Sources:		
Local	45.9%	\$44,529,220
Transfers	24.9%	24,159,619
Federal	17.4%	16,905,144
State	10.5%	10,243,114
General Fund	1.3%	1,255,329
FTE: 346.4		

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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 2017-18, approximately 120 children had adoptions finalized.

Adoption Administration Summary			
Service:			Discretionary
Level of Service:			Mandatory
Gross Expenditures:			\$3,437,221
Financing:			3,426,899
Net County Cost:			10,322
Funding Sources:			
Local	59.7%		\$2,052,349
Federal	40.0%		1,374,550
General Fund	0.3%		10,322
FTE:			18.8

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 2017-18, approximately 2,460 Foster Care and Adoptions payment cases received ongoing financial support each month for care of children placed in their homes.

Foster Care/Adoption Assistance Eligibility Summary			
Service:			Mandatory
Level of Service:			Mandatory
Gross Expenditures:			\$6,022,451
Financing:			5,420,851
Net County Cost:			601,600
Funding Sources:			
Local	45.2%		\$2,720,724
Federal	36.6%		2,205,581
Transfers	8.2%		494,546
General Fund	10.0%		601,600
FTE:			25.1

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4. Foster Family Recruitment, Training and Licensing

Description: This program processes applications for foster home licenses and provides support services to licensed foster parents including transition to Resource Family Approval.

The Substance Abuse (SA)/Human Immunodeficiency Virus (HIV) Infant Program recruits and trains foster parents or relatives to care for substance and alcohol exposed infants. The AB 2129 Foster Parent Training and Recruitment program also supports recruitment and training of Resource Families. In addition, the programs arrange respite care for families to encourage placement of foster children in homes reflecting their racial and cultural heritage.

Foster Family Recruitment, Training and Licensing			
Service:	Discretionary		
Level of Service:	Mandatory		
Gross Expenditures:	\$1,201,059		
Financing:	974,762		
Net County Cost:	226,297		
Funding Sources:			
Local	58.5%	\$702,410	
State	2.8%	33,620	
Federal	19.9%	238,732	
General Fund	18.8%	226,297	
FTE:	0.9		

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. Count of cases for all programs average 2,952 per month.

5. Adoption Assistance Program

Description: The Adoption Assistance Program (AAP) provides payments to families in the adoption process or who have adoptive children into their care. In FY 2017-18, there were approximately 1,650 families per month that received Aid to Adoptions payments.

Adoption Assistance Program Summary			
Service:	Mandatory		
Level of Service:	Mandatory		
Gross Expenditures:	\$20,875,827		
Financing:	20,132,541		
Net County Cost:	743,286		
Funding Sources:			
Local	44.9%	\$9,381,629	
State	11.4%	2,383,924	
Federal	40.1%	8,366,988	
General Fund	3.6%	743,286	

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.

- County Board and Care** – County Board and Care (CBC) provides for children not eligible for Federal or State foster care. In FY 2017-18, the funding supported an average of 20 children per month. In FY 2019-20 under Continuum of Care Reform, the increase in cost is due to an additional projected average of 20 youth in Group Home placements that will no longer be eligible for Federal or State foster care.
- Kin Guardianship Assistance Payment Program** – Kinship 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

Employment and Human Services

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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 Kin-GAP program enhances family preservation and stability by recognizing many foster children are in long-term, stable placements with relatives. In FY 2017-18, approximately 322 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 2017-18, approximately 806 children per month received foster care funding and approximately 100 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 (ARC) Funding Option supplements CalWORKs payments so that funding is equal to the basic foster care rate to an approved relative caregiver with whom a non-federally eligible child is placed. In FY 2017-18, an average of 51 children per month received ARC funding.

- e. **Emergency Assistance** – The Emergency Assistance (EA) program provides short term (12 months) of Federally funded foster care aid to children entering foster care who do not qualify for other Federally funded foster care programs. If foster care is needed at the end of 12 months, it is funded by foster care. A monthly average of 100 children received EA in FY 2017-18.

Foster Care and Other Out of Home Care Payments Summary		
Service:		Mandatory
Level of Service:		Mandatory
Gross Expenditures:		\$35,282,480
Financing:		32,111,273
Net County Cost:		3,171,207
Funding Sources:		
Local	26.4%	\$9,307,321
State	35.3%	12,445,316
Federal	27.9%	9,837,768
Transfers	1.5%	520,868
General Fund	9.0%	3,171,207

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

Description: 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. State and Federal funds provide allocations for prevention, early intervention, intervention and/or treatment of child abuse and neglect. Priorities, coordination and maintenance of contracts with Community Based Organizations are managed by the Family and Children's Trust Committee (FACT).

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Child Abuse Prevention, Intervention and Treatment Summary

Service:	Discretionary	
Level of Service:	Mandatory	
Gross Expenditures:		\$306,830
Financing:		276,147
Net County Cost:		30,683
Funding Sources:		
Local	90.0%	\$276,147
General Fund	10.0%	30,683

8. Family Preservation Program Promoting Safe and Stable Families

Description: Promoting Safe and Stable Families (PSSF) 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 Act of 1993 (now the Adoption and Safe Families Act). PSSF expenditures must be balanced between these four components: family preservation, community-based family support, time-limited family reunification, and adoption promotion and support.

Family Preservation Program Promoting Safe and Stable Families Summary

Service:	Discretionary	
Level of Service:	Mandatory	
Gross Expenditures:		\$1,884,254
Financing:		1,498,978
Net County Cost:		385,276
Funding Sources:		
Local	47.7%	\$898,978
Federal	31.8%	600,000
General Fund	20.5%	385,276

9. Independent Living Skills Program

Description: Independent Living Skills Program (ILSP) provides individual and group support services, for foster youth eligible for Federal foster care funds when transitioning out of the foster care system. This program assists participants to function as self-sufficient adults. ILSP conducts 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.

Independent Living Skills Program Summary

Service:	Mandatory	
Level of Service:	Discretionary	
Gross Expenditures:		\$1,366,485
Financing:		1,366,485
Net County Cost:		0
Funding Sources:		
Local	76.0%	\$1,039,158
Federal	24.0%	327,327
FTE:	9.3	

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Aging and Adult Services Bureau

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	16,165,428	21,975,751	22,351,048	22,351,048	0
Services And Supplies	19,645,083	22,981,346	26,003,620	26,003,620	0
Other Charges	25,007,954	31,987,450	28,557,436	28,557,436	0
Expenditure Transfers	2,152,482	(3,236,196)	(3,400,104)	(3,400,104)	0
Expense Total	62,970,946	73,708,351	73,512,000	73,512,000	0
Revenue					
Other Local Revenue	4,105,278	5,772,555	5,562,381	5,562,381	0
Federal Assistance	9,807,469	12,005,315	13,335,646	13,335,646	0
State Assistance	32,985,098	39,520,312	42,097,973	42,097,973	0
Revenue Total	46,897,845	57,298,182	60,996,000	60,996,000	0
Net County Cost (NCC):	16,073,101	16,410,169	12,516,000	12,516,000	0
Allocated Positions (FTE)	154.5	179.0	171.0	171.0	0.0
Financial Indicators					
Salaries as % of Total Exp	26%	30%	30%	30%	
% Change in Total Exp		17%	0%	0%	
% Change in Total Rev		22%	6%	0%	
% Change in NCC		2%	(24%)	0%	
Compensation Information					
Permanent Salaries	9,209,112	12,785,791	13,171,940	13,171,940	0
Temporary Salaries	243,981	0	22,125	22,125	0
Permanent Overtime	93,729	25,833	25,833	25,833	0
Deferred Comp	88,307	165,000	159,480	159,480	0
Comp & SDI Recoveries	(49,108)	(25,833)	(25,833)	(25,833)	0
FICA/Medicare	700,812	976,733	1,011,405	1,011,405	0
Ret Exp-Pre 97 Retirees	30,213	206,616	204,691	204,691	0
Retirement Expense	2,933,765	3,958,600	4,003,983	4,003,983	0
Employee Group Insurance	1,357,661	2,026,257	2,333,389	2,333,389	0
OPEB Pre-Pay	1,013,436	1,199,565	1,029,572	1,029,572	0
Unemployment Insurance	21,100	6,393	6,620	6,620	0
Workers Comp Insurance	441,867	650,797	407,843	407,843	0
Labor Received/Provided	80,553	0	0	0	0

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Description: The Aging and Adult Services Bureau (AAS) provides protective and supportive services to disabled adults and seniors, including: In-Home Supportive Services (IHSS); Adult Protective Services; Area Agency on Aging services; General Assistance; Senior Community Services Employment Program, and other supportive services.

The FY 2019-20 Recommended Budget includes an overall decrease of \$196,351 compared to FY 2018-19.

No adjustment from Baseline to Recommended Budget for FY 2019-20 is required.

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 fund the provision of services in preventing elder financial abuse, implementation of an elder death protocol review, and supports a multidisciplinary team. In FY 2017-18, APS received over 4,200 reports, a 18.7% 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 2017-18, there were 246

SSI applications and an average monthly caseload of 213 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 Multidisciplinary Team Meetings, Financial Abuse Strike Team and the Elder Death Review. The two grants are funded for a total three-and-a-half 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 entered into an Interagency Agreement with Health Services in 2017 to co-locate 17 EHSD staff within the pilot to provide coordinated health care from a social services perspective. In 2019, the Department is amending this agreement to include 21 positions. Positions include one Division Manager, one Social Work Supervisor II, 16 Social Workers, and three Social Service Program Assistants.

d. Home Safe Program

Description: EHSD's AAS Bureau, in partnership with Contra Costa Health Services, Health, Housing and Homelessness Division (H3), has been successfully awarded an allocation of \$740,079 from the California Department of Social Services for the Adult Protective Services (APS) Home Safe Program. EHSD will ensure older adults that are homeless or at-risk of

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homelessness, are provided timely services including housing navigation, case management, and financial assistance to return to permanent housing as quickly as possible. Funds will be used to support one APS Senior Staff Assistant, contracted housing case management, and housing subsidies for up to 50 APS clients who are homeless or at risk of homelessness. The APS Home Safe Program will leverage existing resources within EHSD and H3's Coordinated Entry System (CES) to provide short-term, time-limited housing supports to vulnerable older adults, and referrals to CES for homeless clients with longer term housing needs.

Adult Protective Services Summary		
Service:	Mandatory	
Level of Service:	Discretionary/Mandatory	
Gross Expenditures:	\$20,304,645	
Financing:	19,091,717	
Net County Cost:	1,212,928	
Funding Sources:		
Transfers	54.2%	\$11,000,150
Local	25.1%	5,101,110
State	13.3%	2,691,894
Federal	1.5%	298,563
General Fund	5.9%	1,212,928
FTE:	79.7	

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 2017-18, approximately 6,421 people were reached through counseling, outreach, and other informational sessions.

- b. Information and Assistance** – Information and Assistance (I&A) is a helpline for seniors aged 60 and older, adults with disabilities, and caregivers. Knowledgeable social workers provide information, referrals to appropriate services and support in problem solving. In December 2017, the Call Center expanded to include taking initial reports for APS and initial intake for IHSS. For FY 2017-2018, the Center responded to over 13,000 calls. The top 5 needs of callers were homecare/IHSS (41%), housing (13%), abuse/neglect/crime (11%), insurance (9%) and legal (3%).

- 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 18 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.

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- d. Tax Aid Program Materials** – AAA provides space and materials for the American Association of Retired Persons (AARP) Tax Aid program. This partnership provides free assistance to low and moderate income households to file tax returns and claim eligible deductions. FY 2017-18, over 200 volunteers prepared 5,871 free tax returns for seniors in Contra Costa County.

Area Agency on Aging Summary			
Service:	Discretionary/Mandatory		
Level of Service:	Discretionary/Mandatory		
Gross Expenditures:			\$5,971,508
Financing:			5,757,650
Net County Cost:			213,858
Funding Sources:			
Federal	73.6%		\$4,394,401
State	15.4%		920,366
Local	7.4%		442,883
General Fund	3.6%		213,858
FTE:	11.9		

3. General Assistance Eligibility

Description: Determines the General Assistance (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:			\$3,966,126
Financing:			442,694
Net County Cost:			3,523,432
Funding Sources:			
Transfers	6.5%		\$256,354
State	4.7%		186,340
General Fund	88.8%		3,523,432
FTE:	17.0		

4. General Assistance Cash Assistance

Description: The 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 2017-18 the program determined GA benefits for approximately 8,410 individuals, also reviewing and granting eligibility for the CalFresh and Medi-Cal program for GA clients. As of August, 2018 there were 670 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	100.0%		\$2,781,389

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5. Indigent Interment

Description: The County Interment program authorizes payment for the interment of deceased County residents who do not have resources, or whose next of kin are unable to assume this responsibility. For the FY 2017-18, there were 66 requested interments of indigent individuals, of which 23 were approved, 11 were referred to either the Veterans Service Office or the Public Administrator's Office, and 32 denied. The majority of the denials were due to the next of kin being over minimum income level.

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	

6. In-Home Supportive Services

Description: Provides administration of the IHSS program and determines eligibility for services. Assesses the need for in-home services and processes payments to those who provide services to over 9,757 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:		\$10,627,321	
Financing:		7,386,102	
Net County Cost:		3,241,219	
Funding Sources:			
State		69.5%	\$7,386,102
General Fund		30.5%	3,241,219
FTE: 61.4			

7. In-Home Supportive Services Payments

Description: Funds County share of wages, health and retirement benefits for providers of IHSS.

In-Home Supportive Services Payments Summary			
Service:	Mandatory		
Level of Service:	Mandatory		
Gross Expenditures:	\$41,701,766		
Financing:	40,341,009		
Net County Cost:	1,360,757		
Funding Sources:			
State	74.1%	\$30,913,271	
Federal	20.5%	8,570,232	
Transfers	2.1%	857,506	
General Fund	3.3%	1,360,757	

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

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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 through National Asian Pacific Center on Aging and the General Fund.

Senior Community Services Employment Program Summary			
Service:		Discretionary	
Level of Service:		Mandatory	
Gross Expenditures:		\$166,333	
Financing:		72,450	
Net County Cost:		93,883	
Funding Sources:			
Federal	43.6%	\$72,450	
General Fund	56.4%	93,883	
FTE: 1.0			

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Workforce Services Bureau

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	84,066,755	79,457,934	83,342,441	83,449,407	106,966
Services And Supplies	23,209,580	25,086,977	26,808,863	26,846,301	37,438
Other Charges	53,189,148	56,535,924	53,964,576	53,964,576	0
Expenditure Transfers	39,307,368	39,766,668	40,183,716	40,183,716	0
Expense Total	199,772,851	200,847,503	204,299,596	204,444,000	144,404
Revenue					
Other Local Revenue	18,989,426	21,080,305	18,973,987	19,118,391	144,404
Federal Assistance	71,536,601	68,586,981	75,356,310	75,356,310	0
State Assistance	107,014,590	106,846,698	104,048,299	104,048,299	0
Revenue Total	197,540,617	196,513,984	198,378,596	198,523,000	144,404
Net County Cost (NCC):	2,232,234	4,333,519	5,921,000	5,921,000	0
Allocated Positions (FTE)	959.0	839.0	797.0	798.0	1.0
Financial Indicators					
Salaries as % of Total Exp	42%	40%	41%	41%	
% Change in Total Exp		1%	2%	0%	
% Change in Total Rev		(1%)	1%	0%	
% Change in NCC		94%	37%	0%	
Compensation Information					
Permanent Salaries	49,557,458	48,023,841	50,708,856	50,768,132	59,276
Temporary Salaries	2,082,611	656,520	656,787	656,787	0
Permanent Overtime	522,350	517,685	517,685	517,685	0
Deferred Comp	697,699	634,680	744,120	746,263	2,143
Comp & SDI Recoveries	(473,814)	(517,685)	(517,685)	(517,685)	0
FICA/Medicare	3,825,932	3,718,105	3,946,352	3,950,929	4,577
Ret Exp-Pre 97 Retirees	161,961	91,442	91,442	91,442	0
Retirement Expense	15,777,688	15,044,789	15,229,880	15,248,284	18,404
Employee Group Insurance	8,046,547	7,804,722	9,496,953	9,517,646	20,693
OPEB Pre-Pay	1,327,705	1,015,409	871,513	871,513	0
Unemployment Insurance	113,945	24,013	25,503	25,533	30
Workers Comp Insurance	2,388,639	2,444,413	1,571,035	1,572,878	1,843
Labor Received/Provided	38,034	0	0	0	0

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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 2019-20 Recommended Budget reflects an increase of \$3,596,497 compared to FY 2018-19, largely due to increased salaries and benefits costs. Baseline included a reduction of 44.4 positions to reduce the Department's amount of vacant and unfunded positions.

The change from the FY 2019-20 Baseline Budget to the Recommended Budget includes the addition of AB109 Grant funding and the addition of 1.0 FTE for the program.

The FY 2019-20 Recommended Budget includes an operational vacancy factor of 2.9%, which equates to 56 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 Services** - Provides eligibility determination for CalWORKs cash aid, supportive services, and includes ongoing case management. In FY 2017-18 there were 9,316 applications received, a 1% 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 Services		
Service:	Mandatory	
Level of Service:	Mandatory	
Gross Expenditures:	\$44,024,150	
Financing:	43,869,645	
Net County Cost:	154,505	
Funding Sources:		
Transfers	48.2%	\$21,200,159
Federal	43.1%	18,954,030
State	8.4%	3,715,456
General Fund	0.3%	154,505
FTE:	183.8	

- 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 2017-18 there were 2,825 registered WTW recipients. Approximately 1,778 of those individuals entered employment, 942 exited CalWORKs due to employment and 688 exempt individuals volunteered into receiving WTW services.

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CalWORKs Employment Services

Service:	Mandatory	
Level of Service:	Discretionary	
Gross Expenditures:	\$31,301,665	
Financing:	31,301,665	
Net County Cost:	0	
Funding Sources:		
Transfers	48.2%	\$15,073,776
Federal	43.3%	\$13,568,190
State	8.5%	2,659,699
FTE: 61.1		

- 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:	\$214,418	
Financing:	214,418	
Net County Cost:	0	
Funding Sources:		
Transfers	48.2%	\$103,256
Federal	43.3%	92,943
State	8.5%	18,219
FTE: 0.6		

- d. **CalWORKs Childcare** – 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 2017-2018, there were 698 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 Childcare

Service:	Mandatory	
Level of Service:	Mandatory	
Gross Expenditures:	\$15,393,037	
Financing:	15,393,037	
Net County Cost:	0	
Funding Sources:		
Transfers	48.2%	\$7,412,743
Federal	43.3%	6,672,349
State	8.5%	1,307,945
FTE: 24.4		

- e. **CalWORKs Mental Health/Substance Abuse** - Provides CalWORKs case management and treatment services to CalWORKs recipients for mental health and substance abuse.

CalWORKs Mental Health/Substance Abuse

Service:	Mandatory	
Level of Service:	Discretionary	
Gross Expenditures:	\$2,160,977	
Financing:	2,160,977	
Net County Cost:	0	
Funding Sources:		
State	100.0%	\$2,160,977

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

CalWORKs SB 1569			
Service:			Mandatory
Level of Service:			Mandatory
Gross Expenditures:		\$127,464	
Financing:		127,464	
Net County Cost:		0	
Funding Sources:			
Transfers	48.2%	\$61,382	
Federal	43.3%	55,251	
State	8.5%	10,831	
FTE:	0.4		

subsidized for six (6) months. The program focuses on serving participants who have limited English proficiency, veterans, those challenged by domestic violence, disabled individuals, pregnant and parenting teens, individuals with a criminal or arrest record/history, and participants completing the family stabilization component of the Welfare-to-Work program. In FY 2017-18 157 individuals were placed in subsidized employment positions.

CalWORKs Expanded Subsidized Employment			
Service:			Mandatory
Level of Service:			Discretionary
Gross Expenditures:		\$3,472,368	
Financing:		3,472,368	
Net County Cost:		0	
Funding Sources:			
Federal	98.3%	\$3,414,480	
State	1.7%	57,888	
FTE:	14.7		

- 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 2017-18, there were 43 Family Stabilization cases.

CalWORKs Family Stabilization			
Service:			Mandatory
Level of Service:			Mandatory
Gross Expenditures:		\$985,183	
Financing:		985,183	
Net County Cost:		0	
Funding Sources:			
Transfers	48.2%	\$474,429	
Federal	43.3%	427,043	
State	8.5%	83,711	
FTE:	3.0		

- 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 months. The Employment and Human Services Department, in partnership with the Contra Costa County Health Services Behavioral Health Division Office of Homeless Programs (CCHP), oversees the HousingWORKs Program. In FY 2017-18 82 participants received Housing Support assistance.

- 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

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CalWORKs Housing Support Summary

Service:	Discretionary	
Level of Service:	Discretionary	
Gross Expenditures:		\$2,415,719
Financing:		2,415,719
Net County Cost:		0
Funding Sources:		
Federal	83.6%	\$2,019,790
State	16.4%	395,929

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 2017-18 was 8,585, a 2% decrease in the from the previous year.

CalWORKs Cash Assistance Summary

Service:	Mandatory	
Level of Service:	Mandatory	
Gross Expenditures:		\$47,412,843
Financing:		46,547,370
Net County Cost:		865,473
Funding Sources:		
Local	40.0%	\$18,952,287
State	37.6%	17,818,879
Federal	20.6%	9,776,204
General Fund	1.8%	865,473

3. CalFresh Eligibility

Description: Provides application processing and eligibility determination for both cash and non-cash assisted families. During FY 2017-18 34,814 CalFresh applications were received. There are approximately 72,632 individuals enrolled in the program, about a 15% increase

from the previous fiscal year. Eligibility determination for the Work Incentive Nutritional Supplement (WINS) program is also provided.

CalFresh Eligibility Summary

Service:	Mandatory	
Level of Service:	Mandatory	
Gross Expenditures:		\$39,235,607
Financing:		34,394,675
Net County Cost:		4,840,932
Funding Sources:		
Federal	51.7%	\$20,294,614
State	36.0%	14,100,061
General Fund	12.3%	4,840,932

FTE: 195.4

4. Standard Utility Assistance Subsidy (SUAS) and Work Incentive Nutritional Supplement (WINS) Cash Assistance

Description: CalFresh benefits are issued directly by the State of California through a third-party vendor and not included in the EHSD budget. However, cash assistance for the SUAS and WINS programs are paid directly from the Department budget. SUAS provides an annual \$20.01 utility assistance benefit to eligible CalFresh households. In FY 2017-18, there was a total of 11,468 cases. WINS provides \$10 per month additional food supplement for eligible CalFresh and California Food Assistance Program households. In FY 2017-18, there was an average of 2,715 cases.

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SAUS and WINS Supplement Cash Assistance Summary

Service:	Mandatory
Level of Service:	Mandatory
Gross Expenditures:	\$446,468
Financing:	446,468
Net County Cost:	0
Funding Sources:	
State	100% \$446,468

5. Medi-Cal Eligibility

Description: Provides application processing, eligibility determination and ongoing case management for more than 50 Medi-Cal programs and the implementation Affordable Care Act programs. These major Medi-Cal programs provide comprehensive medical services to children and adults in low-income families. In FY 2017-18 there were approximately 45,344 Medi-Cal applications received, a 3% decrease from the previous year. Throughout the fiscal year, there were an average of 128,124 Medi-Cal cases per month.

Medi-Cal Eligibility Summary

Service:	Mandatory
Level of Service:	Mandatory
Gross Expenditures:	\$61,234,559
Financing:	61,234,559
Net County Cost:	0
Funding Sources:	
State	100.0% \$61,234,559
FTE:	313.4

6. 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. FY 2017-18, General Assistance staff took in 326 CAPI applications.

Refugee Programs Eligibility Summary

Service:	Mandatory
Level of Service:	Mandatory
Gross Expenditures:	\$29,642
Financing:	29,642
Net County Cost:	0
Funding Sources:	
State	100.0% \$29,642
FTE:	0.2

7. Refugee Programs Cash Assistance

Description: Provides payments for the Refugee Cash Assistance (RCA). In FY 2017-18, there were 31 cases.

Refugee Programs Cash Assistance Summary

Service:	Mandatory
Level of Service:	Mandatory
Gross Expenditures:	\$89,451
Financing:	89,451
Net County Cost:	0
Funding Sources:	
Federal	91.0% \$81,416
State	9.0% 8,035

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8. Service Integration Team / SparkPoint

Description:

- a. Service Integration Teams (SIT):** Workforce Services partners with the Family Justice Center (FJC) to co-locate Social Service Program Assistants (SSPAs) at FJC locations in Richmond and Concord. These SSPAs continue to provide intensive case management to serve as a path forward in providing holistic wraparound services to eligible families, averaging seven families assisted annually, using an assessment tool to determine the client's employment needs and any barriers. Via continual collaboration with the nonprofit Diablo Women's League, SIT also helped provide 120 families with additional food supplies throughout the year.

For economic-related programs, the North Richmond Service Integration Team 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, six CCWORKS participants earned subsidized wages to terminate their CalWORKs grant. Approximately 50% of the participants took their training from their SIT employment and went on to secure unsubsidized employment.

- b. SparkPoint:** SparkPoint Contra Costa is a program that provides a partnership of public and private community based organizations to provide integrated services through a continuum of care, including public benefits, SparkPoint financial services, workforce development, and resource giveaways (e.g. turkeys, bikes, toys, clothing). In the past year, 64% of

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

Approximately 1,100 clients were served by SparkPoint in the past year. SparkPoint services move people toward self-sufficiency goals measured by four components: income of \$63,027 for a family of four with two school-aged children, no revolving debt, a credit score of 700 or above, and/or three months of liquid savings. In the past year, 40% of SparkPoint clients achieved at least one of the four components of financial stability. Also, SparkPoint clients looking for employment were placed in jobs earning an average of \$16.45 per hour, which is well above minimum wage.

- c. AB109 Reentry:** New AB109 grant funding was awarded to the Department to fund one full-time Social Services Program Assistant position to serve individuals re-entering the community from incarceration, ensuring their timely access to needed public benefits, and coordinating with community agencies.

Service Integration Team / SparkPoint Summary

Service:	Discretionary	
Level of Service:	Discretionary	
Gross Expenditures:		\$323,760
Financing:		263,670
Net County Cost:		60,090
Funding Sources:		
Local	51.3%	\$166,104
Transfers	30.1%	97,566
General Fund	18.6%	60,090
FTE:	1.0	

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Health and Human Services

Covered California Call Center

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	0	0	0	0	0
Services And Supplies	0	0	0	0	0
Other Charges	0	0	0	0	0
Expenditure Transfers	0	0	0	0	0
Expense Total	0	0	0	0	0
Revenue					
State Assistance	368,703	0	0	0	0
Revenue Total	368,703	0	0	0	0
Net County Cost (NCC):	(368,703)	0	0	0	0
Allocated Positions (FTE)	0.0	0.0	0.0	0.0	0.0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		0%	0%	0%	
% Change in Total Rev		(100%)	0%	0%	
% Change in NCC		(100%)	0%	0%	

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 7Cs) launched the third open enrollment services on October 1, 2015. From October 1, 2015 through February 2016, the 7Cs handled approximately 142,140 calls 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. 276,581 calls were handled from January 1, 2016 through November 30, 2016 based on data provided by Covered California.

Covered California Call Center		
Service:		Mandatory
Level of Service:		Mandatory
Gross Expenditures:		\$0
Financing:		0
Net County Cost:		0
Funding Sources:		
Federal	100.0%	\$0

Employment and Human Services

Health and Human Services

Ann Adler Children and Family Trust

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Services And Supplies	83,403	80,000	80,000	80,000	0
Expense Total	83,403	80,000	80,000	80,000	0
Revenue					
Other Local Revenue	83,403	80,000	80,000	80,000	0
Revenue Total	83,403	80,000	80,000	80,000	0
Net County Cost (NCC):	0	0	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		(4%)	0%	0%	
% Change in Total Rev		(4%)	0%	0%	
% Change in NCC		0%	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 2019-20 Budget maintains the current level of services.

No adjustment from Baseline to Recommended Budget for FY 2019-20 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	100.0%	\$80,000

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Workforce Development Board

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	1,142,246	1,592,884	1,695,756	1,695,756	0
Services And Supplies	3,009,724	4,025,921	4,342,193	4,342,193	0
Other Charges	528,738	657,697	648,516	648,516	0
Expenditure Transfers	2,143,295	(5,536)	(1,465)	(1,465)	0
Expense Total	6,824,003	6,270,966	6,685,000	6,685,000	0
Revenue					
Other Local Revenue	399,726	573,640	490,463	490,463	0
Federal Assistance	4,014,852	5,697,326	6,194,537	6,194,537	0
State Assistance	139,086	0	0	0	0
Revenue Total	4,553,664	6,270,966	6,685,000	6,685,000	0
Net County Cost (NCC):	2,270,339	0	0	0	0
Allocated Positions (FTE)	9.0	11.0	11.0	11.0	0.0
Financial Indicators					
Salaries as % of Total Exp	17%	25%	25%	25%	
% Change in Total Exp		(8%)	7%	0%	
% Change in Total Rev		38%	7%	0%	
% Change in NCC		(100%)	(79%)	0%	
Compensation Information					
Permanent Salaries	747,815	989,928	1,072,301	1,072,301	0
Temporary Salaries	104,082	0	0	0	0
Deferred Comp	17,976	23,340	23,340	23,340	0
FICA/Medicare	64,946	75,730	82,356	82,356	0
Ret Exp-Pre 97 Retirees	2,444	6,028	6,028	6,028	0
Retirement Expense	235,291	305,377	323,671	323,671	0
Employee Group Insurance	60,629	113,199	129,988	129,988	0
OPEB Pre-Pay	28,406	28,400	24,375	24,375	0
Unemployment Insurance	1,862	495	538	538	0
Workers Comp Insurance	33,490	50,387	33,158	33,158	0
Labor Received/Provided	(154,693)	0	0	0	0

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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.

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 2019-20 Recommended Budget compared to FY 2018-19 is increased by \$414,034.

No adjustment from Baseline to Recommended Budget for FY 2019-20 is required.

1. Workforce Innovation & Opportunity Act

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 skill development programs receiving Federal investment:

- 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 12,000 individuals and 1,000 businesses annually. The WDB administers the service delivery of the following:

- Adult Program** - Through the local network of EASTBAY Works America Job Center of California (AJCC) and partner access sites, this program provided basic and individualized career services to over 12,000 people in FY 2017-18. 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

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may include: child care assistance, transportation assistance, educational books/supplies, work related needs, cost of industry recognized certifications, etc.

- b. Dislocated Worker Program** - Provides the same services as the Adult Program except only serves recently unemployed participants identified as eligible "dislocated workers", as defined in Federal and State regulations. In FY 2017-18, 138 individuals were served through the program. 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. In FY 2017-2018, 256 youth participated. 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. The WDB was also awarded WIOA discretionary funding for being a high performing board in the amount of \$59,839. The WDB continues to receive approximately \$208,000 of AB109 funding annually to support capacity building and businesses engagement, focusing on supporting the needs of the reentry

population. Additionally, AB2060 funding of \$341,300 has been granted to the WDB, further supporting reentry efforts. On behalf of a regional proposal, the WDB has received \$250,000 for the Disabilities Employment Accelerator grant which provides work experience for people with disabilities. The WDB also received SlingShot/Accelerator funding in the amount of \$134,000 to support regional partnerships in identified priority sectors, which will sunset in December of 2019. Contra Costa is the lead local workforce board in receiving funding (\$286,000) to support the development of the East Bay Regional Planning Unit under the California Workforce Development Board and was awarded an additional \$750,000 for the regional implementation for the period of January 2018 through June of 2019.

Workforce Innovation & Opportunity Act Summary			
Service:			Mandatory
Level of Service:			Discretionary
Gross Expenditures:			\$7,054,346
Financing:			7,054,346
Net County Cost:			0
Funding Sources:			
Federal	82.2%		\$5,798,170
Transfers	11.7%		827,889
Local	6.1%		428,287
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

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County. In FY 2017-18, the SBDC delivered 168 trainings to 730 participants, creating 33 new business and 198 new job opportunities. Through the efforts of the SBDC, businesses were able to increase their sales by \$13.17 million and increased their debt/equity in small businesses by \$7.39 million.

Types of assistance may include:

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

Small Business Development Center Summary			
Service:			Discretionary
Level of Service:			Mandatory
Gross Expenditures:			\$458,543
Financing:			458,543
Net County Cost:			0
Funding Sources:			
Federal	86.4%		\$396,367
Local	13.6%		62,176
FTE:	1.0		

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Community Services Bureau

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	15,515,876	19,578,330	19,901,671	19,901,671	0
Services And Supplies	12,801,557	14,217,443	15,016,616	15,016,616	0
Other Charges	36,638	38,499	68,971	68,971	0
Fixed Assets	155,321	133,633	500,000	500,000	0
Expenditure Transfers	7,251,602	9,145,218	10,740,742	10,740,742	0
Expense Total	35,760,994	43,113,123	46,228,000	46,228,000	0
Revenue					
Other Local Revenue	11,389,486	11,344,199	12,840,069	12,840,069	0
Federal Assistance	25,784,849	31,318,141	33,011,632	33,011,632	0
State Assistance	173,629	216,995	217,299	217,299	0
Revenue Total	37,347,963	42,879,335	46,069,000	46,069,000	0
Net County Cost (NCC):	(1,586,969)	233,788	159,000	159,000	0
Allocated Positions (FTE)	190.0	216.0	207.0	207.0	0.0
Financial Indicators					
Salaries as % of Total Exp	43%	45%	43%	43%	
% Change in Total Exp		21%	7%	0%	
% Change in Total Rev		15%	7%	0%	
% Change in NCC		(115%)	(32%)	0%	
Compensation Information					
Permanent Salaries	8,331,751	11,070,060	11,285,563	11,285,563	0
Temporary Salaries	1,023,094	188,611	188,611	188,611	0
Permanent Overtime	15,563	25,093	25,093	25,093	0
Deferred Comp	72,833	159,750	171,661	171,661	0
Comp & SDI Recoveries	(11,660)	(30,353)	(30,353)	(30,353)	0
FICA/Medicare	688,760	845,007	867,731	867,731	0
Ret Exp-Pre 97 Retirees	27,762	34,831	34,831	34,831	0
Retirement Expense	2,610,791	3,423,522	3,414,606	3,414,606	0
Employee Group Insurance	1,563,951	2,530,307	2,742,519	2,742,519	0
Retiree Health Insurance	564,079	519,850	637,447	637,447	0
OPEB Pre-Pay	242,650	242,650	208,264	208,264	0
Unemployment Insurance	20,766	5,535	5,686	5,686	0
Workers Comp Insurance	379,604	563,466	350,012	350,012	0
Labor Received/Provided	(14,069)	0	0	0	0

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

The FY 2019-20 Baseline Budget reflects a net increase in operating expenses of \$3,114,877 from the FY 2018-19 Budget. Baseline included a reduction of 12 positions to reduce the Department's amount of vacant and unfunded positions. Baseline revenues are projected to increase by \$3,189,665 from the current year's funding level.

No adjustment from Baseline to Recommended Budget for FY 2019-20 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 \$3.77 million in Head Start revenue is transferred to the Child Development Fund to support staff costs for services provided to 580 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:	\$18,985,519
Financing:	18,985,519
Net County Cost:	0
Funding Sources:	
Federal	98.9% \$18,768,524
State	1.1% 216,995
FTE:	70.0

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 809 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 13 centers with 56 classrooms in or close to neighborhoods where the children live.

Comprehensive Funding Model Summary

Service:	Discretionary
Level of Service:	Mandatory
Gross Expenditures:	\$11,640,774
Financing:	11,640,774
Net County Cost:	0
Funding Sources:	
Local	75.2% \$8,748,264
Transfers	24.8% 2,892,510
FTE:	67.0

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3. Early Head Start

Description: Early Head Start provides infant, toddler and family comprehensive services to 573 eligible children and their families. Approximately \$2.93 million in Early Head Start revenue is transferred to the Child Development Fund to support staff costs for services provided to 229 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 13 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:	\$10,871,284		
Financing:	10,871,284		
Net County Cost:	0		
Funding Sources:			
Federal	99.8%	\$10,870,480	
Local	0.1%	500	
State	0.1%	304	
FTE:	31.0		

4. Child Nutrition

Description: Child Nutrition prepares and delivers approximately 466,925 meals (breakfast, snacks, and lunch) to more than 1,000 children enrolled in Head Start and Child Development childcare centers throughout the County.

Childhood Nutrition Summary			
Service:	Discretionary		
Level of Service:	Mandatory		
Gross Expenditures:	\$1,510,886		
Financing:	1,510,886		
Net County Cost:	0		
Funding Sources:			
Local	82.0%	\$1,238,947	
Transfers	18.0%	271,939	
FTE:	12.0		

Anti-Poverty Programs

5. Community Action Programs

Description: Community Action Programs (CAP) provide assistance to low-income families and individuals to remove obstacles and solve problems that block the achievement of self-sufficiency. Utilizing Federal Community Services Block Grants (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 following priority areas for ameliorating poverty in Contra Costa County: Housing/Shelter, Food/Nutrition, Employment/Job Training, and Comprehensive Health Services. Community Services Bureau operates an in-house job-training program funded by CSBG and subcontracts with 10 community-based agencies to support work in these priority areas.

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Community Action Programs Summary

Service:	Discretionary	
Level of Service:	Mandatory	
Gross Expenditures:	\$4,679,140	
Financing:	4,520,140	
Net County Cost:	159,000	
Funding Sources:		
Local	61.0%	\$2,852,358
Federal	19.9%	930,211
Transfers	15.7%	737,571
General Fund	3.4%	159,000
FTE:	23.0	

6. Housing & Energy

Description: The Housing & Energy program combines funding from the U.S. Department of Energy and the U.S. Health and Human Services Department to provide utility bill payment assistance, energy education and weatherization services to approximately 4,610 low-income residents of the County. The average grant for energy assistance in Contra Costa County is \$337 per household, per year.

Housing & Energy Summary

Service:	Discretionary	
Level of Service:	Mandatory	
Gross Expenditures:	\$2,442,685	
Financing:	2,442,685	
Net County Cost:	0	
Funding Sources:		
Federal	99.9%	\$2,442,417
Transfers	0.1%	268
FTE:	4.0	

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

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Services And Supplies	2,371,678	2,634,443	2,160,107	2,160,107	0
Expenditure Transfers	256,745	359,791	272,893	272,893	0
Expense Total	2,628,423	2,994,234	2,433,000	2,433,000	0
Revenue					
Federal Assistance	959,768	1,150,750	754,000	754,000	0
Revenue Total	959,768	1,150,750	754,000	754,000	0
Net County Cost (NCC):	1,668,655	1,843,484	1,679,000	1,679,000	0
Financial Indicators					
Salaries as % of Total Exp	0%	0%	0%	0%	
% Change in Total Exp		14%	(19%)	0%	
% Change in Total Rev		20%	(34%)	0%	
% Change in NCC		10%	(9%)	0%	

Description: The Contra Costa Alliance to End Abuse, 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, and integrated intervention and prevention services. 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 2017-18 fiscal year actuals included one-time expenditures for contract consultants to identify and establish new program models. The FY 2018-19 budget included inflated appropriations for contracts in error. The FY 2019-20 Recommended Budget includes no reductions to programs or services.

Contra Costa Alliance to End Abuse Summary		
Service:		Discretionary
Level of Service:		Discretionary
Gross Expenditures:		\$2,433,000
Financing:		754,000
Net County Cost:		1,679,000
Funding Sources:		
Federal	31.0%	\$754,000
General Fund	69.0%	1,679,000

Employment and Human Services

Health and Human Services

County Children's Trust

County Children's Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Services And Supplies	241,730	185,000	185,000	185,000	0
Other Charges	0	222,122	0	0	0
Expense Total	241,730	407,122	185,000	185,000	0
Revenue					
Other Local Revenue	203,115	185,000	185,000	185,000	0
Revenue Total	203,115	185,000	185,000	185,000	0
Net Fund Cost (NFC):	38,615	222,122	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		68%	(55%)	0%	
% Change in Total Rev		(9%)	0%	0%	
% Change in NFC		475%	(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 2019-20 Baseline Budget maintains the current level of services.

No adjustment from Baseline to Recommended Budget for FY 2019-20 is required.

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

Employment and Human Services Health and Human Services

In-Home Supportive Services Public Authority

IHSS Public Authority Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	1,403,744	1,589,282	1,653,622	1,653,622	0
Services And Supplies	171,726	155,609	170,751	170,751	0
Other Charges	480,376	520,813	518,627	518,627	0
Expenditure Transfers	10	99,884	0	0	0
Expense Total	2,055,856	2,365,588	2,343,000	2,343,000	0
Revenue					
Other Local Revenue	415,625	460,328	434,326	434,326	0
Federal Assistance	1,007,646	1,181,228	1,221,661	1,221,661	0
State Assistance	632,584	624,148	687,013	687,013	0
Revenue Total	2,055,856	2,265,704	2,343,000	2,343,000	0
Net Fund Cost (NFC):	0	99,884	0	0	0
Financial Indicators					
Salaries as % of Total Exp	68%	67%	71%	0%	
% Change in Total Exp		15%	(1%)	0%	
% Change in Total Rev		10%	3%	0%	
% Change in NFC		100%	(100%)	0%	
Compensation Information					
Permanent Salaries	860,036	956,035	997,172	997,172	0
Deferred Comp	16,495	15,900	19,674	19,674	0
FICA/Medicare	63,753	65,486	71,721	71,721	0
Retirement Expense	315,127	323,558	355,379	355,379	0
Employee Group Insurance	145,884	225,855	192,946	192,946	0
Retiree Health Insurance	520	520	16,254	16,254	0
Unemployment Insurance	1,929	1,928	476	476	0

Description: The In-Home Supportive Services (IHSS) Public Authority is associated with the Aging and Adult Services Bureau and provides registry and referral services, screens registry applicants, assists IHSS recipients with hiring IHSS providers, enrolls all new IHSS providers and delivers 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 2017-18, the Public Authority received 300 provider applications and added 121 new providers to the registry.

Employment and Human Services

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The FY 2019-20 Recommended Budget reflects an overall expenditure decrease of \$22,588 compared to FY 2018-19.

There is no change from the Baseline Budget to the Recommended Budget for FY 2019-20.

IHSS Public Authority Summary - Fund 115500		
Service:		Mandatory
Level of Service:		Discretionary
Gross Expenditures:		\$2,343,000
Financing:		2,343,000
Net Fund Cost:		0
Funding Sources:		
Federal	52.2%	\$1,221,661
State	29.3%	687,013
Local	18.5%	434,326

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

Employment and Human Services

Health and Human Services

Child Development Fund

Child Development Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	8,575,795	8,647,792	8,323,885	8,323,885	0
Services And Supplies	3,761,165	3,995,441	5,039,519	5,039,519	0
Other Charges	6,917,049	5,797,904	7,975,332	7,975,332	0
Fixed Assets	0	200,000	300,000	300,000	0
Expenditure Transfers	9,283,991	10,952,164	10,261,264	10,261,264	0
Expense Total	28,538,001	29,593,301	31,900,000	31,900,000	0
Revenue					
Other Local Revenue	7,000,982	8,140,538	7,421,247	7,421,247	0
State Assistance	21,556,644	21,153,897	24,478,753	24,478,753	0
Revenue Total	28,557,626	29,294,435	31,900,000	31,900,000	0
Net Fund Cost (NFC):	(19,625)	298,866	0	0	0
Allocated Positions (FTE)	117.0	114.0	106.0	106.0	0.0
Financial Indicators					
Salaries as % of Total Exp	30%	29%	26%	26%	
% Change in Total Exp		4%	8%	0%	
% Change in Total Rev		3%	9%	0%	
% Change in NFC		(1,623%)	(100%)	(0%)	
Compensation Information					
Permanent Salaries	4,071,928	4,688,432	4,583,106	4,583,106	0
Temporary Salaries	1,161,846	287,960	287,960	287,960	0
Permanent Overtime	18,271	2,110	2,110	2,110	0
Deferred Comp	19,700	45,240	45,240	45,240	0
Comp & SDI Recoveries	(927)	(29,329)	(29,329)	(29,329)	0
FICA/Medicare	378,986	358,665	353,793	353,793	0
Ret Exp-Pre 97 Retirees	12,546	23,096	23,096	23,096	0
Retirement Expense	1,293,607	1,461,932	1,389,475	1,389,475	0
Employee Group Insurance	1,038,614	1,207,728	1,247,160	1,247,160	0
Retiree Health Insurance	314,766	360,974	276,657	276,657	0
Unemployment Insurance	11,515	2,343	2,317	2,317	0
Workers Comp Insurance	211,267	238,641	142,300	142,300	0
Labor Received/Provided	43,676	0	0	0	0

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Description: The Child Development Fund provides funding for the California State Preschool Program and General Child Care & Development Program (CCTR) that serves about 1,285 children of low- and middle-income families in 12 centers with 48 classrooms and eight partner agencies throughout the County. In addition, the Child Development Fund provides funding to CalWORKs *Stage 2* and the California Alternative Payment Program (CAPP), which serve 621 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.

FY 2019-20 Child Development Fund Baseline Budget reflects an increase in operating expenses of \$2,306,699 from FY 2018-19 Budget. Baseline included a reduction of three positions to reduce the Department's amount of vacant and unfunded positions. Baseline revenues are projected to increase by \$2,605,565 from FY 2018-19 Budget, due to State increases in CalWORKs *Stage 2* and the California Alternative Payment Program.

No adjustment from Baseline to Recommended Budget for FY 2019-20 is required.

Child Development Fund Summary - Fund 111600		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:		\$31,900,000
Financing:		31,900,000
Net Fund Cost:		0
Funding Sources:		
Local	23.3%	\$7,421,247
State	76.7%	24,478,753
FTE:	106.0	

Employment and Human Services

Health and Human Services

Childcare Enterprise Fund

Childcare Enterprise Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Services And Supplies	0	1,000	911	911	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	74,000	74,000	0
Revenue					
Other Local Revenue	0	74,089	74,000	74,000	0
Revenue Total	0	74,089	74,000	74,000	0
Net Fund Cost (NFC):	0	0	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		100%	0%	0%	
% Change in Total Rev		100%	0%	0%	
% Change in NFC		0%	0%	0%	

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

The FY 2019-20 Baseline Budget maintains the current level of services.

No adjustment from Baseline to Recommended Budget for FY 2019-20 is required.

Childcare Enterprise - Fund 142500		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$74,000	
Financing:	74,000	
Net Fund Cost:	0	
Funding Sources:		
Local	100.0%	\$74,000

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Contra Costa Alliance to End Abuse - Special Revenue Fund

Domestic Violence Victim Assist Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Services And Supplies	149,682	198,372	290,000	290,000	0
Expense Total	149,682	198,372	290,000	290,000	0
Revenue					
Other Local Revenue	146,073	152,664	290,000	290,000	0
Revenue Total	146,073	152,664	290,000	290,000	0
Net Fund Cost (NFC):	3,609	45,708	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		33%	46%	0%	
% Change in Total Rev		5%	90%	0%	
% Change in NFC		1,166%	(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 2019-20 Baseline Budget includes a revenue increase of \$137,336 from the FY 2018-19 Budget. The increase in revenue is largely due to a Blue Shield of California Foundation grant, which supports a collaborative approach to addressing domestic violence and abuse.

No adjustment from Baseline to Recommended Budget for FY 2019-20 is required.

Contra Costa Alliance to End Abuse – Special Revenue Fund Summary - Fund 112500		
Service:		Mandatory
Level of Service:		Mandatory
Gross Expenditures:		\$290,000
Financing:		290,000
Net Fund Cost:		0
Funding Sources:		
Local	100.0%	\$290,000

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Contra Costa Alliance to End Abuse SB 968 Administration

Zero Tolerance- Domestic Violence Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	481,130	497,117	476,356	476,356	0
Services And Supplies	73,526	461,049	135,998	135,998	0
Other Charges	41,493	16,561	35,646	35,646	0
Expenditure Transfers	2,483	0	0	0	0
Expense Total	598,633	974,727	648,000	648,000	0
Revenue					
Other Local Revenue	659,001	634,447	648,000	648,000	0
Revenue Total	659,001	634,447	648,000	648,000	0
Net Fund Cost (NFC):	(60,368)	340,280	0	0	0
Allocated Positions (FTE)	4.0	4.0	4.0	4.0	0.0
Financial Indicators					
Salaries as % of Total Exp	80%	51%	74%	74%	
% Change in Total Exp		63%	(34%)	0%	
% Change in Total Rev		(4%)	2%	0%	
% Change in NFC		(664%)	(100%)	0%	
Compensation Information					
Permanent Salaries	301,586	323,040	314,843	314,843	0
Temporary Salaries	20,093	0	0	0	0
Deferred Comp	5,640	5,640	7,440	7,440	0
FICA/Medicare	24,194	24,713	24,216	24,216	0
Ret Exp-Pre 97 Retirees	911	601	601	601	0
Retirement Expense	89,370	96,092	86,499	86,499	0
Employee Group Insurance	25,219	30,428	32,850	32,850	0
Unemployment Insurance	721	162	158	158	0
Workers Comp Insurance	13,395	16,443	9,750	9,750	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 FY 2019-20 Baseline Budget includes an expenditure decrease and an increase in revenue.

No adjustment from Baseline to Recommended Budget for FY 2019-20 is required.

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

Service: Mandatory
Level of Service: Discretionary

Gross Expenditures: \$648,000
Financing: 648,000
Net Fund Cost: 0

Funding Sources:
Local 100.0% \$648,000

FTE: 4.0

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CAO's Recommendation

During FY 2019-20 the Department expects increases in Local, State and Federal funding. However, countywide, salaries and benefit costs will substantially increase due to negotiated increases to wages, and health insurance subsidies. Overall, the FY 2019-20 Recommended Budget includes increased appropriations in excess of \$14.7 million, and increased revenues of \$14.7 million. The increased appropriations are net of the Department's vacancy factor.

A vacancy factor accounts for cost savings related to funded personnel vacancies occurring within the Department during the fiscal year. In large departments, a vacancy factor is used to reduce inflation of the budget caused by these vacancies. EHSD's FY 2019-20 Recommended Budget includes a decrease to the existing vacancy factor of \$10.9 million. In FY 2018-19, the vacancy factor was approximately 118 FTE, which included 78 caseworkers and 40 eligibility workers that the Department did not expect to be able to fill/retain during the fiscal year. As of January, 2019, the Department had 242 vacant positions at a FY 2019-20 cost of \$23.5 million. The vacancy factor for FY 2019-20 is \$6.07 million, which amounts to approximately 56 positions.

EHSD revenues involve a complex relationship between the direct expenses to provide services, the overhead expenses to support direct service providers, and the funding agencies' determination of eligible services. The Department projects anticipated revenue from the various funding streams based on a projection of the costs of services provided to eligible clients. The FY 2019-20 revenue projects a \$6.3 million increase from local sources; a \$9.1 million increase from federally sourced revenue, and a \$610,970 increase from State revenues. The FY 2018-19 Budget, includes rollovers totaling \$1,296,860 for Venture Capital Funds and non-general fund previous year balance.

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 Local revenue for the provision of those services. The recommended budget includes the addition of 1.0 FTE in the Workforce Services Bureau tied to new AB109 funding, for casework assistance for individuals re-entering the community from incarceration.

The demand for services provided by the Children and Family Services Bureau continues to grow. In order to meet the community's needs, the FTE count has remained largely the same at 400.5 employees. Revenue is budgeted to increase by \$7.3 million from last fiscal year. Recruiting and retaining Social Workers has been an obstacle for the Department. Since the State reimburses the Department for services provided, these vacancies have a negative impact on State funding.

As the community ages, the demand for services provided by Aging and Adult Services continues to grow. The revenue structure of the In-Home Supportive Services program continues to evolve. Increases in negotiated provider wages and Maintenance of Effort increases for IHSS are expected to take effect in FY 2019-20. The State revenue allocated for IHSS increased by approximately \$3 million, partially shifting the effects of mandated increases away from general purpose revenue.

The Community Services Bureau Early Head Start Program received \$3.1 million in additional Federal and Local revenue for FY 2019-20 for additional childcare slots and enhanced services. The recommended budget maintains staffing levels and contracts. The Department's Child Development Fund projects \$2.6 million in additional State revenue due to increases in caseload.

As per the norm, EHSD does not yet have a finalized State funding allocation for FY 2019-20. The Department has included estimated revenue based on the Governor's FY 2019-20 Proposed Budget and historical allocation information. The general purpose fund allocation allows EHSD to maximize Federal and State revenue. Once the final State allocations are known and should any changes be necessary, EHSD will return to the Board of Supervisors in the fall with a balancing plan.

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Performance Measures

In FY 2017-18, the Employment and Human Services Department (EHSD) embarked on four “strategic priorities” that encompass shared goals across all departmental bureaus. Each priority is described below:

1. 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. EHSD will continue to implement its technology strategic plan, to improve business processes for both customers and employees.

In 2018, EHSD was able to develop and implement a text message outreach program to encourage customers to establish MyBenefitsCalWIN (MyBCW) accounts. The effort has resulted in approximately 65,000 MyBCW accounts by the end of the year. The increased number of accounts has led to a rise document uploads to the MyBCW portal, with the number more than doubling over the past two years. We also continue to work with our non-profit partners to implement our PC Donation Program, which provides personal computers to customers through distribution fairs.

EHSD continues to track and analyze our customer’s technology needs. The Department was able to develop a questionnaire focused on the customer experience in navigating EHSD processes and their use of technology. Over 700 responses from Job Club/Job Search participants were gathered electronically and tabulated. The survey results led to better location targeting for its PC Donation Program. This survey also led to piloting of a videoconferencing program, which allowed

customers to video conference from one of EHSD’s buildings to their worker in a different EHSD location. EHSD plans to expand our use of the questionnaire to other customer populations.

2. Staff Retention – EHSD cultivates an agency culture that promotes retention and growth of current employees.

As a department, EHSD continues to take steps to improve employee retention in all bureaus and all classifications, particularly those with the highest turnover rate.

In 2018, EHSD furthered retention efforts in spite of budgeting challenges. New recruitment materials, including a video specific to Social Worker recruitment, was launched in late 2018. We were also able to review an exit interview product from a potential contractor. The Department also explored the feasibility of implementing additional education financial assistance, as well as signing bonuses for new employees in the Social Worker classification.

3. Customer Service and Customer Experience Initiative – 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 each year and our goal is for each of them to have a positive experience with our staff and services.

Over the past year, EHSD continued multiple efforts to cultivate an agency culture that emphasizes exemplary customer service. The Customer Service Champions program, a monthly article published in EHSD’s Headlines, builds engagement by honoring employees who demonstrate exemplary customer service. Last year also marked the completion of a Customer Service training video in partnership with Feel Good Video. This has been rolled out with a training implementation plan such that all new and existing employees can view it. EHSD continues to enhance and deliver its

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Customer Service 101, 2.0, and 3.0 trainings, with over 500 staff trained over the year. The Department will also continue to develop and increase trainings that promote internal customer service: Next Level Leadership, Sensitivity in the Workplace, and Cultural Diversity.

EHSD continues to focus on improving data collection and customer service measures. In 2018, the Department developed, implemented, and managed a customer opinion card campaign. Part of the campaign was the development of refined electronic and paper survey cards which incorporate County Welfare Directors Association of California (CWDA) indicators of exceptional customer service. The Department also catalogued all customer feedback methods and published customer opinion reports based on the data gathered.

4. **4 Our Families – 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.**

EHSD aims to empower families and individuals to create their own paths to healthy interdependence.

In 2018, EHSD launched the 4 Our Families initiative. 4 Our Families partners with community agencies to serve clients' holistic needs. Using a "whole person" approach, the program's Navigators create a warm, welcoming environment designed to identify and overcome obstacles to success, provide coaching to enable participants to be their own advocates going forward, and streamline access to resources.

In spite of challenges with integrating staff, the 4 Our Families model demonstrated exceptional client satisfaction. The program has also secured housing for clients and connected them to stable work opportunities. Community partners are enthusiastic about this partnership, and the Navigator program has helped EHSD build

relationships with new agencies to holistically serve client needs.

Administrative and Program Goals

For 2019, EHSD has identified three strategic priorities that encompass shared goals across our bureaus. Each priority is described below:

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

For 2019, EHSD plans to continue to implementing a technology strategic plan, and improving business processes for both customers and employees.

The Department plans to continue using technology to understand the needs of its customers. Plans are in place to develop a "next generation" survey tool to gather information to better understand the technology needs of EHSD's customer. The Department will also explore processes for obtaining information directly from customers of all bureaus.

EHSD plans to continue exploring new and existing technology that potentially enhance the customer's experience and support staff's ability to provide services to customers. The Department is looking to expand use of MyBCW, text messages, chat, video conferencing, electronic signatures and other technology to allow customers to interact without the need to come into an office.

2. **Service Integration – EHSD will continue to develop a holistic approach to helping families thrive by incorporating coordinated and integrated services for the most vulnerable, isolated and/or disadvantaged customers.**

EHSD continues to focus on the concept of holistic, wraparound, and whole person

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services. The department plans to continue 4 Our Families into the upcoming year. For 2019, the Department plans to continue collecting customer outcomes to evaluate impacts on a variety of issues, including needs not typically served by EHSD.

3. **Quality Improvement – EHSD will develop a disciplined approach to improving operational systems rapidly to better serve customers**

EHSD will explore piloting an “improvement planning” method for the coming year. The rationale for this is to improve how the Department does its work in preparation for

big changes that could impact the Department in immediate and future years. Improvement planning is a disciplined approach to improve operational systems rapidly through data driven approaches, staff engagement at all levels, recognizing that every person in the organization has a necessary role and contribution to make, using customer perspective as a starting point for improvement, assisting in managing change, and maximizing available resources.

EHSD plans to form a vetting team to examine the feasibility of implementing “improvement planning.”

FY 2019-20 **Program Modification List**

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	39	Workforce Services Bureau	Re-entry (from incarceration) population public benefits assistance	1.0	106,966	Add one Social Services Program Assistant to serve as systems expert on ensuring timely access and receipt of public benefits for the re-entry population. This additional position is supported with AB109 funding.
2	39	Workforce Services Bureau	Re-entry population public benefits assistance	0.0	37,438	Increase appropriations for operating costs related to adding one position supporting the re-entry population (i.e. travel, communications, maintenance, etc.). Additional operating costs supported with AB109 funding.
3	39	Workforce Services Bureau	AB109 Revenue	0.0	144,404	Increase revenue to fund one position and operating costs dedicated to assisting the re-entry population in receiving needed public benefits.
			Total	1.0	0	

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General Fund Summary

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	155,560,665	186,473,704	200,925,063	200,925,063	0
Services And Supplies	206,060,850	220,045,476	241,087,448	241,087,448	0
Other Charges	30,964,365	29,232,417	65,921,089	65,921,089	0
Fixed Assets	453,200	891,444	793,300	793,300	0
Expenditure Transfers	(18,468,914)	(16,756,241)	(21,669,006)	(21,669,006)	0
Expense Total	374,570,166	419,886,801	487,057,894	487,057,894	0
Revenue					
Other Local Revenue	116,531,729	133,267,153	143,823,037	143,823,037	0
Federal Assistance	88,131,630	103,466,143	110,731,314	110,731,314	0
State Assistance	75,720,006	85,773,493	97,867,543	97,867,543	0
Revenue Total	280,383,365	322,506,789	352,421,894	352,421,894	0
Net County Cost (NCC):	94,186,801	97,380,012	134,636,000	134,636,000	0
Allocated Positions (FTE)	1,346.1	1,385.7	1,385.7	1,385.7	0.0
Financial Indicators					
Salaries as % of Total Exp	42%	44%	41%	41%	
% Change in Total Exp		12%	16%	0%	
% Change in Total Rev		15%	9%	0%	
% Change in NCC		3%	38%	0%	
Compensation Information					
Permanent Salaries	90,209,524	107,573,100	117,408,934	117,408,934	0
Temporary Salaries	2,684,670	1,724,640	2,100,413	2,100,413	0
Permanent Overtime	1,333,548	821,314	1,258,748	1,258,748	0
Deferred Comp	818,736	1,262,192	1,366,432	1,366,432	0
Hrly Physician Salaries	179,030	158,954	86,174	86,174	0
Perm Physicians Salaries	2,541,944	4,581,940	4,644,956	4,644,956	0
Perm Phys Addnl Duty Pay	19,178	16,934	40,490	40,490	0
Comp & SDI Recoveries	(131,154)	(197,065)	(183,318)	(183,318)	0
FICA/Medicare	6,933,389	8,670,038	9,027,722	9,027,722	0
Ret Exp-Pre 97 Retirees	312,319	323,587	352,953	352,953	0
Retirement Expense	29,822,597	35,915,862	37,479,530	37,479,530	0
Employee Group Insurance	12,774,376	16,830,450	19,645,083	19,645,083	0
Retiree Health Insurance	3,921,670	4,032,502	4,101,140	4,101,140	0
OPEB Pre-Pay	1,474,600	1,514,134	1,650,596	1,650,596	0
Unemployment Insurance	215,048	80,255	61,580	61,580	0
Workers Comp Insurance	2,569,892	3,286,771	2,005,535	2,005,535	0
Labor Received/Provided	(118,701)	(121,905)	(121,905)	(121,905)	0

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Table Description

The table above provides information in aggregate format summarizing expenditures and revenues in the General Fund budget units administered by the Health Services Department. This table includes the General Fund subsidy provided to the Contra Costa Regional Medical Center and Health Centers and the Contra Costa Health Plan, 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 tables following this section summarize the expenditures and revenue in aggregate for the bulk of the services provided by the department, including enterprise funds. Please refer to those tables for aggregate information.

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2019-20 Baseline Budget to 2019-20 Recommended

Budget Unit Description	2019-20 Baseline Service Level			2019-20 Recommended Service Level			GF Change – FY 18/19 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-1	\$670,038,932	\$613,680,220	\$56,358,712	\$670,038,932	\$613,680,220	\$56,358,712	\$0
Medi-Cal Plan EF-2	639,284,840	639,284,840	0	639,284,840	639,284,840	0	0
Commercial Plan EF-3	75,249,836	71,263,548	3,986,288	75,249,836	71,263,548	3,986,288	0
Major Risk Ins. Program	0	0	0	0	0	0	0
Sub-Total Enterprise Funds^(A)	\$1,384,573,608	\$1,324,228,608	\$60,345,000	\$1,384,573,608	\$1,324,228,608	\$60,345,000	\$0
General Fund Units:							
Behavioral Health:							
<i>Mental Health</i>	\$236,155,049	\$218,850,049	\$17,305,000	\$236,155,049	\$218,850,049	\$17,305,000	\$0
<i>Alcohol & Other Drugs</i>	29,391,851	27,456,851	1,935,000	29,391,851	27,456,851	1,935,000	0
<i>Homeless Programs</i>	16,071,090	13,387,090	2,684,000	16,071,090	13,387,090	2,684,000	0
Public Health	77,712,970	56,572,970	21,140,000	77,712,970	56,572,970	21,140,000	0
Environmental Health	23,622,276	23,954,276	(332,000)	23,622,276	23,954,276	(332,000)	0
Detention	26,920,681	1,795,681	25,125,000	26,920,681	1,795,681	25,125,000	0
Conservatorship	4,256,012	604,012	3,652,000	4,256,012	604,012	3,652,000	0
California Children's Services	11,805,300	9,367,300	2,438,000	11,805,300	9,367,300	2,438,000	0
Public Administrator	777,665	433,665	344,000	777,665	433,665	344,000	0
Sub-Total General Fund	\$426,712,894	\$352,421,894	\$74,291,000	\$426,712,894	\$352,421,894	\$74,291,000	\$0
Total General & Enterprise Funds	\$1,811,286,502	\$1,676,650,502	\$134,636,000	\$1,811,286,502	\$1,676,650,502	\$134,636,000	\$0
Other Special Revenue Fund Units:							
	<u>Expenditures</u>	<u>Revenue</u>	<u>Net Fund Cost</u>	<u>Expenditures</u>	<u>Revenue</u>	<u>Net Fund Cost</u>	<u>Change</u>
Emergency Medical Services	\$1,543,305	\$1,543,305	\$0	\$1,543,305	\$1,543,305	\$0	\$0
Ambulance Service Area	5,534,167	5,534,167	0	5,534,167	5,534,167	0	0
West Contra Costa Healthcare District	9,841,388	9,841,388	0	9,841,388	9,841,388	0	0
Total Special Funds:	\$16,918,860	\$16,918,860	\$0	\$16,918,860	\$16,918,860	\$0	\$0
Grand Total All Funds:	\$1,828,205,362	\$1,693,569,362	\$134,636,000	\$1,828,205,362	\$1,693,569,362	\$134,636,000	\$0

A. General Fund contribution to the Enterprise funds is provided through Hospital Subsidy unit 0465.

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2018-19 Adopted Budget to 2019-20 Recommended

Budget Unit Description	2018-19 Adopted Budget			2019-20 Recommended Service Level			GF Change – FY 18/19 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-1	\$626,057,584	\$606,387,087	\$19,670,497	\$670,038,932	\$613,680,220	\$56,358,712	\$36,688,215
Medi-Cal Plan EF-2	708,503,066	708,503,066	0	639,284,840	639,284,840	0	0
Commercial Plan EF-3	74,972,774	70,986,486	3,986,288	75,249,836	71,263,548	3,986,288	0
Major Risk Ins. Program	0	0	0	0	0	0	0
Sub-Total Enterprise Funds^(A)	\$1,409,533,424	\$1,385,876,639	\$23,656,785	\$1,384,573,608	\$1,324,228,608	\$60,345,000	\$36,688,215
General Fund Units:							
Behavioral Health:							
<i>Mental Health</i>	\$225,913,169	\$208,608,312	\$17,304,857	\$236,155,049	\$218,850,049	\$17,305,000	\$143
<i>Alcohol & Other Drugs</i>	24,579,648	22,644,341	1,935,307	29,391,851	27,456,851	1,935,000	(307)
<i>Homeless Programs</i>	8,380,456	5,690,897	2,689,559	16,071,090	13,387,090	2,684,000	(5,559)
Public Health	72,901,458	51,720,607	21,180,851	77,712,970	56,572,970	21,140,000	(40,851)
Environmental Health	22,143,837	22,468,762	(324,925)	23,622,276	23,954,276	(332,000)	(7,075)
Detention	25,600,010	1,558,301	24,041,709	26,920,681	1,795,681	25,125,000	1,083,291
Conservatorship	4,064,733	877,001	3,187,732	4,256,012	604,012	3,652,000	464,268
California Children's Services	11,082,920	8,644,664	2,438,256	11,805,300	9,367,300	2,438,000	(256)
Public Administrator	688,773	293,904	394,869	777,665	433,665	344,000	(50,869)
Sub-Total General Fund	\$395,355,004	\$322,506,789	\$72,848,215	\$426,712,894	\$352,421,894	\$74,291,000	\$1,442,785
Total General & Enterprise Funds	\$1,804,888,428	\$1,708,383,428	\$96,505,000	\$1,811,286,502	\$1,676,650,502	\$134,636,000	\$38,131,000
Other Special Revenue Fund Units:							
	<u>Expenditures</u>	<u>Revenue</u>	<u>Net Fund Cost</u>	<u>Expenditures</u>	<u>Revenue</u>	<u>Net Fund Cost</u>	<u>Change</u>
Emergency Medical Services	\$1,571,549	\$1,571,549	\$0	\$1,543,305	\$1,543,305	\$0	\$0
Ambulance Service Area	5,199,913	5,199,913	0	5,534,167	5,534,167	0	0
West Contra Costa Healthcare District	0	0	0	9,841,388	9,841,388	0	0
Total Special Funds:	\$6,771,462	\$6,771,462	\$0	\$16,918,860	\$16,918,860	\$0	\$0
Grand Total All Funds:	\$1,811,659,890	\$1,715,154,890	\$96,505,000	\$1,828,205,362	\$1,693,569,362	\$134,636,000	\$38,131,000

A. General Fund subsidy contribution to the Enterprise funds is provided through Hospital Subsidy unit 0465.

Detailed Budget Table Description

The tables above provide 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 2019-20 Baseline Budget service level to the recommended service level and the 2018-19 Adopted Budget service level with the 2019-20 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
- 0475 – Mental Health Services Act
- 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)
- 7135 – West Contra Costa Healthcare District

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 7.4% 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 (CCRMHC) 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,

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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 participating employers, and In Home Support Services providers.

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 86,000 Medi-Cal members since the implementation of the ACA, and now provides comprehensive, quality health coverage to approximately 187,000 people in Contra Costa County. To meet this additional demand for services, CCHP has expanded its provider network by credentialing and contracting with needed specialty providers in the community. CCHP also provides 24/7 advice nurse services for patients, as well as case management and care coordination for high-risk patients.

Behavioral Health combines what was formerly the Mental Health 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

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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 over 1.1 million residents throughout Contra Costa regulating the County EMS System. The EMS System is a public private partnership that acts to deliver 9-1-1 services to communities under Local EMS Agency policies and procedures that strive to provide a uniform level of response and prompt medical transportation to emergency departments and specialty centers for definitive care.

The division acts as the designated governmental Local EMS Authority (LEMSA) responsible for providing regulatory and medical oversight of medical dispatch, prehospital patient care delivered in the field by fire and law first responders, and ambulance personnel. The division is also charged with conducting emergency and non-emergency ambulance permitting and emergency ambulance contract compliance. 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.

In its capacity as the LEMSAs one of the division's most important roles is to establish and coordinate EMS Systems of Care known to improve patient care outcomes and save lives. Contra Costa County EMS systems of care include trauma, stroke, high-risk heart attack (STEMI), cardiac arrest and Emergency Medical Services for Children (EMSC).

In disaster the LEMSAs acts as the coordinating entity for the countywide medical health system and works with hospitals, long term care facilities, ambulatory care settings and residential care settings to prepare and respond to mass casualty and disaster events that require emergency medical response. This includes coordinating and deploying ambulance strike teams, medical reserve corps and disaster health volunteers to support patient movement, and evacuation and sheltering operations.

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Contra Costa Regional Medical Center & Ambulatory Care Centers

Hospital Enterprise Fund (Enterprise Fund I)	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	397,249,997	407,755,625	435,843,653	435,843,653	0
Services And Supplies	211,918,138	201,674,797	210,662,286	210,662,286	0
Other Charges	1,146,880	12,631,095	13,021,063	13,021,063	0
Fixed Assets	0	3,996,067	10,511,930	10,511,930	0
Expense Total	610,315,015	626,057,584	670,038,932	670,038,932	0
Revenue					
General Fund Subsidy	22,088,071	19,670,497	56,358,712	56,358,712	0
Federal Assistance	44,511,789	42,376,870	57,907,765	57,907,765	0
State Assistance	339,852,882	291,012,576	373,310,889	373,310,889	0
Other Local Revenue	211,227,404	272,997,641	182,461,566	182,461,566	0
Revenue Total	617,680,146	626,057,584	670,038,932	670,038,932	0
Net Fund Cost (NFC):	(7,365,131)*	0	0	0	0
Allocated Positions (FTE)	2,284.8	2,351.3	2,351.3	2,351.3	0.0
Financial Indicators					
Salaries as % of Total Exp	65%	65%	65%	65%	
% Change in Total Exp		3%	7%	0%	
% Change in Total Rev		1%	7%	0%	
% Change in NFC		(100%)	(100%)	0%	
Compensation Information					
Permanent Salaries	175,377,286	180,283,310	191,515,905	191,515,905	0
Temporary Salaries	24,664,104	25,071,930	28,554,370	28,554,370	0
Permanent Overtime	9,452,591	9,114,744	10,244,607	10,244,607	0
Deferred Comp	966,304	908,454	1,183,717	1,183,717	0
Hrly Physician Salaries	2,384,190	2,425,822	1,691,019	1,691,019	0
Perm Physicians Salaries	45,630,350	47,288,662	48,052,173	48,052,173	0
Perm Phys Addnl Duty Pay	3,086,268	3,084,332	3,356,375	3,356,375	0
Comp & SDI Recoveries	(480,037)	(562,172)	(562,172)	(562,172)	0
Vacation/Sick Leave Accrual	1,684,150	0	0	0	0
FICA/Medicare	17,651,497	18,044,556	19,518,526	19,518,526	0
Ret Exp-Pre 97 Retirees	693,470	690,996	660,576	660,576	0
Retirement Expense	66,977,022	72,363,415	73,245,897	73,245,897	0
Excess Retirement	125,549	315,332	315,332	315,332	0
Employee Group Insurance	30,687,528	31,112,513	41,832,406	41,832,406	0
Retiree Health Insurance	7,920,042	8,040,133	8,040,133	8,040,133	0
OPEB Pre-Pay	2,954,198	2,954,198	3,413,314	3,413,314	0
Unemployment Insurance	574,567	129,395	142,517	142,517	0
Workers Comp Insurance	6,900,918	6,490,005	4,638,958	4,638,958	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 2019-20 budget is based on an average daily inpatient census of 128 patients, and 496,986 annual outpatient visits.

Impact: The recommended budget maintains the current level of services. Significant items in the budget include: (a) on-going funding for the Medi-Cal Waiver of \$83 million (b) \$27 million in AB 85 Realignment redirection funding (c) \$30 million in non-recurring revenue and (d) \$40 million for the Enhanced Payment/Quality Improvement program; note: this is a replacement program for the ACA cost reimbursement settlement process and is an estimate pending State approval.

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 partially 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 2015. It was

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replaced with a new waiver program known as the Medi-Cal 2020 Waiver.

The Medi-Cal 2020 Waiver is composed of three major parts:

- (1) 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 improve care and safety in the hospital and health centers and made great strides toward improving access to care using a variety of innovative tools. With PRIME, the Hospital and Health Centers will maintain previous funding levels for showing improvements in ambulatory care, targeting high-risk populations and using resources more efficiently. PRIME requires us to meet certain benchmarks or risk substantial loss of funding that cannot be recovered. Annual funding: \$30 million
- (2) The “Global Payment Program” 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. Annual funding: \$48 million
- (3) 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 provide social services and other supports to help meet needs such as housing or food in a patient-centered manner. Annual funding: \$20 million (\$5 million CCRMC; \$15 million Public Health)

The Medi-Cal Waiver (\$98 million) will expire during the 2020-21 fiscal year. State, Federal and County planning for a successor program is underway and will likely continue through the 2019-20 fiscal year. As of this writing a replacement program has not been identified.

Hospital and Emergency Care Services Summary

Service:	Mandatory	
Level of Service:	Mandatory	
Expenditures:		\$311,621,581
Financing:		297,996,740
Net Fund Cost:		13,624,841
Funding Sources:		
State	60.6%	\$188,757,270
Local	27.7%	86,254,097
Federal	7.4%	22,985,373
General Fund	4.4%	13,624,841
FTE:	1,027.1	

2. Ambulatory Care Centers

Description: Eleven ambulatory care centers in East, West and Central Contra Costa County provide family practice oriented primary care, geriatrics, dental, rehabilitation, prenatal, pediatric and adult medical services, as well as medical and surgical specialty clinical services. Specialty clinics include: podiatry, infectious disease, eye, dermatology, orthopedics, urology, ENT, gynecology, general surgery, plastic surgery, nephrology, neurology, rheumatology, and other services. All age groups are served.

The ambulatory care centers serve as an integrated care delivery system with the hospital, behavioral health clinics, detention health centers, and all of the other ambulatory clinics. The delivery system is served by an electronic medical record that allows for communication between all sites and providers.

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Ambulatory Care Centers Summary

Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$156,237,994
Financing:		149,406,896
Net Fund Cost:		6,831,098
Funding Sources:		
State	76.2%	\$119,126,199
Federal	16.8%	26,219,394
Local	2.6%	4,061,303
General Fund	4.4%	6,831,098

FTE: 731.0

3. Physician Services

Description: The interdisciplinary medical staff at Contra Costa Regional Medical Center and Health Centers includes family medicine physicians, as well as family nurse practitioners, pediatricians, internists, dentists, psychiatrists, psychologists and specialty physicians. The active staff numbers nearly 400 providers.

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 continues to recognize 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 continue to expand and improve efforts to redesign our services in response to the expanded patient base that resulted from the ACA. We have expanded patient access (additional provider hours and additional providers) in 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:		\$117,989,906
Financing:		112,831,105
Net Fund Cost:		5,158,801

Funding Sources:		
State	51.1%	\$60,260,618
Local	37.2%	43,867,489
Federal	7.4%	8,702,998
General Fund	4.4%	5,158,801

FTE: 274.4

4. Emergency Medical Services

Description: This program provides comprehensive coordination of Contra Costa's Emergency Medical System. It regulates emergency ambulance services and the County's trauma, EMS for Children (EMSC), 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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The division is responsible for certification and accreditation of Emergency Medical Technicians (EMT), Paramedics, Mobile Intensive Care Nurses and Critical Care Paramedics. The division has the responsibility to investigate violations of certification including the authority to deny, suspend or revoke EMT certification when prehospital personnel commit statutory violations. The division is also responsible for the authorization and oversight of Air Medical Providers, Continuing Education and EMT and Paramedic training programs in the county.

In disaster the EMS Agency acts as the coordinating entity for the countywide medical health system and works with hospitals, long term care facilities, ambulatory care settings and residential care settings to prepare and respond to mass casualty and disaster events that require emergency medical response. This includes coordinating medical mutual aid, deploying ambulance strike teams, medical reserve corps and disaster health volunteers to support patient movement, and evacuation and sheltering operations.

Emergency Medical Services Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$2,693,939
Financing:		2,693,939
Net Fund Cost:		0
Funding Sources:		
Local	100.0%	\$2,693,939
FTE:	6.0	

Administrative Services Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$27,218,547	
Financing:	27,218,547	
Net Fund Cost:	0	
Funding Sources:		
Local	100.0%	\$27,218,547
FTE:	312.8	

b. Charges from Other County Departments

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

Charges From Other County Departments			
Service:	Mandatory		
Level of Service:	Discretionary		
Expenditures:	\$30,743,972		
Financing:	0		
Net Fund Cost:	30,743,972		
Funding Sources:			
General Fund	100.0%	\$30,743,972	

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.

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Charges from other County departments include:

Auditor	\$1,108,228
Purchasing	\$245,910
County Counsel	\$1,300,000
Human Resources	\$2,159,560
Telecommunication	\$5,348,247
Courier Service (PW-GSD)	\$21,842
Sheriff's Office	\$4,721,012
DoIT	\$1,195,247
PW-Occupancy-owned	\$7,970,618
PW-Occupancy-rented	\$1,145,341
Medical Liab Ins	\$3,750,000
Public Liab Ins	\$1,389,215
<u>PW-Fleet Services</u>	<u>\$388,752</u>
Total	\$30,743,972

Hospital Capital Cost		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$23,532,993
Financing:		23,532,993
Net Fund Cost:		0
Funding Sources:		
Local	78.0%	\$18,366,191
State	22.0%	5,166,802

6. Hospital Capital Cost

Description: Hospital Capital Costs include leases and bond debt repayment, capital projects, and equipment acquisition.

During the first half of FY 2019-20, we expect to complete the CCRMC Medical Air Upgrade Project and the Hospital Humidification Project. During the second half of FY 2019-20, we expect to complete the Pittsburg Health Center Elevator Modernization Project, the Redundant Isolation Room Fan Project, and the CCRMC Surgical Light Replacement Project. Capital project expenditures are expected to be \$3.5 million for these five capital projects.

Construction is ongoing for the West County Behavioral Health Clinic (WCBHC). This will be an 18,000 square foot, two-story, Behavioral Health Clinic adjacent to the existing West County Health Center. Expected completion date is late FY 2019-20.

Capital equipment expenditures for FY 2019-20 are projected to be \$5.4 million for purchases of medical equipment. This figure includes funding for the expansion of telemetry beds from eight to 30 which is expected to be completed by the first half of FY 2019-20.

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

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CCHP Medi-Cal (Enterprise Fund II) ^A	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	25,749,557	26,796,529	27,952,892	27,952,892	0
Services And Supplies	641,656,389	597,091,462	611,331,948	611,331,948	0
Other Charges	168,520,995	84,615,075	0	0	0
Expense Total	835,926,941	708,503,066	639,284,840	639,284,840	0
Revenue					
Other Local Revenue	856,040,008	708,503,066	639,284,840	639,284,840	0
Revenue Total	856,040,008	708,503,066	639,284,840	639,284,840	0
Net Fund Cost (NFC):	(20,113,067)	0	0	0	0
Allocated Positions (FTE)^B	194.0	180.0	180.0	180.0	0.0
Financial Indicators					
Salaries as % of Total Exp	3%	4%	4%	4%	
% Change in Total Exp		(15%)	(10%)	0%	
% Change in Total Rev		(17%)	(10%)	0%	
% Change in NFC		(100%)	(100%)	0%	
Compensation Information					
Permanent Salaries	13,530,901	14,423,874	15,228,722	15,228,722	0
Temporary Salaries	2,282,135	2,048,696	2,541,264	2,541,264	0
Permanent Overtime	810,465	821,786	702,576	702,576	0
Deferred Comp	130,143	134,964	155,250	155,250	0
Hrly Physician Salaries	5,438	0	0	0	0
Perm Physicians Salaries	275,938	385,542	0	0	0
Perm Phys Addnl Duty Pay	4,192	4,284	0	0	0
Comp & SDI Recoveries	(2,913)	0	(2,045)	(2,045)	0
Vacation/Sick Leave Accrual	150,129	0	0	0	0
FICA/Medicare	1,223,347	1,363,165	1,425,028	1,425,028	0
Ret Exp-Pre 97 Retirees	42,894	42,576	40,884	40,884	0
Retirement Expense	4,191,960	4,550,393	4,530,255	4,530,255	0
Employee Group Insurance	2,065,201	1,989,957	2,529,073	2,529,073	0
Retiree Health Insurance	406,239	419,916	374,088	374,088	0
OPEB Pre-Pay	147,959	147,959	164,653	164,653	0
Unemployment Insurance	37,455	38,856	9,213	9,213	0
Workers Comp Insurance	448,075	424,561	253,930	253,930	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 employees of participating employers and In-Home Supportive Services providers. 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 2019-2020 budget is based on an average monthly enrollment of 178,000 Medi-Cal enrollees. The FY 2019-20 Medi-Cal enrollment budget decreased 2.1% compared to the FY 2018-19 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 2019 and 2020.

The recommended FY 2019-20 budget is based on an average monthly enrollment of 153,000 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:		\$434,221,008
Financing:		434,221,008
Net Fund Cost:		0
Funding Sources:		
Local (Premiums)	100.0%	\$434,221,008
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

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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 2019-20 budget is based on an average monthly enrollment of 25,000 SPD enrollees.

Charges from other County departments include:

Public Works	\$724,972
Auditor-Controller	\$3,175,774
Information Technology	\$506,360
Total	\$4,407,106

Medi-Cal SPD Members Summary			
Service:	Discretionary		
Level of Service:	Mandatory		
Expenditures:	\$200,656,726		
Financing:	200,656,726		
Net Fund Cost:	0		
Funding Sources:			
Local (Premiums)	100.0%	\$200,656,726	

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:	\$4,407,106		
Financing:	4,407,106		
Net Fund Cost:	0		
Funding Sources:			
Local (Premiums)	100.0%	\$4,407,106	

Contra Costa Community Health Plan (Enterprise Fund III)

CCHP Community Plan (Enterprise Fund III)	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Services And Supplies	72,224,173	73,162,447	75,228,553	75,228,553	0
Other Charges	1,707,403	1,810,327	21,283	21,283	0
Expense Total	73,931,576	74,972,774	75,249,836	75,249,836	0
Revenue					
General Fund Subsidy	3,986,288	3,986,288	3,986,288	3,986,288	0
Other Local Revenue	72,242,726	70,986,486	71,263,548	71,263,548	0
Revenue Total	76,229,014	74,972,774	75,249,836	75,249,836	0
Net Fund Cost (NFC):	(2,297,437)	0	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		1%	0%	0%	
% Change in Total Rev		(2%)	0%	0%	
% Change in NFC		(100%)	0%	0%	

Description: The Contra Costa Community Health Plan is a County-operated prepaid health plan available to In-Home Support Services 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 was \$8.50 per member per month.

The MCO provider tax ends June 30, 2019.

Beginning January 1, 2019, CCHP Medicare Senior Health plans were discontinued.

Workload Indicator: The recommended FY 2019-2020 budget is based on an average monthly enrollment of 8,600 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

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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:	\$57,605,749	
Financing:	57,605,749	
Net Fund Cost:	0	
Funding Sources:		
Local (Premiums)	100.0%	\$57,605,749

In-Home Supportive Services and Contra Costa CARES		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$17,644,087	
Financing:	17,644,087	
Net Fund Cost:	0	
Funding Sources:		
Local (Premiums)	77.4%	\$13,657,799
General Fund (Subsidy)	22.6%	3,986,288

2. 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.

3. 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 Clínica 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 three years through a combination of funding from the County and matching funds from the private hospitals.

The FY 2019-20 budget anticipates a case load of 3,000 members per month. Funding for the program will continue as a matching partnership between the County and the private hospitals.

Included in the budget: County General purpose revenue contribution of \$250,000, CCHP revenue contribution of \$500,000 and \$750,000 in private hospital matching donations; total annual program funding \$1,500,000.

Major Risk Medical Insurance Program (Enterprise Fund IV)

AIM / MRMIP (Enterprise Fund IV)	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Services And Supplies	46,043	0	0	0	0
Expense Total	46,043	0	0	0	0
Revenue					
Other Local Revenue	695	0	0	0	0
Revenue Total	695	0	0	0	0
Net Fund Cost (NFC):	45,347	0	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		(100%)	0%	0%	
% Change in Total Rev		(100%)	0%	0%	
% Change in NFC		(100%)	0%	0%	

Description: This product served Contra Costa residents who qualified for the Access for Infants and Mothers (AIM) program and the Major Risk Medical Insurance Program (MRMIP). Contra Costa Health Plan was a contracted health plan carrier for these programs, which were administered by the State's Managed Risk Medical Insurance Board (MRMIB). Both programs were impacted by the Affordable Care Act.

CCHP's participation in the MRMIP was terminated on December 31, 2014.

CCHP's participation in the AIM program ended June 30, 2015.

The FY 2017-18 actuals represent a payback to the state reconcile the Major Risk Medical Insurance 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	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	54,357,391	68,366,075	74,453,349	74,453,349	0
Services And Supplies	146,896,229	154,729,918	160,526,730	160,526,730	0
Other Charges	4,887,685	5,571,645	5,572,102	5,572,102	0
Fixed Assets	0	5,144	0	0	0
Expenditure Transfers	(3,900,297)	(2,759,613)	(4,397,132)	(4,397,132)	0
Expense Total	202,241,008	225,913,169	236,155,049	236,155,049	0
Revenue					
Other Local Revenue	82,866,793	96,901,492	105,599,037	105,599,037	0
Federal Assistance	68,429,147	78,554,691	77,533,919	77,533,919	0
State Assistance	34,409,586	33,152,129	35,717,093	35,717,093	0
Revenue Total	185,705,525	208,608,312	218,850,049	218,850,049	0
Net County Cost (NCC):	16,535,482	17,304,857	17,305,000	17,305,000	0
Allocated Positions (FTE)	517.9	544.1	544.1	544.1	0.0
Financial Indicators					
Salaries as % of Total Exp	27%	30%	32%	32%	
% Change in Total Exp		12%	5%	0%	
% Change in Total Rev		12%	5%	0%	
% Change in NCC		5%	0%	0%	
Compensation Information					
Permanent Salaries	31,393,918	38,326,297	42,448,781	42,448,781	0
Temporary Salaries	1,075,120	711,012	970,692	970,692	0
Permanent Overtime	196,209	186,000	215,208	215,208	0
Deferred Comp	306,053	490,728	544,902	544,902	0
Hrly Physician Salaries	70,010	72,780	0	0	0
Perm Physicians Salaries	1,285,541	3,037,037	2,857,858	2,857,858	0
Perm Phys Addnl Duty Pay	8,985	8,136	5,889	5,889	0
Comp & SDI Recoveries	(60,070)	(114,768)	(114,768)	(114,768)	0
FICA/Medicare	2,510,745	3,277,809	3,584,287	3,584,287	0
Ret Exp-Pre 97 Retirees	105,053	118,716	135,366	135,366	0
Retirement Expense	10,226,804	13,106,562	13,517,538	13,517,538	0
Employee Group Insurance	4,603,981	6,208,192	7,559,568	7,559,568	0
Retiree Health Insurance	1,365,757	1,422,152	1,503,667	1,503,667	0
OPEB Pre-Pay	410,737	410,736	563,321	563,321	0
Unemployment Insurance	75,419	21,471	23,458	23,458	0
Workers Comp Insurance	901,831	1,205,120	759,487	759,487	0
Labor Received/Provided	(118,701)	(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 2019-20 budget is based on 447,666 visits; an inpatient psychiatric average daily census of 17.15 patients; 206 inpatient clinic visits; 17,192 days in Institute for Mental Disease (IMD); 77,880 days in Board and Cares; and 216 days in State hospitals.

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

- Planning and start-up funds for Oak Grove have been set aside to renovate two County owned buildings and to certify this facility as a sixteen (16) bed Short Term Residential Therapeutic Program (STRTP). Program details are included under the Mental Health Services Act (MHSA).
- A three percent (3%) cost of living adjustment for the Mental Health Community Based Organization (CBO) Adult, Children, and MHSA contract providers.
- The Office of Inspector General (OIG) conducted a random sample chart audit of 2013-2014 claims throughout California counties which resulted in a disallowance and repayment of \$180 million. The Contra Costa County share is \$7 million which will be repaid over four years from the County General Fund reserve. \$1.875 million is included for FY 2019-20.

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. 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 seriously emotionally disturbed (SED), psychosocially delayed or "at high risk." All of these services are attached to residential treatment.

c. 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 SED children and adolescents provide mental health services, crisis intervention, case management, and psychiatric services.

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. In 2019, Mental Health is planning to reconstitute its Mentorship Program to help youth struggling with severe emotional disturbance improve family, school, and social functioning.

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 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.

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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 team of Masters-level therapists, 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 expanded this program in 2018. With added hours of operation and additional staff, the team is better able to respond to the entire County population. The new hours of operation for in-field services are from 7 a.m. to 11 p.m. on weekdays, and from 11 a.m. to 9 p.m. on weekends.

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. School-Based Partnerships for 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. Since the transition from AB3632 to Education Related Mental Health Services (ERMHS) in 2011, Mental Health has partnered with several County school districts in an effort to identify students who may need services at an earlier stage or additional support to maintain their

existing educational placement. Services include: individual, group, or family psychotherapy; 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 (SELPA's). An MOU was developed and signed by County Mental Health and the SELPA's, with supporting contracts going before the Board of Supervisors for approval. This budget assumes that the responsibility for continued ERMHS Non-Medi-Cal funding will remain with the local school districts and SELPA's. In 2018, Mental Health expanded its school-based programming by contracting with a provider to serve students in the Antioch Unified School District and expanded programming in the West Contra Costa Unified School District. School-based programming also remains in the Pittsburg and Martinez Unified School Districts.

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 SELPA's within Contra Costa.

l. Pathways to Wellbeing (Katie A. Programming): Children's Mental Health, in partnership with Child and Family Services of the Employment and Human Services Department (EHSD), is in its sixth year of development of a new legally mandated service delivery system to serve Katie A. youth 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. Probation Mental Health/Formerly Mentally Ill Offender Crime Reduction Grant (MIOCR): With the help of the three-year MIOCR grant (2015-2018), Mental Health was able to contract with Community Options for Families and Youth (COFY) to provide Functional Family Therapy aimed at reducing recidivism for youth struggling with mental illness and delinquent behavior.

With the expiration of the MIOCR grant at the end of fiscal year 2017-18, Mental Health established a Memorandum of Understanding (MOU) with the Probation department to secure ongoing funding to support the program for the coming years. Behavioral Health continues to provide technical assistance and oversight related to the clinical services provided.

n. Continuum of Care Reform (CCR): The Continuum of Care Reform (CCR) is the legislative and policy framework for implementing the understanding that youth who are forced to live apart from their families are best served in nurturing family homes. To achieve that end, CCR requires close interagency collaboration between Child Welfare, Probation, and Behavioral Health.

CCR effectively eliminates the Rate Classification Level (RCL) system for group homes and implements the Short-Term Residential Treatment Program (STRTP) model based on the idea that congregate care should be a short-term treatment intervention, not a permanent solution. CCR also introduces a new service category, Therapeutic Foster Care (TFC), for foster home-based intensive treatment. In Contra Costa County, Children and Family Services (CFS) and Mental Health have worked very closely in rolling out CCR. It was widely understood that Mental Health would have to expand services for foster youth to support home-based treatment. In 2018, we pursued phase two of CCR expansion by increasing staffing for Wraparound, Family Partner program, and Utilization Review. Mental Health and EHSD also renewed their

Interagency Agreement whereby \$2,000,000 in realignment funds are reallocated from EHSD to Mental Health to support three contracts for a range of outpatient services to support a step down in placement levels and sustain home-based care. In 2019, Mental Health plans to finalize CCR expansion with phase 3 by adding three positions to the Regional Clinics, which have seen an increase in volume and acuity. Between all three phases of CCR Expansion, Mental Health will have created 27 positions. Mental Health also plans to contract with placement agencies, which successfully transitioned their group homes to STRTPs and to contract with a provider to offer Therapeutic Foster Care.

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. With respect to resolving financial demands between counties as a result of Presumptive Transfer, Contra Costa decided to participate in the Joint Power Authority facilitated by the California Mental Health Services Authority (CalMHSA).

p. Evidenced Based Practices: Children's Mental Health has instituted system wide trainings and support for several evidence-based practices (EBPs), including Trauma-Focused Cognitive Behavioral Therapy, Cognitive Behavioral Therapy for Depression, Dialectical Behavioral Therapy, Family Based Treatment for Eating Disorder (FBT) and Wraparound Services. 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: The First Hope program provides services aimed at early intervention in psychosis. It has two components: The Clinical High Risk (CHR) and the First Episode Program

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(FEP). First Hope staff performs an extensive initial assessment to determine whether a young person is at risk of developing a psychosis (Clinical High Risk program) or whether the person already had a first break (First Episode Program). The aim of the CHR program is to prevent a psychotic disorder, and the aim of the First Episode Program is to mitigate the impact of the first episode of psychosis, restore functioning and prevent further progress of psychosis. While the CHR program has been active since 2014, the First Episode Program will provide services starting early 2019. Hiring for the First Episode program has largely been completed. In October 2018, First Hope moved to a new location to accommodate for its new program component.

r. CANS Implementation. Following a state mandate, Contra Costa Mental Health implemented the Child/Adolescent Needs and Strengths (CANS) assessment. Regulations require monthly reporting to the State. Mental Health is contracting with vendors regarding data gathering and reporting systems and ongoing technical assistance regarding CANS implementation.

Child & Adolescent Services Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$67,054,620	
Financing:	66,832,926	
Net County Cost:	221,694	
Funding Sources:		
Federal	49.5%	\$33,173,458
Local	46.8%	31,401,612
Transfer	3.4%	2,257,856
General Fund	0.3%	221,694
FTE:	109.2	
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 1) Adult Felony Probation involvement (AB 109 and General Supervision), 2) Court Ordered services, and 3) co-responding with local law enforcement agencies (Mental

Health Evaluation Team and Mobile Crisis Response 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 third year of implementation.

This unit implemented two new programs in July 2018:

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. Behavioral Health partners with the Antioch Police Department, the County Probation Department, the Health, Housing, and Homeless Services Division, and community based organizations.

2) The **Mobile Crisis Response Team** provides 24/7 crisis intervention response to consumers experiencing mental health crisis. Mobile crisis teams are interdisciplinary and 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 coordinates crisis response and 5150s with law enforcement and emergency services. The goal is to decrease 5150s, reduce psychiatric emergency services (PES) visits, and refer consumers to appropriate services in their communities.

Additionally, planning is underway (via implementation of AB 1810 funding) to provide pre-trial diversion services across a continuum

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of care setting for individuals who have significant mental health challenges who are justice involved and are found or at-risk to be found Incompetent to Stand Trial (IST) on felony charges.

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, 60 years of age or older, including preventive care, linkage and outreach to under-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, the Transition Team refers them to one of our outpatient mental health clinics for ongoing treatment and support.

m. *Evidence Based Practice (EBPs):* The adult system of care has instituted trainings in several evidence-based practices (EBPs) across all three regions of the Division including Cognitive Behavioral Social Skills Training (CBSST), and Cognitive Behavioral Treatment for Psychosis (CBTp), Cognitive Behavioral Therapy for Depression (CBT for Depression), Dialectical Behavioral Therapy (DBT), and Wellness Recovery Action Plan (WRAP). To support successful implementation of EBPs, EBP Team Leaders have been identified in each of the three adult regional clinics as well as in the Older Adult and Forensics programs. Team Leaders provide ongoing consultation and support to staff using EBPs, as well as monitor the use of outcome measures identified to collect data and outcomes of the clients receiving EBP services. Outcome measures being implemented are: the Patient Health Questionnaire (PHQ9), the Generalized Anxiety Disorder (GAD7), the Independent Living Skills Survey (ILSS), and the Recovery Assessment Scale (RAS). Planning has begun to implement the Adult Needs and Strengths Assessment (ANSA) across the Adult System of Care. Also, plans are underway to have staff trained in "Multifamily Groups in the Treatment of Severe Psychiatric Disorders". Each regional clinic will have a treatment team consisting of a Family Support Worker and a Mental Health Clinical Specialist who will provide Multifamily Groups for the families of clients receiving services in those clinics. Additionally, we are also in preliminary stages of investigating the development and implementation of the EBP Assertive Community Treatment (ACT) in our adult regional clinics to support level of care

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needs and coordinating treatment of co-occurring disorders.

n. Augmented Board and Cares for Older Adult Mental Health Consumers: The Behavioral Health Division's Adult System of Care expanded its bed capacity for older adult Behavioral Health consumers requiring supports for activities of daily living and medical care as well as supports for their mental health needs. Increasing our bed capacity has greatly reduced wait lists for our older adult clients needing specialized care services. Case management services are 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 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 began division-wide training for all staff in 2018 on Trauma 101, the basics of stress and trauma and its impact on health and well-being. BH will continue to provide Trauma 101 trainings to BH staff to complete the goal of having all BH staff trained by the end of 2019.

Adult Services Summary

Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$66,535,488	
Financing:	62,665,781	
Net County Cost:	3,869,707	
Funding Sources:		
State	49.1%	\$32,665,876
Federal	31.3%	20,827,191
Local	11.0%	7,342,689
Transfer	2.8%	1,830,025
General Fund	5.8%	3,869,707

FTE: 162.4

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.

ccLink Optimization Efforts:

The Behavioral Health Division has been using ccLink (Electronic Health Record) for clinical documentation for over 1 year, and as a result, is more effectively coordinating care with providers across all of Health Services. Since the implementation of ccLink in September 2017, clients have benefited from enhanced clinical decision support, standardization and improved quality of documentation, as well as better information sharing, care coordination, and access and capacity management. These systems will also support enhanced population

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management and outcomes-oriented program evaluation for the benefit of our clients.

In 2019-20, we will continue engaging our Behavioral Health governance committees, including the selection of new and/or recommitment of existing Super Users and Champions. These governance committees will engage in ongoing decision making, process improvement, project prioritization, and change management. This newly established governance structure will receive ongoing feedback, support, and guidance from the IT Steering Committee, an executive body for any and all major decision making. We will roll out additional MyChart patient portal tools for behavioral health patients as well as a behavioral health After Visit Summary (AVS), a written print out given to patients with specific instructions such as what to do when someone feels suicidal and who to call. We plan to implement electronic medication consents. We will also begin the implementation of a provider portal for Community Based Organizations. We will upgrade our electronic health record to Epic's 2019 version.

Support Services Summary

Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$14,816,058	
Financing:	4,512,681	
Net County Cost:	10,303,377	
Funding Sources:		
State	20.6%	\$3,051,217
Federal	6.4%	941,999
Transfer	3.5%	519,465
General Fund	69.5%	10,303,377
FTE:	83.8	

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:	\$11,835,330	
Financing:	10,893,010	
Net County Cost:	942,320	
Funding Sources:		
Federal	81.5%	\$9,645,682
Local	9.2%	1,089,233
Transfer	1.3%	158,095
General Fund	8.0%	942,320

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:	\$16,038,957	
Financing:	15,072,200	
Net County Cost:	966,757	
Funding Sources:		
Federal	61.3%	\$9,825,870
Local	32.7%	5,246,330
General Fund	6.0%	966,757

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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:		\$9,888,688	
Financing:		8,887,543	
Net County Cost:		1,001,145	
Funding Sources:			
Local	58.3%	\$5,767,824	
Federal	31.5%	3,119,719	
General Fund	10.2%	1,001,145	
FTE: 23.0			

7. Mental Health Services Act (MHSA)/ Proposition 63

Description: Expands 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. Revenues from the MHSA Fund (page 282) are transferred into the Mental Health Services Behavioral Health general fund budget. The projected FY 2019-20 MHSA expenditures are described below.

Program Type	\$ in Millions
Community Support System	\$37.69
Prevention and Early Intervention	9.19
Work Force Education & Training	2.67
Capital Facilities	3.00
Innovation	2.20
Total MHSA Allocation	\$54.75

The FY 2019-20 is the third plan in the MHSA Three Year Program and Expenditure Plan for Fiscal Years 2017-20, and includes implementation on the following new program:

Oak Grove. Planning and start-up funds have been set aside to renovate two county owned buildings and to certify this facility as a 16-bed Short Term Residential Therapeutic Program (STRTP) to address residential treatment requirements for transition age youth ages 15-26 who have been determined to need high acuity mental health treatment services in an unlocked environment. Residential and supportive services will be co-located to provide voluntary community level treatment with safe and stable housing for the most vulnerable and at-risk youth who are experiencing serious mental health issues.

Mental Health Services Act			
Service:		Mandatory	
Level of Service:		Discretionary	
Expenditures:		\$54,751,349	
Financing:		54,751,349	
Net County Cost:		0	
Funding Sources:			
Local	100.0%	\$54,751,349	
(Transfers from the MHSA Fund)			
FTE:	165.7		

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Mental Health Services Act (MHSA)/Proposition 63

Mental Health Services Act Fund (PROP 63)	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Expenditure Transfers	40,473,083	50,513,394	54,751,349	54,751,349	0
Expense Total	40,473,083	50,513,394	54,751,349	54,751,349	0
Revenue					
Other Local Revenue	1,123,555	417,389	1,706,462	1,706,462	0
State Assistance	46,082,522	50,096,005	53,044,887	53,044,887	0
Revenue Total	47,206,077	50,513,394	54,751,349	54,751,349	0
Net Fund Cost (NFC):	(6,732,994)	0	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		25%	8%	0%	
% Change in Total Rev		7%	8%	0%	
% Change in NFC		(100%)	0%	0%	

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 expanding mental health care programs for children, transition age youth, adults, and older adults. 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". Funds are transferred to specific Health Services Mental Health programs and fund 165.7 FTEs.

The first yearly MHSA Program and Expenditure Plan for Community Services and Supports was approved by the Board of Supervisors and submitted to the State Department of Mental Health on December 22, 2005. The Prevention and Early Intervention component was added in 2009, and the remaining components of Innovation, Workforce Education and Training, and Capital Facilities/Information Technology

were added in FY 2010-11. Each subsequent year an annual update was approved, which included program refinements, program changes when indicated, and the development of new programs identified by a local stakeholder-driven community program planning process. Contra Costa's first integrated Three Year Program and Expenditure Plan was submitted and approved for fiscal years 2014-17.

For the MHSA Three Year Program and Expenditure Plan Update for FY 2019-20 (Three Year Plan Update), the statutorily required Community Program Planning process will conclude with a 30-day public comment period and public hearing in May 2019. Responses to substantive stakeholder input, received during the public comment period, will be incorporated in the final Three Year Plan Update that will be submitted for the Board of Supervisors consideration on or after May 2019.

Revenues to the MHSA Trust Fund tend to change from year to year due to the dynamic nature of the revenue source. Any expenditures

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in excess of annual MHSA revenues can be funded from the Trust Fund carryover surplus. However, to date the FY2017-20 MHSA Program and Expenditure Plan total average expenditures have not exceeded the average of annual revenues.

Mental Health Services Act		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$54,751,349	
Financing:	54,751,349	
Net County Cost:	0	
Funding Sources:		
State	96.9%	\$53,044,887
Local	3.1%	1,706,462

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Behavioral Health – Alcohol and Other Drugs

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	4,304,153	5,947,419	6,404,179	6,404,179	0
Services And Supplies	14,384,048	20,671,478	24,882,963	24,882,963	0
Fixed Assets	5,904	13,500	13,500	13,500	0
Expenditure Transfers	(1,816,066)	(2,052,749)	(1,908,791)	(1,908,791)	0
Expense Total	16,878,039	24,579,648	29,391,851	29,391,851	0
Revenue					
Other Local Revenue	4,343,362	4,949,192	5,258,647	5,258,647	0
Federal Assistance	4,062,493	8,579,134	8,735,865	8,735,865	0
State Assistance	7,009,982	9,116,015	13,462,339	13,462,339	0
Revenue Total	15,415,837	22,644,341	27,456,851	27,456,851	0
Net County Cost (NCC):	1,462,202	1,935,307	1,935,000	1,935,000	0
Allocated Positions (FTE)	53.0	54.0	54.0	54.0	0.0
Financial Indicators					
Salaries as % of Total Exp	26%	24%	22%	22%	
% Change in Total Exp		46%	20%	0%	
% Change in Total Rev		47%	21%	0%	
% Change in NCC		32%	(0%)	0%	
Compensation Information					
Permanent Salaries	2,422,877	3,506,162	3,808,337	3,808,337	0
Temporary Salaries	54,628	0	0	0	0
Permanent Overtime	86,955	(0)	(0)	(0)	0
Deferred Comp	36,979	58,620	73,020	73,020	0
Comp & SDI Recoveries	(22,575)	0	0	0	0
FICA/Medicare	190,764	266,369	291,090	291,090	0
Ret Exp-Pre 97 Retirees	7,007	2,173	2,173	2,173	0
Retirement Expense	694,961	1,011,058	1,065,887	1,065,887	0
Employee Group Insurance	385,932	584,943	736,979	736,979	0
Retiree Health Insurance	270,721	274,956	266,219	266,219	0
OPEB Pre-Pay	102,277	141,811	96,117	96,117	0
Unemployment Insurance	5,669	1,753	1,915	1,915	0
Workers Comp Insurance	67,958	99,575	62,441	62,441	0

Description: To reduce the incidence and prevalence of Substance Use Disorders (SUD) through prevention, 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 services throughout Contra Costa. 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 (ASAM) Criteria.

At the beginning of 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 a program implementation 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 (PIHP) requiring counties to provide greater administrative oversight, and implement utilization controls to improve care and maximize efficiency.

The DMC-ODS Waiver gave counties a unique opportunity to expand service capacity and the type and quality of available benefits for Medi-Cal eligible beneficiaries who meet medical necessity for SUD and who reside in the County. In Contra Costa, the DMC-ODS Waiver has been in operation for approximately 18 months, AODS is responsible for the implementation and management of the Organized Delivery System which constitutes a comprehensive approach for providing SUD prevention, diversion, outpatient, intensive outpatient, 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 and adequate access to the network of SUD services throughout Contra Costa.

Workload Indicator: The recommended FY 2019-2020 budget is based on an average caseload of 4,171 unduplicated clients served in treatment and 4,900 prevention participants.

Impact: As projected in FY 2018-19, or year two of the DMC Waiver, there has been a slight increase in our budget since its implementation in FY 2017-18. While the recommended budget maintains the current funding level relative to year two, we anticipate a slight expansion of services during FY 2019-20 exclusively on not available and required DMC services consisting of ASAM Levels 3.1, 3.2, 3.3, 3.5 and 3.7 where the use of State General Funds can be used as a match to Medi-Cal dollars. To that end, based on the assumption that the number of Medi-Cal beneficiaries will increase, a gradual and slight increase in staffing levels is expected to occur, proportionate to such expansion in FY 2019-20.

A key feature of Contra Costa's DMC Waiver is the expansion of services within existing Behavioral Health Division structures to further its integration and leverage resources. At the end of August 2018, Contra Costa had its first External Quality Review Organization (EQRO). Data provided by the team of EQRO reviewers indicated that *"Contra Costa's overall penetration rate for treating Medi-Cal beneficiaries with SUD was 0.59 percent, more than double the statewide average of 0.25 percent."* Although AODS has improved timely access and treatment availability, we have yet to meet prior projections of the number of Medi-Cal beneficiaries who need SUD services. The larger referral source to SUD treatment remains the criminal justice system, which excludes other non-traditional partners such as: hospitals, emergency rooms, clinics, etc. Conceivable, once the health care system starts referrals, we should be able to near early projections made of Medi-Cal beneficiaries who need SUD treatment.

1. Prevention Services

Description: Prevention programs provide alcohol and other drugs education, alcohol and drug-free activities, community-based initiatives, problem identification, and referrals for youth and adults. In partnership with community based providers, programs engage youth and

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community residents to reduce alcohol, marijuana and other drug availability and accessibility. Utilizing the public health approach to prevention, coalitions focus activities 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.

DHCS requires counties to develop a Prevention Strategic Plan for the implementation of SUD prevention services by engaging community residents throughout Contra Costa in a Stakeholder Community Needs Assessment. The County's Five-Year AOD Prevention Strategic Plan expired on June 30, 2018. Accordingly, prevention staff started the Strategic Prevention Framework (SPF) process in October 2017 as planned and the new County Prevention Strategic Plan was approved by DHCS at the end of June 2018. This new Prevention Strategic Plan will cover the period of 2018-2023 and includes an evaluation plan. Parents, youth, educators, police officers, medical staff, counselors and residents were some of the stakeholders who contributed input to the preparation of the new plan. In addition to underage drinking, the new Prevention Strategic Plan addresses challenges related to the legalization of marijuana as well as the impact of the opioid epidemic in Contra Costa.

Prevention Services Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$1,560,098
Financing:		1,560,098
Net County Cost:		0
Funding Sources:		
State	100.0%	\$1,560,098
FTE:	4.2	

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. To effectively engage hard to reach populations, counselors in the field conduct ASAM screenings in the courts, homeless shelters, jails, and West County Reentry Center. Similar to the Behavioral Health Access Line staff, screeners in the field are able to directly schedule intake appointments with treatment providers via warm transfers.

Information, Screening and Referral into SUD Services Summary			
Service:			Discretionary
Level of Service:			Discretionary
Expenditures:			\$738,116
Financing:			369,058
Net County Cost:			369,058
Funding Sources:			
State	50.0%		\$369,058
General Fund	50.0%		369,058
FTE: 6.5			

Narcotic Treatment Program Summary			
Service:			Discretionary
Level of Service:			Discretionary
Expenditures:			\$6,840,661
Financing:			6,840,661
Net County Cost:			0
Funding Sources:			
Federal	50.0%		\$3,420,330
Local	50.0%		3,420,331

3. DMC Waiver and Non-DMC Waiver Services

Description: The DMC Waiver and Non-DMC Waiver Treatment services are comprised of 4 major service levels as follows:

- Narcotic Treatment Program (NTP)
- Outpatient and Intensive Outpatient Treatment Services (IOT)
- Residential Services and Withdrawal Management Services
- Case Management, Recovery Support, and Recovery Residences

These services are described separately in boxes below.

Narcotic Treatment Program

Description: Contracted Narcotic Treatment Programs (NTP) or Medication Assisted Treatment (MAT) include outpatient methadone maintenance and Buprenorphine for the treatment of opioid disorders for adults and youth, including pregnant women and persons at risk of HIV infection through injection drug use. In FY18-19 Naloxone was added to the contract for the prevention of opioid overdoses. The DMC-ODS plan also serves Contra Costa residents who receive MAT services in other counties. This budget reflects services contracted with out of county providers.

Outpatient and Intensive Outpatient Treatment

Description: Provides Outpatient Drug Free (ODF) or ASAM Level 1 and Intensive Outpatient Treatment (IOT) or ASAM 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, with the key difference consisting of the number of hours a beneficiary must attend treatment. With the exception of counselors co-located in the Mental Health Clinics, at the present time, all Outpatient service modalities are provided by community based organizations through a contract with AODS.

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Outpatient and Intensive Outpatient Program Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$3,818,486	
Financing:	3,255,379	
Net County Cost:	563,107	
Funding Sources:		
Federal	46.0%	\$1,757,668
State	26.8%	1,021,653
Local	12.5%	476,058
General Fund	14.7%	563,107
FTE:	4.0	

Residential Treatment and Withdrawal Management Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$9,424,271	
Financing:	8,491,191	
Net County Cost:	933,080	
Funding Sources:		
State	50.2%	\$4,729,602
Federal	31.5%	2,972,491
Local	8.4%	789,098
General Fund	9.9%	933,080
FTE:	16.0	

Residential Treatment and Withdrawal Management Services

Description: Residential Treatment or ASAM Level 3.1 are 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 ASAM Level 3.2 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 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. In FY18-19, we slightly increased L3.2 by contracting with Helen Vine, a social model withdrawal management service program located in Marin County.

Case Management, Recovery Support, and Recovery Residences

AODS contracts for case management and recovery support services for DMC beneficiaries. Case management includes a comprehensive assessment to identify needs and supports clients during transitions to higher or lower level of substance use care. Case management involves coordination, communication, referrals, and related activities needed by the beneficiary in order to succeed in the recovery process. Recovery support services assist beneficiaries upon completion of treatment with recovery monitoring, education and skill building to prevent relapse. Recovery support services are important in the recovery and wellness process as they emphasize the beneficiary's central role in managing their health, promote the use of effective self-management support strategies, and provide internal and community resources to support ongoing self-management. Formerly called Sober Living Environments (SLE), Recovery Residences allow beneficiaries to transfer from a residential treatment facility to a safe clean and sober living situation as they step down and continue outpatient treatment. Recovery Residences are not covered by DMC; however, counties operating a DMC-ODS plan are allowed to use discretionary funding sources to ensure that Medi-Cal eligible individuals can receive these benefits. Two years ago, in

anticipation for the implementation of the DMC Waiver, AODS in partnership with the community, developed guidelines for the operation of Recovery Residences and towards the end of 2018, established and maintained two separate small contracts with Support4Recovery and Oxford Houses for the preliminary implementation of Recovery Residence services.

Case Management, Recovery Support and Recovery Residences Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:		\$1,218,042
Financing:		1,148,287
Net County Cost:		69,755
Funding Sources:		
State	76.4%	\$930,623
Federal	13.0%	158,692
Local	4.8%	58,972
General Fund	5.8%	69,755

4. 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. As a result of the DMC-ODS Waiver, we plan to increase the number of Adolescent Outpatient treatment services in the County.
- b) **SAMHWorks (CalWorks):** The program is a partnership between the Health Services

Department and the 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 Penal Code 1000):** 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. Most recently, the County's Community Corrections Partnership (CCP) voted unanimously to allow AODS to use AB109 funds to support Medi-Cal required non-federal match and other benefits not covered by Medi-Cal. Accordingly, the new FY 2019-20 contracts will include funding structures representing the CCP decision across SUD treatment programs thereby widening AB 109 admissions across the DMC-ODS.

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 in all County courts and referrals to all DUI programs.

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Special Programs (Non-DMC Waiver) Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$3,986,001
Financing:		3,986,001
Net County Cost:		0
Funding Sources:		
Transfer	48.6%	\$1,936,829
State	47.8%	1,904,041
Local	3.6%	145,131
FTE:	11.9	

5. Program and 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.

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 Block Grant (SABG) funds.

As a new program, the Waiver is contingent on evaluation and External Quality Review Organization (EQRO) and Network Adequacy Certification requirements to demonstrate the effectiveness and efficiency of this historical paradigm change. The Program Support category includes a conservative approach to the expansion of highly specialized functions

within specific Behavioral Health Division structures to maximize resources and prevent duplication. For example: addition of staff to Utilization Review and Utilization Management (UM/UR); Quality Improvement/Quality Assurance (QI/QA), planning and evaluation, data management and information systems, etc.

Program and System Support Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$3,743,005
Financing:		3,743,005
Net County Cost:		0
Funding Sources:		
State	78.7%	\$2,947,264
Federal	11.4%	426,683
Local	9.9%	369,058
FTE:	11.4	

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Health, Housing, and Homeless Services

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	1,161,754	1,461,869	1,821,751	1,821,751	0
Services And Supplies	13,388,349	13,642,372	22,390,121	22,390,121	0
Fixed Assets	0	64,800	64,800	64,800	0
Expenditure Transfers	(7,068,343)	(6,788,585)	(8,205,582)	(8,205,582)	0
Expense Total	7,481,760	8,380,456	16,071,090	16,071,090	0
Revenue					
Other Local Revenue	503,517	598,662	598,662	598,662	0
Federal Assistance	2,775,076	4,292,235	11,888,428	11,888,428	0
State Assistance	1,002,160	800,000	900,000	900,000	0
Revenue Total	4,280,752	5,690,897	13,387,090	13,387,090	0
Net County Cost (NCC):	3,201,008	2,689,559	2,684,000	2,684,000	0
Allocated Positions (FTE)	11.0	13.0	13.0	13.0	0.0
Financial Indicators					
Salaries as % of Total Exp	16%	17%	11%	11%	
% Change in Total Exp		12%	92%	0%	
% Change in Total Rev		33%	135%	0%	
% Change in NCC		(16%)	(0%)	0%	
Compensation Information					
Permanent Salaries	735,838	927,869	1,137,013	1,137,013	0
Deferred Comp	12,118	15,660	23,100	23,100	0
FICA/Medicare	55,424	70,982	87,389	87,389	0
Ret Exp-Pre 97 Retirees	2,329	0	2,498	2,498	0
Retirement Expense	227,769	281,590	344,098	344,098	0
Employee Group Insurance	98,333	135,950	201,009	201,009	0
Retiree Health Insurance	5,218	0	5,211	5,211	0
OPEB Pre-Pay	3,365	3,003	2,242	2,242	0
Unemployment Insurance	1,671	464	571	571	0
Workers Comp Insurance	19,688	26,351	18,620	18,620	0

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Description: Contra Costa's Health, Housing and Homeless Services (H3) commits to making homelessness short-lived and non-recurring by ensuring an integrated system of health, support services, and housing for persons experiencing homelessness in our community.

H3 has created a continuum of care, in partnership with community-based organizations, which 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.

H3 also provides guidance and staff to the Contra Costa Council on Homelessness, the federally mandated governing body for all HUD-Homelessness Assistance funded services in Contra Costa County.

Workload Indicator: The requested FY 2019-20 budget is based on the provision of 85,279 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:	\$2,903,766	
Financing:	1,695,201	
Net County Cost:	1,208,565	
Funding Sources:		
State	31.0%	\$900,000
Federal	21.5%	623,525
Transfer	5.5%	160,876
Local	0.4%	10,800
General Fund	41.6%	1,208,565
FTE:	10.0	

2. Coordinated Entry System (CES)

Description: The Coordinated Entry System (CES) 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 serves as one of the three entry points in the CES and 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. Beginning in 2019, the 211 information line will centralize access and referral for shelter beds available through the County.

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b. Coordinated Assessment Resource

(CARE) Centers: CARE Centers also serve as one of three entry points in the Coordinated Entry System. At the CARE Centers, clients can access an array of services, including showers, food, case management, housing assessment, housing navigation services, substance use disorder services and benefits assistance. CARE Centers are operated by local non-profit agencies, in partnership with the County, and are located in West, and Central, and soon in East County.

c. Coordinated Outreach Referral and

Engagement (CORE) Teams: CORE Teams serve as entry points into the coordinated entry system for unsheltered homeless persons. CORE outreach teams engage and offer services to homeless individuals living outside and help facilitate connection to health and social services to stabilize their mental and physical health as well as provide direct shelter placement and linkages to CARE Centers.

Coordinated Entry System Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$2,942,192
Financing:		2,942,192
Net County Cost:		0
Funding Sources:		
Federal	78.8%	\$2,318,994
Transfer	21.2%	623,198

3. Interim Housing and Support Services

Description: Interim Housing and Support Services offers short-term shelter and support services, including referral for AOD detox and mental health treatment services, and stabilization in preparation for permanent housing.

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 166 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:		\$3,871,774
Financing:		2,685,491
Net County Cost:		1,186,283
Funding Sources:		
Transfer	58.5%	\$2,266,723
Federal	10.2%	393,768
Local/Other	0.7%	25,000
General Fund	30.6%	1,186,283

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 with 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 ages 18-24 receive wrap-around support services that assist them to not only maintain, but also thrive in their housing.

Supportive Housing Program Summary			
Service:		Discretionary	
Level of Service:		Discretionary	
Expenditures:		\$5,851,212	
Financing:		5,729,252	
Net County Cost:		121,960	
Funding Sources:			
Transfer	80.5%	\$4,710,709	
Federal	8.8%	517,774	
Local	8.6%	500,769	
General Fund	2.1%	121,960	

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 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 6-bed program provides transition-age youth with 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.

Contra Costa Youth Continuum of Services Summary			
Service:		Discretionary	
Level of Service:		Discretionary	
Expenditures:		\$783,487	
Financing:		618,132	
Net County Cost:		165,355	
Funding Sources:			
Transfer	71.0%	\$556,132	
Federal	7.9%	62,000	
General Fund	21.1%	165,355	
FTE:	1.0		

6. Homeless Management Information System

Description: The Homeless Management Information System (HMIS) is a federally required, shared homeless service and housing database system administered by the County Homeless Program, with support from Contra

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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:		\$839,526	
Financing:		837,689	
Net County Cost:		1,837	
Funding Sources:			
Federal	92.4%	\$775,596	
Local	7.4%	62,093	
General Fund	0.2%	1,837	
FTE:	1.0		

Homeless Emergency Aid Program (HEAP)			
Service:		Discretionary	
Level of Service:		Discretionary	
Expenditures:		\$7,196,771	
Financing:		7,196,771	
Net County Cost:		0	
Funding Sources:			
Federal	100.0%	\$7,196,771	
FTE:	1.0		

7. Homeless Emergency Aid Program (HEAP).

Description: The HEAP Program, a one-time Block grant funding, addresses the immediate emergency needs of homeless individuals and individuals at imminent risk of homelessness in the service areas around the County, which include but are not limited to the following: services, rental assistance or subsidies, capital improvements and homeless youth activities.

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Public Health

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	49,929,885	61,319,054	64,489,831	64,489,831	0
Services And Supplies	15,462,290	13,987,623	16,727,032	16,727,032	0
Fixed Assets	373,962	548,000	505,000	505,000	0
Expenditure Transfers	(3,038,127)	(2,953,219)	(4,008,893)	(4,008,893)	0
Expense Total	62,728,010	72,901,458	77,712,970	77,712,970	0
Revenue					
Other Local Revenue	6,849,462	6,556,059	6,384,203	6,384,203	0
Federal Assistance	12,150,243	11,690,083	12,065,286	12,065,286	0
State Assistance	23,327,754	33,474,465	38,123,481	38,123,481	0
Revenue Total	42,327,459	51,720,607	56,572,970	56,572,970	0
Net County Cost (NCC):	20,400,552	21,180,851	21,140,000	21,140,000	0
Allocated Positions (FTE)	474.4	479.1	479.1	479.1	0.0
Financial Indicators					
Salaries as % of Total Exp	80%	84%	83%	83%	
% Change in Total Exp		16%	7%	0%	
% Change in Total Rev		22%	9%	0%	
% Change in NCC		4%	(0%)	0%	
Compensation Information					
Permanent Salaries	29,638,460	35,934,051	38,685,904	38,685,904	0
Temporary Salaries	605,334	808,668	457,034	457,034	0
Permanent Overtime	69,323	84,485	49,826	49,826	0
Deferred Comp	306,889	501,349	494,016	494,016	0
Perm Physicians Salaries	472,529	692,607	933,034	933,034	0
Perm Phys Addnl Duty Pay	6,580	6,950	32,753	32,753	0
Comp & SDI Recoveries	(44,952)	(60,546)	(60,546)	(60,546)	0
FICA/Medicare	2,284,025	2,895,704	2,935,084	2,935,084	0
Ret Exp-Pre 97 Retirees	101,769	99,096	104,095	104,095	0
Retirement Expense	9,354,700	11,133,720	11,660,664	11,660,664	0
Employee Group Insurance	4,385,029	6,204,445	6,686,339	6,686,339	0
Retiree Health Insurance	1,235,086	1,270,092	1,309,728	1,309,728	0
OPEB Pre-Pay	630,564	630,564	537,475	537,475	0
Unemployment Insurance	68,420	20,030	19,782	19,782	0
Workers Comp Insurance	816,130	1,097,839	644,642	644,642	0

Description: To promote, improve and protect the health of the residents of Contra Costa County with special attention to those who are most vulnerable to health problems and their consequences.

Workload Indicator: The recommended budget for the upcoming fiscal year is based on: reducing the rate of illegal tobacco sales to minors; over 27,000 clinic visits; 22,000 in-person visits by case managers for high-risk Medi-Cal patients; 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 7,600 childhood and adult immunizations and 800 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 60 newly diagnosed active cases of tuberculosis in the community and 316 contacts in the community; more than 5,400 reports of communicable disease received from health care providers and labs, including 53 outbreaks; 234 rabies tests; receiving 200 animal bite reports; over 170,000 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 unit includes the Director of Administrative and Support Services, the Budget Manager, and several support staff. Specific functions are divided into budgeting, billing, accounting, purchasing, and contract management as well as support for personnel and facilities issues. In addition, the Division administers several other important support functions including:

- 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 2018 the OLR was responsible for certifying and registering approximately 10,077 births, including 73 out of hospital births, 6,904 deaths and 39 fetal deaths occurring in the County; issuing 8,476 permits for the disposition of human remains; and providing 50,508 certified copies of birth and death certificates. The OLR also manages an automated electronic birth registration network system with

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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 30 Declaration of Paternity forms, and issued 265 Medical Marijuana ID cards. (Note the statistics for birth, death and fetal are for those records registered as of December 2018, which is not the grand total for 2018 as some events have not occurred yet.).

- c. ***Epidemiology, Planning and Evaluation (EPE)***: Provides health assessment, data analysis and evaluation support to Public Health, the Contra Costa Health Plan, the Office of the Director, and other projects of Contra Costa Health Services to guide and improve services throughout the system.

The EPE Unit:

- 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;
- Provides guidance on the accurate interpretation of data and how findings can be used to improve services;
- Designs and implements evaluation activities for individual programs and initiatives to meet grant requirements, monitor success and suggest areas of improvement;
- Works with the managers to collect and analyze information for their use in the development of federal, state, and foundation grant applications,
- Guides the public health accreditation process and develops community health assessments and other plans to support continuous quality improvement; and
- Responds to multiple data and mapping requests each year from the community and from colleagues throughout the County.

For the Communicable Diseases, STD, and HIV Programs, the EPE Unit:

- Supports surveillance activities, including: active surveillance for HIV programs, partner notification for HIV, data entry, and TB surveillance.
- Conducts regular and special analysis to calculate prevalence, rates, and demographic and geographic factors associated with disease.
- Identifies at-risk populations to guide preventative interventions.
- Supports clinical services including TB patient monitoring, HIV testing and linkage to care.
- Supports emergency preparedness by producing maps of County services and resources and by participating in drills and trainings.

For the Family, Maternal & Child Health Programs, the EPE Unit provides:

- Regular analysis of birth and death data, including: teen birth rates, reasons for infant mortality, prenatal care, demographic and geographic factors.
- Data analysis and support for 5-year planning and health assessments.
- Data identification and analysis of the Children's Oral Health Project strategic planning.
- General program planning and evaluation support, such as designing and developing databases for data storage and analysis.

For the Community Wellness & Prevention Programs, specifically the Tobacco Prevention programs, the EPE Unit:

- Creates evaluation plans, tools and trains staff on evaluation activities.
- Designs and implements qualitative evaluation tools such as focus groups and interviews.
- Develops surveys and other tools to assess awareness and attitudes and document policy change.
- Presents findings to partners and community members and makes suggestions for program improvement.

In support of achieving greater health equity in Contra Costa County and addressing emerging health issues, the EPE Unit:

- Analyzes death data, including: leading causes of death, life expectancy, mortality rates, and demographic and geographic factors;
- Analyzes demographic factors in the County at sub geographies and trend analysis (primarily from American Community Survey, US Census, and ESR modeled data);
- Develops maps to illustrate the distribution of resources and burden of health conditions throughout the County;
- Works with Contra Costa Health Services partners to create an Opioid Prevention Blueprint, evaluate existing programs aimed at opioid use reduction, and develop a better understanding of individuals at risk for opioid overdose;
- Identifies vulnerable populations in the County using local demographic and environmental data;
- Analyzes 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; and
- Supports 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.

To reach the goal of National Public Health Accreditation, the EPE Unit:

- Leads the planning effort including developing a project plan, timeliness, and steps;
- Develops foundational documents, such as Continuous Quality Improvement Plan, a Workforce Development Plan, a Community Health Assessment, a Community Health Improvement Plan, and a Strategic Plan;
- Works collaboratively with Contra Costa Health Services to support comparable efforts and ensure compatibility with

quality improvement efforts underway throughout the department; and

- Ensures a local collaborative process with regular involvement of and input from the community and community 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 fiscal year 2017-18 staff assisted over 1,032 households with Medi-Cal enrollment and assisted over 2,409 households with linkage to community resources 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 Re-Entry Making Every Day Yours (REMEDY) support groups (at the West County Detention Facility, Behavioral Health Court, the Reentry Success Center in West County, and both the West County and Pittsburg Health Centers), and health navigation, resource linkage and health and social benefit application assistance. In FY 2017-18, 1,062 West and East County formerly incarcerated persons were provided health navigation support. The Transition Medical Clinics (West County and Pittsburg) provided 283 persons with medical treatment. Two hundred eighty five (285) persons attended the West County REMEDY, and 171 persons attended the East County REMEDY; 122 persons attended Behavioral Health Court REMEDY; and

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112 persons attended West County Detention 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 2017-18, 376 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 2017-18, the African American Health Conductors, Promotoras and Navigators co-facilitated medical group visit series serving approximately 516 CCRMC health center patients. On average, the Diabetes Management patients who attended three or more sessions were successful in lowering their HBA1c levels by 0.6 A1C point. Of the We Can patients who attended three or more sessions, 56% either lowered or maintained their BMI percentile numbers.
 - **Program Enhancement:** In 2017-18 the Navigation program was expanded by training all East County Promotoras, African American Conductors and Reentry Staff on the Health Leads REACH social need resource linkage software tool. In addition, the Oncology Health Navigators were trained on Health Leads REACH. 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 1,421 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 Offices, and several key Community Based Organization (CBO) initiatives to make CCHS resources and expertise available to support these community-led efforts. In addition, the Public Health Division has partnered with the Employment and Human Services Department and numerous other partners to create a Blueprint to End Interpersonal Violence. The Blueprint embraces a systems approach to violence prevention.
- 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). Both state and federal law mandate these language services. The program currently has 24 qualified medical interpreters who speak more than 13 different languages and assist with interpretation for the more than 18,000 encounters that are initiated at CCRMC and Health Centers every month. This program also assists with interpretation for the CCHP's Advice Nurse Program, 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. More than 300 refugees

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who settle in Contra Costa each year qualify for this program.

- h. Health Care Interpreter Network (HCIN):** Provides language assistance throughout Health Services for patients who prefer a language other than English or who are deaf or hearing impaired. This service incorporates network partners from throughout the state and nationally to ensure that meaningful communication between the patient and the health care provider is available at all times. Qualified medical interpreters provide interpretation through a telephone and video network directly into the provider examination room or wherever patients access our health system.

Public Health Support Services		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$8,682,366
Financing:		1,652,105
Net County Cost:		7,030,261
Funding Sources:		
Local	8.9%	\$769,000
State	5.7%	497,000
Transfer	4.4%	386,105
General Fund	81.0%	7,030,261
FTE: 40.4		

2. Senior Nutrition Program

Description: 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 1,000 volunteers annually to deliver services. The program currently serves approximately 150,000 meals in a congregate setting and over 420,000 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. Private sector fundraising is a significant funding source for the Title IIIC-2

Home Delivered (Meals on Wheels) Program and participant contributions are the third largest funding source. In addition to elderly participants, approximately 2,500 meals are delivered to homebound AIDS/HIV clients annually through separate funding. The program also supplies over 15,000 meals annually to one adult day care provider.

Senior Nutrition Program		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$4,922,205
Financing:		4,570,739
Net County Cost:		351,466
Funding Sources:		
Transfer	56.8%	\$2,795,335
Local	36.1%	1,775,404
General Fund	7.1%	351,466
FTE: 5.3		

3. Communicable Disease Prevention and Control/Health Emergency Response Unit

Description: Works 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, childcare centers, shelters and other community partners on the

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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, 2018, the Disease Investigation and Control Unit received over 5,000 reports of communicable diseases. Staff also investigated 53 outbreaks, which occurred in a variety of settings including health care facilities, adult residential communities, public pools, restaurants, and schools. A total of 5 contact investigations for airline exposures to communicable disease (measles, meningococcal disease, and pertussis) were conducted. Local contact investigations included an extensive investigation of measles involving a local hospital. Staff also handled 286 reports of animal bites, some of which needed investigation to ascertain rabies risk. Fifty-four rabies vaccination exemption requests were reviewed and replied to. Finally, staff responded to 33 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 childcare, 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 2018 (as of December 6, 2018), a total of 7,627 immunizations were given at Public Health clinics, including 859 flu vaccines and 1,084 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 5, 2018, Contra Costa identified 60 newly diagnosed TB cases, and

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provided case management services to 94 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 1,893 home medication visits. Public Health Nurse Case Managers made approximately 771 home visits to address both clinical and psychosocial client needs. 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 5, 2018, 316 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.

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 December 10, 2018, the Public Health Lab performed 171,609 clinical and environmental tests. Of those, 234 were rabies tests associated with bats or animal bites.

Communicable Disease Control Summary

Service:	Mandatory/Discretionary	
Level of Service:	Discretionary	
Expenditures:		\$9,542,312
Financing:		5,621,008
Net County Cost:		3,921,304
Funding Sources:		
Local	31.2%	\$2,976,000
State	23.0%	2,198,417
Federal	4.0%	381,091
Transfer	0.7%	65,500
General Fund	41.1%	3,921,304
FTE:	47.7	

- 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

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 Program 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

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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, and a continuous quality improvement program conducts regular analysis of key clinical and service indicators to discuss on monthly calls with County HIV clinicians.

- 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 and 503.9 in 2017. The rate of gonorrhea increased from 118.0/100,000 in 2015 to 139.8/100,000 in 2016 and 155.1 in 2017. 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 conducts case investigations and follows people with syphilis to ensure timely and appropriate treatment and partner services. The rate of early syphilis increased from 13.2/100,000 in 2016 to 17 in 2017. This represents a near doubling in early syphilis case rates since 2013. The rate of congenital syphilis cases increased from 8.1 in 2016 to 15.5 in 2017. As a point of reference, Contra Costa had zero cases in 2013-2015. Although Contra Costa has lower than the statewide female and congenital syphilis rates, female 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.

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 to encourage follow-up testing and linkage to care and treatment. The program also offers help with Pre-Exposure Prophylaxis navigation services and will be rolling out a PrEP assistance program in 2019.

In calendar year 2018, the HIV/AIDS and STD program served nearly 700 people with HIV or AIDS. Approximately 89 percent of those served were at or below 300% of the federal poverty level. Eighty-three individuals were newly enrolled in the program during the year, twenty-eight of whom were newly diagnosed with HIV. Services are provided throughout the County and reach over 170 women each 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. In 2017, the program assisted in the formation of a robust client support group in West County, and is in the process of forming a peer support and mentorship program.

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, Community Connect, 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:		\$4,652,850
Financing:		3,775,461
Net County Cost:		877,389
Funding Sources:		
Federal	56.4%	\$2,624,961
State	20.4%	950,500
Transfer	3.2%	150,000
Local	1.1%	50,000
General Fund	18.9%	877,389
FTE:	31.2	

5. Family, Maternal and Child Health Programs

Description: The Family, Maternal and Child Health (FMCH) Programs work in partnership and collaboratively with community members, County programs, and community organizations to provide support, resources, and services to eliminate health inequities and improve the quality of life for all children, youth, and families in Contra Costa County. Program staff focus their efforts on home visiting and case management with low-income, at-risk pregnant and parenting women, outreach and education for a range of County services; implementing community-based and community-driven projects; 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 Maternal and Child Health 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

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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 and reach 96 women each year.

- b. **Community Oral Health Program:** Funded by State Proposition 56 in 2017, the Local Health Jurisdiction was awarded five years of funding to conduct needs assessments and to develop a strategic plan to improve oral health in the communities of Contra Costa. The first three years will focus on pregnant women, children, and youth. In future years, we will expand to address the needs of seniors and other vulnerable adults. This year's efforts included the convening of advisory committees comprised of internal health system partners and community partners who work with children and/or adolescents and represent various disciplines, including community oral health care providers, and schools. The **Children's Oral Health Program (COHP)**, which has been in Contra Costa County for more than 30 years, is now a key component of the Community Oral Health Program. The Children's Oral Health Program will continue to offer 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. 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. **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.
- f. **Guiding Healthy Families** incorporates the practice-based evidence of more than 25 years of work of the Prenatal Care Guidance Program and the Lift Every Voice Program with that of the evidence-based model of Healthy Families America into one program. Guiding Healthy Families offers voluntary

short-term and long-term case management services for pregnant women and their families who reside in Contra Costa, who are low-income, Medi-Cal eligible and who are or have been incarcerated at the West County Detention Facility. Services are provided by Community Health Worker Specialists and Medical Social Workers.

g. 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.

h. 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 15,000 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.

i. Newly Funded Maternal, Child and Adolescent Health Programs

Two programs are being established in 2019 with new state funding:

- 1) CalWORKs Home Visiting Initiative is a collaborative agreement between EHSD Workforce Services, Community Services Bureau, First 5 Contra Costa, and CCHS FMCH, which will allow expansion of the Nurse-Family Partnership program for an additional 50 women who are eligible for CalWORKs. Funding is for 18 months – January 2019 through June 2020.
- 2) The Perinatal Health Equity Initiative, which aims to improve birth outcomes in African American communities, was established with the passage of California State Legislature's AB 1810, Contra Costa FMCH has been funded to accomplish a scope of work which includes conducting an environmental scan, engaging community partners in a planning process to determine needs and gain a deeper understanding of the African American community and its infant mortality rate in Contra Costa County, and developing and implementing a public health awareness campaign to raise awareness about pre-term birth and infant mortality. Funding is for December 2018 – September 2019.

Family, Maternal & Child Health Summary

Service:	Mandatory/Discretionary	
Level of Service:		Discretionary

Expenditures:		\$11,025,272
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Financing:		9,206,119
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Net County Cost:		1,819,153
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Funding Sources:

Federal	72.4%	\$7,979,895
State	7.3%	805,000
Transfer	3.8%	421,224
General Fund	16.5%	1,819,153

FTE: 85.3

Health Services

Health and Human Services

6. Public Health Clinic Services (PHCS)

Description: Provides staffing, administration and management for all services provided under the Public Health Division. Programs include Public Health Clinics, Public Health Nursing - Home Visiting, Whole Person Care (Community Connect), and Child Health and Disability Prevention (CHDP) Program.

a. Public Health Clinics: Provides clinical and non-clinical support services to vulnerable and low-income populations in the County. Some clinical services are provided in licensed CCHS Health Centers and are jointly operated with the Ambulatory Care Division; some services are provided on 10 licensed mobile medical units; and some services are provided in the field or in homeless shelters. Services include medical, dental, behavioral health and other enabling and supporting services. Below is a list of clinics:

- 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 10,000 appointments annually
- Choosing Change Clinics – over 5,000 appointments annually
- Total clinic visits approximately 67,050.

b. 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.

c. Child Health and Disability Prevention (CHDP) Program: Provides the oversight and coordination of services for Medi-Cal eligible children 0-21 years of age, including foster children, to receive complete health assessments for the early detection and prevention of disease and disabilities. CHDP conducts provider recruitment, development, and quality assurance; outreach and education on how to acquire health coverage and how to access needed health services; and health education to schools, community residents, foster care facilities, other County programs serving children, and community-based organizations.

d. Whole Person Care Pilot Program: Community Connect targets Medi-Cal patients who are high-risk, high-utilizers of medical services and/or services across multiple delivery systems. The program delivers comprehensive case management, resource linkage and navigation, education and transportation vouchers 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 will provide around 50,000 telephone encounters and 18,000 in-person visits to almost 20,000 unique patients in FY 2019-20.

e. Active & Healthy Families
Active & Healthy Families (AHF) is a group medical appointment program for overweight and obese youth and their parents. Five to

seven series of the program are offered year-round in the school-based clinics. The AHF program consists of eight 2-hour appointments offered every other week followed by six individual monthly appointments with the AHF team. The program is delivered by a Provider Triad (Physician/Nurse Practitioner, Registered Dietitian/Nutritionist, and Community Health Worker).

Public Health Clinic Services Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$39,329,074
Financing:		32,384,377
Net County Cost:		6,944,697
Funding Sources:		
State	80.6%	\$31,735,005
Local	0.9%	349,143
Transfer	0.8%	300,229
General Fund	17.7%	6,944,697
FTE: 242.0		

7. The Community Wellness and Prevention Program

Description: The primary goals of the Community Wellness and Prevention Program (CWPP) are to examine and address the social determinants of health through policy, systems and environmental changes, 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.

CWPP works in collaboration with cities, other County agencies and a diverse array of community and health system partners and stakeholders. CWPP 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 and increase health equity 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 provides technical assistance to Contra Costa cities and increases the capacity of community organizations, with particular emphasis on youth-serving agencies, to adopt and implement tobacco prevention policies. The model policies aim to transform community norms and facilitate behavior change to reduce tobacco use and exposure to tobacco influences. This work has led to the adoption of laws that protect residents from tobacco influences in the retail environment and secondhand smoke exposure outside and within multi-unit housing. Policy efforts have led to a decrease in the County smoking rate by more than 31% since 1990.

b. **Nutrition & Physical Activity Promotion Program:** 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, Eat, 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 collaborates with community organizations to provide nutrition education in a variety of settings such as schools, faith-based organizations, community events, farm stand/farmers markets, and other food retail outlets. Program subcontractors and staff provide nutrition education to approximately 15,000 adults and children every year.

Health Services

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The program supports policy systems and environmental (PSE) changes that reduces the overconsumption of unhealthy foods and beverages; increases access to and/or the appeal of healthy dietary choices where the SNAP-Ed eligible population and their families live, learn, eat, work, play or shop; increases opportunities for physical activity and enhances the built environment. Examples of PSEs include improving school lunchroom environments through the placement of healthy foods at the point of sale, the implementation of hydration stations in schools, and increasing opportunities for active play at early childhood development centers by providing playground stencils for partner sites.

The program provides approximately \$290,000 in subcontracts to local school districts and community organizations to provide nutrition and physical activity education; assess opportunities for and implement organizational changes to improve the nutrition and physical activity environment and to develop leadership skills among youth to promote community conditions that support access to healthy food and physical activity. The program chairs and staffs the Families Coalition for Activity and Nutrition (Families CAN), provides leadership to the Healthy and Active Before 5 Initiative, Afterschool 4 All Collaborative, Food is Medicine, African American Health Conductors, College Pantry Collaborative, UCSF Championship Provider Fellowship, 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):*** 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 participates in the Planning and Integration Team for Community Health (PITCH), an interdepartmental collaboration between the Public Works Department, the Department of Conservation and Development, and the Health Services Department. Program staff also provides 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:	\$3,677,284	
Financing:	3,481,554	
Net County Cost:	195,730	
Funding Sources:		
State	52.7%	\$1,937,559
Federal	29.4%	1,079,339
Local	12.6%	464,656
General Fund	5.3%	195,730
FTE:	27.2	

Health Services

Health and Human Services

Environmental Health

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	16,091,417	17,942,853	19,328,764	19,328,764	0
Services And Supplies	3,160,015	4,646,705	3,940,230	3,940,230	0
Other Charges	547	1,500	1,500	1,500	0
Fixed Assets	12,039	210,000	160,000	160,000	0
Expenditure Transfers	(9,746)	217,791	191,782	191,782	0
Expense Total	19,254,271	23,018,849	23,622,276	23,622,276	0
Revenue					
Other Local Revenue	19,418,637	22,291,877	23,777,776	23,777,776	0
State Assistance	159,976	176,885	176,500	176,500	0
Revenue Total	19,578,612	22,468,762	23,954,276	23,954,276	0
Net County Cost (NCC):	(324,341)	550,087	(332,000)	(332,000)	0
Allocated Positions (FTE)	98.0	100.0	100.0	100.0	0.0
Financial Indicators					
Salaries as % of Total Exp	84%	78%	82%	82%	
% Change in Total Exp		20%	3%	0%	
% Change in Total Rev		15%	7%	0%	
% Change in NCC		(270%)	(160%)	(0%)	
Compensation Information					
Permanent Salaries	9,364,844	10,311,510	11,253,930	11,253,930	0
Temporary Salaries	38,435	75,000	110,888	110,888	0
Permanent Overtime	237,268	225,001	266,788	266,788	0
Deferred Comp	71,843	86,820	97,620	97,620	0
Comp & SDI Recoveries	0	(13,747)	0	0	0
FICA/Medicare	531,712	606,312	644,576	644,576	0
Ret Exp-Pre 97 Retirees	40,843	47,317	47,317	47,317	0
Retirement Expense	3,943,204	4,610,658	4,748,738	4,748,738	0
Employee Group Insurance	1,060,616	1,155,947	1,404,991	1,404,991	0
Retiree Health Insurance	425,534	431,130	385,986	385,986	0
OPEB Pre-Pay	100,235	100,235	178,166	178,166	0
Unemployment Insurance	21,407	5,306	5,648	5,648	0
Workers Comp Insurance	255,475	301,365	184,117	184,117	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 \$409,104.

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 2019-20 budget is based on a monthly average of 346 hazardous material inspections and 1,294 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 2,461 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 2,745 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 378 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 337 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:			\$11,566,110
Financing:			11,732,110
Net County Cost:			(166,000)
Funding Sources:			
Local Fees	101.4%		\$11,732,110
FTE:	39.0		

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:			\$11,896,166
Financing:			12,062,166
Net County Cost:			(166,000)
Funding Sources:			
Local Fees	99.9%		\$11,885,666
State	1.5%		176,500
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:		\$160,000
Financing:		160,000
Net County Cost:		0
Funding Sources:		
Local Fees	100.0%	\$160,000

Health Services

Health and Human Services

Detention Facility Programs

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	17,268,075	18,268,148	20,202,627	20,202,627	0
Services And Supplies	10,462,793	9,722,833	10,031,776	10,031,776	0
Other Charges	1,775	1,887	1,887	1,887	0
Fixed Assets	0	50,000	50,000	50,000	0
Expenditure Transfers	(2,445,190)	(2,442,858)	(3,365,609)	(3,365,609)	0
Expense Total	25,287,454	25,600,010	26,920,681	26,920,681	0
Revenue					
Other Local Revenue	1,098,660	1,142,731	1,222,295	1,222,295	0
Federal Assistance	714,671	350,000	507,816	507,816	0
State Assistance	77,375	65,570	65,570	65,570	0
Revenue Total	1,890,706	1,558,301	1,795,681	1,795,681	0
Net County Cost (NCC):	23,396,748	24,041,709	25,125,000	25,125,000	0
Allocated Positions (FTE)	98.9	100.8	100.8	100.8	0.0
Financial Indicators					
Salaries as % of Total Exp	68%	71%	75%	75%	
% Change in Total Exp		1%	5%	0%	
% Change in Total Rev		(18%)	15%	0%	
% Change in NCC		3%	5%	0%	
Compensation Information					
Permanent Salaries	9,353,021	10,888,153	11,661,053	11,661,053	0
Temporary Salaries	794,041	0	345,498	345,498	0
Permanent Overtime	734,530	319,526	721,526	721,526	0
Deferred Comp	26,420	43,020	59,640	59,640	0
Hrly Physician Salaries	83,833	86,174	86,174	86,174	0
Perm Physicians Salaries	595,326	587,012	588,774	588,774	0
Perm Phys Addnl Duty Pay	3,612	1,848	1,848	1,848	0
Comp & SDI Recoveries	(980)	0	0	0	0
FICA/Medicare	794,955	955,451	827,840	827,840	0
Ret Exp-Pre 97 Retirees	31,352	31,668	36,411	36,411	0
Retirement Expense	2,998,687	3,308,849	3,510,244	3,510,244	0
Employee Group Insurance	1,239,466	1,415,806	1,761,694	1,761,694	0
Retiree Health Insurance	246,990	235,572	288,006	288,006	0
OPEB Pre-Pay	34,880	34,880	117,930	117,930	0
Unemployment Insurance	25,501	26,763	5,833	5,833	0
Workers Comp Insurance	306,441	333,425	190,155	190,155	0

A. Does not include temporary or registry employees.

Health Services

Health and Human Services

Description: Provides health services, including medical and behavioral health, to patient-inmates of the County adult and juvenile detention facilities.

Workload Indicators: The recommended FY 2019-20 budget is based on an average detention facilities census of approximately 1,500/day.

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:	\$3,783,000	
Financing:	65,570	
Net County Cost:	3,717,430	
Funding Sources:		
State	1.7%	\$65,570
General Fund	98.3%	3,717,430
FTE:	18.6	

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:		\$23,137,681	
Financing:		1,730,111	
Net County Cost:		21,407,570	
Funding Sources:			
Local	5.3%	\$1,222,295	
Federal	2.2%	507,816	
General Fund	92.5%	21,407,570	
FTE: 71.0			

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:	\$2,497,310	
Financing:	2,497,310	
Net County Cost:	0	
Funding Sources:		
Transfer (Probation)	100.0%	\$2,497,310
FTE:	11.2	

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:		\$877,114
Financing:		877,114
Net County Cost:		0
Funding Sources:		
Transfer (Probation)	100.0%	\$877,114

Health Services Health and Human Services

Conservatorship/Guardianship

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	2,785,721	2,911,832	3,195,534	3,195,534	0
Services And Supplies	948,778	1,129,908	1,035,259	1,035,259	0
Expenditure Transfers	(191,145)	22,993	25,219	25,219	0
Expense Total	3,543,354	4,064,733	4,256,012	4,256,012	0
Revenue					
Other Local Revenue	102,429	127,636	97,302	97,302	0
State Assistance	353,005	749,365	506,710	506,710	0
Revenue Total	455,435	877,001	604,012	604,012	0
Net County Cost (NCC):	3,087,919	3,187,732	3,652,000	3,652,000	0
Allocated Positions (FTE)	23.0	24.0	24.0	24.0	0.0
Financial Indicators					
Salaries as % of Total Exp	79%	72%	75%	75%	
% Change in Total Exp		15%	5%	0%	
% Change in Total Rev		93%	(31%)	0%	
% Change in NCC		3%	15%	0%	
Compensation Information					
Permanent Salaries	1,596,242	1,708,282	1,930,977	1,930,977	0
Temporary Salaries	55,191	0	0	0	0
Permanent Overtime	8,309	0	0	0	0
Deferred Comp	19,069	25,440	25,440	25,440	0
FICA/Medicare	125,701	130,684	148,405	148,405	0
Ret Exp-Pre 97 Retirees	5,130	5,112	5,562	5,562	0
Retirement Expense	495,732	508,509	573,751	573,751	0
Employee Group Insurance	255,149	310,668	323,009	323,009	0
Retiree Health Insurance	119,929	116,196	104,472	104,472	0
OPEB Pre-Pay	57,572	57,572	51,328	51,328	0
Unemployment Insurance	3,712	854	970	970	0
Workers Comp Insurance	43,983	48,515	31,621	31,621	0

Description: This program has responsibility for managing the financial affairs and daily support coordination of clients who are mentally ill, frail, elderly or otherwise deemed to be incapable of

caring for themselves in these areas. 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

Health Services

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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 2019-20 budget is based on an average caseload of 980 clients per month.

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

Conservatorship/Guardianship Summary			
Service:			Mandatory
Level of Service:			Mandatory
Expenditures:			\$4,256,012
Financing:			604,012
Net County Cost:			3,652,000
Funding Sources:			
State	11.9%		\$506,710
Local	2.3%		97,302
General Fund	85.8%		3,652,000
FTE:	24.0		

Health Services

Health and Human Services

California Children's Services

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	8,922,928	9,637,467	10,364,524	10,364,524	0
Services And Supplies	1,089,689	1,444,853	1,440,176	1,440,176	0
Other Charges	0	600	600	600	0
Fixed Assets	61,295	0	0	0	0
Expense Total	10,073,913	11,082,920	11,805,300	11,805,300	0
Revenue					
Other Local Revenue	470,008	405,600	451,450	451,450	0
State Assistance	9,380,170	8,239,064	8,915,850	8,915,850	0
Revenue Total	9,850,178	8,644,664	9,367,300	9,367,300	0
Net County Cost (NCC):	223,734	2,438,256	2,438,000	2,438,000	(0)
Allocated Positions (FTE)	64.9	65.7	65.7	65.7	0.0
Financial Indicators					
Salaries as % of Total Exp	89%	87%	88%	88%	
% Change in Total Exp		10%	7%	0%	
% Change in Total Rev		(12%)	8%	0%	
% Change in NCC		990%	(0%)	0%	
Compensation Information					
Permanent Salaries	5,251,412	5,604,372	6,098,144	6,098,144	0
Temporary Salaries	49,586	129,960	216,300	216,300	0
Permanent Overtime	598	5,400	5,400	5,400	0
Deferred Comp	35,295	34,800	42,900	42,900	0
Hrly Physician Salaries	25,187	0	0	0	0
Perm Physicians Salaries	188,547	265,284	265,290	265,290	0
Comp & SDI Recoveries	(2,577)	(8,004)	(8,004)	(8,004)	0
FICA/Medicare	408,848	440,194	479,482	479,482	0
Ret Exp-Pre 97 Retirees	17,932	18,504	18,517	18,517	0
Retirement Expense	1,749,723	1,841,063	1,937,732	1,937,732	0
Employee Group Insurance	681,986	751,376	883,990	883,990	0
Retiree Health Insurance	235,250	264,000	220,488	220,488	0
OPEB Pre-Pay	122,880	122,880	96,834	96,834	0
Unemployment Insurance	12,214	2,904	3,207	3,207	0
Workers Comp Insurance	146,047	164,733	104,244	104,244	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 4,255 Contra Costa children and youth with serious health care conditions. Thirteen percent of these clients are covered by "Straight CCS", 14% by Medi-Cal Targeted Low Income Children's Program (TLICP), and 73% 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 2019-20 is based on a monthly average of 4,255 active cases, 857 of whom are in the Medical Therapy Unit, and 127 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:	\$11,805,300	
Financing:	9,367,300	
Net County Cost:	2,438,000	
Funding Sources:		
State	75.5%	\$8,915,850
Local	3.8%	451,450
General Fund	20.7%	2,438,000
FTE:	65.7	

Health Services

Health and Human Services

Public Administrator

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	739,341	618,987	664,504	664,504	0
Services And Supplies	268,659	69,786	113,161	113,161	0
Expense Total	1,007,999	688,773	777,665	777,665	0
Revenue					
Other Local Revenue	878,862	293,904	433,665	433,665	0
Revenue Total	878,862	293,904	433,665	433,665	0
Net County Cost (NCC):	129,137	394,869	344,000	344,000	0
Allocated Positions (FTE)	5.0	5.0	5.0	5.0	0.0
Financial Indicators					
Salaries as % of Total Exp	73%	90%	85%	85%	
% Change in Total Exp		(32%)	13%	0%	
% Change in Total Rev		(67%)	48%	0%	
% Change in NCC		206%	(13%)	0%	
Compensation Information					
Permanent Salaries	452,913	366,404	384,795	384,795	0
Temporary Salaries	12,334	0	0	0	0
Permanent Overtime	356	902	0	0	0
Deferred Comp	4,070	5,755	5,794	5,794	0
FICA/Medicare	31,215	26,531	29,569	29,569	0
Ret Exp-Pre 97 Retirees	904	1,001	1,014	1,014	0
Retirement Expense	131,019	113,854	120,878	120,878	0
Employee Group Insurance	63,883	63,123	87,504	87,504	0
Retiree Health Insurance	17,184	18,404	17,363	17,363	0
OPEB Pre-Pay	12,090	12,453	7,183	7,183	0
Unemployment Insurance	1,034	711	196	196	0
Workers Comp Insurance	12,339	9,848	10,208	10,208	0

Description: Within the Health Services 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 Services Division.

The Public Administrator investigates and may administer the estates of persons who are residents of Contra Costa County at the time of death and who die without a qualified person willing or able to administer their estate.

Health Services

Health and Human Services

Duties of the Public Administrator may include any or all of the following:

- Search for next-of-kin and locate all persons entitled to inherit from the estate;
- Make final arrangements for the deceased;
- Conduct thorough investigations to discover all of the decedent's assets and debts;
- Protect the decedent's property from waste, loss, or theft;
- 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; and
- Pay estate creditors and expenses of administration and distribute the balance of the estate to the persons legally entitled to inherit.

The Public Administrator receives revenue from fees paid by the estates it manages. The amount of these fees is established by the California Probate Code and is based on the value of each estate, (Prob. Code § 7666 and § 10800). In addition to statutory fees, the Court, upon request, may award the Public Administrator extraordinary fees for such extra work as selling real property and petitioning for determination of heirship (Prob. Code § 10801).

Workload Indicator: The recommended budget for FY 2019-20 is based on an average active caseload of 110 cases.

Impact: The recommended budget maintains the current level of services and anticipates that the Public Administrator's office will generate about \$433,665 in estate fee revenue during FY 2019-20.

Public Administrator Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$777,665
Financing:		433,665
Net County Cost:		344,000
Funding Sources:		
Estate Fees	55.8%	\$433,665
General Fund	44.2%	344,000
FTE:	5.0	

Emergency Medical Services (SB12)

Emergency Medical Services Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Services And Supplies	1,861,310	1,571,549	1,543,305	1,543,305	0
Other Charges	0	586,554	0	0	0
Expense Total	1,861,310	2,158,103	1,543,305	1,543,305	0
Revenue					
Other Local Revenue	1,646,679	1,571,549	1,543,305	1,543,305	0
Revenue Total	1,646,679	1,571,549	1,543,305	1,543,305	0
Net Fund Cost (NFC):	214,631	586,554	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		16%	(28%)	0%	
% Change in Total Rev		(5%)	(2%)	0%	
% Change in NFC		173%	(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.

Administration Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$146,718
Financing:		146,718
Net Fund Cost:		0
Funding Sources:		
Court Fines	100.0%	\$146,718

1. Administration

Description: Reimbursement for County incurred cost related to Emergency Medical Services program collections and disbursements.

Health Services

Health and Human Services

2. Emergency Medical Services

Description: Reimbursement for the County operated Emergency Medical Services Program.

Emergency Medical Services Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:		\$224,521
Financing:		224,521
Net Fund Cost:		0
Funding Sources:		
Court Fines	100.0%	\$224,521

4. Hospitals

Description: Payments to hospitals for emergency room care provided to indigents.

Hospitals Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:		\$330,178
Financing:		330,178
Net Fund Cost:		0
Funding Sources:		
Court Fines	100.0%	\$330,178

3. Physicians

Description: Payments to physicians for emergency services provided to indigents.

Physicians Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:		\$776,767
Financing:		776,767
Net Fund Cost:		0
Funding Sources:		
Court Fines	100.0%	\$776,767

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:		\$65,121
Financing:		65,121
Net Fund Cost:		0
Funding Sources:		
Court Fines	100.0%	\$65,121

Health Services Health and Human Services

Ambulance Service Area- Measure H

(Administered by the Health Services Department and included here for informational purposes. The cost center is part of the Special District Budget.)

Ambulance Service Area EMA (Zones A and B)	2017-18 Actuals	2017-18 Budget	2018-19 Baseline	2018-19 Recommended	Change
Expense					
Salaries And Benefits	1,390,750	1,678,659	1,827,592	1,827,592	0
Services And Supplies	1,209,539	6,086,016	1,601,852	1,601,852	0
Other Charges	2,073,471	2,107,033	2,104,723	2,104,723	0
Expense Total	4,673,760	9,871,708	5,534,167	5,534,167	0
Revenue					
Other Local Revenue	4,862,108	5,199,913	5,534,167	5,534,167	0
Revenue Total	4,862,108	5,199,913	5,534,167	5,534,167	0
Net Fund Cost (NFC):	(188,348)	4,671,795	0	0	0
Allocated Positions (FTE)	9.0	9.0	9.0	9.0	0.0
Financial Indicators					
Salaries as % of Total Exp	30%	17%	33%	33%	
% Change in Total Exp		111%	(44%)	0%	
% Change in Total Rev		7%	6%	0%	
% Change in NFC		(2,580%)	(100%)	0%	
Compensation Information					
Permanent Salaries	927,648	860,821	1,248,708	1,248,708	0
Temporary Salaries	9,562	0	0	0	0
Deferred Comp	11,218	17,213	13,183	13,183	0
FICA/Medicare	70,140	120,902	68,957	68,957	0
Ret Exp-Pre 97 Retirees	2,611	4,777	1,196	1,196	0
Retirement Expense	252,919	454,590	365,746	365,746	0
Employee Group Insurance	89,728	158,741	98,366	98,366	0
Unemployment Insurance	2,087	3,612	2,029	2,029	0
Workers Comp Insurance	24,836	58,002	29,408	29,408	0

Description: This funding supports equipment, training, communications and technologies that save lives and reduces complications associated with medical emergencies in compliance under Title 22 for medical and quality oversight of high performance Emergency Medical Services (EMS) Systems. This includes funding for

emergency medical dispatch, public safety and fire first responder and paramedic service, prehospital equipment and technology; EMS disaster and mass casualty communications; pre-hospital electronic records; and Public Access Defibrillation.

Health Services

Health and Human Services

The Health Services EMS Division acts to assure compliance with all California State EMS Authority statutory mandates including but not limited to pre-hospital continuing education,

EMT certification and paramedic accreditation, pre-hospital training and the administrative and levy collection costs associated with Measure H parcel levies collected with property taxes.

Impact: The recommended budget reflects costs of maintaining EMS System services at a level to comply with Federal and California State EMS Authority regulatory requirements.

1. Zone A

Description: Includes support for enhancements in first responder service, equipment and technology; EMS and disaster communications; community CPR and 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. 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:	\$234,227	
Financing:	234,227	
Net Fund Cost:	0	
Funding Sources:		
Measure H	100.0%	\$234,227

2. Zone B

Description: Includes support for enhancements in first responder and paramedic service, equipment and technology; EMS and disaster communications; community CPR and 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 of the remaining incorporated and unincorporated territory of the County not included in Zone A.

Zone B Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$5,299,940	
Financing:	5,299,940	
Net Fund Cost:	0	
Funding Sources:		
Measure H	100.0%	\$5,299,940
FTE:	9.0	

Health Services Health and Human Services

West Contra Costa Healthcare District

(Administered by the Health Services Department and included here for informational purposes. The cost center is part of the Special District Budget.) These funds are not included in the Overview, Summary, and Mandatory / Discretionary data.

West Contra Costa Healthcare District	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Services And Supplies	0	0	1,665,040	1,665,040	0
Other Charges	0	0	8,176,348	8,176,348	0
Expense Total	0	0	9,841,388	9,841,388	0
Revenue					
Other Local Revenue	0	0	9,841,388	9,841,388	0
Revenue Total	0	0	9,841,388	9,841,388	0
Net Fund Cost (NFC):	0	0	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp			0%	0%	
% Change in Total Rev			0%	0%	
% Change in NFC			0%	0%	

Description: The West Contra Costa Healthcare District struggled financially for decades, experiencing increasing costs, declining reimbursements, and growing service demand from uninsured and underinsured populations. After emerging from bankruptcy in 2006, the District fell deeper into debt. In 2015, the District closed its hospital, Doctors Medical Center. In October 2016, the District again filed for Chapter 9 bankruptcy. The Bankruptcy court approved the District's Plan of Adjustment on January 2, 2018, allowing the District to repay certain creditors over a series of years.

To minimize the District's operating cost under the bankruptcy plan, the District needed to transition to an appointed board of directors. California Senate Bill 522 dissolved the District's existing board and the County Board of Supervisors became the District's governing board effective January 1, 2019. The fiscal year 2019-20 budget includes \$900,000 in funding for

West County community based healthcare programs.

West Contra Costa Healthcare District		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$9,841,388
Financing:		9,841,388
Net Fund Cost:		0
Funding Sources:		
Local	100%	\$9,841,388

Health Services

Health and Human Services

CAO's Recommendation

The 2019-20 recommended budget funds the Health Department's General Fund programs at the baseline level and includes a net County cost of \$134,636,000. The recommended budget includes a total General Fund allocation increase of approximately \$37 million, as compared to last year's recommended budget. The County cost includes General Fund subsidies, totaling \$60,345,000, to Contra Costa Regional Medical Center and Ambulatory Centers and Contra Costa Community Health Plan Fund III. The General Fund subsidy to the later enterprise fund is budgeted at \$3,736,288 for IHSS providers' medical and \$250,000 for the County's contribution to Contra Costa CARES and these amounts are the same as prior years.

Expenditures department-wide increased by \$46 million, compared to the FY 2018-19 adjusted budget, of which \$14 million is primarily due to negotiated salary and benefit cost increases. The recommended budget includes a 3% cost of doing business adjustment for the Mental Health Community Based Organization contractors providing adult, child and Mental Health Services Act services.

The FY 2019-20 budget assumes a department-wide net revenue change of \$9 million compared to FY 2018-19 adjusted. Hospital and clinics' revenues are expected to increase by \$43 million and general fund programs by \$30 million. The recommendation includes \$98 million in revenues for the Medi-Cal 2020 Waiver and the Department expects to meet the healthcare and community health obligations of this comprehensive waiver program. A reduction to Contra Costa Health Plan's Enterprise Fund II revenues is anticipated and Medi-Cal enrollment is budgeted with a 2.1% decrease.

While the recommended budget maintains the Department's General Fund programs at the current level of service for FY 2019/20, it will be impossible to maintain or increase this level of subsidy to the Health Department for FY 2020-21 or beyond. Without increased revenues some programs will have to be reduced or eliminated.

2018-19 Performance Measurement

The following outcomes represent a mid-year report of the progress made toward reaching the goals identified in the 2018-19 budget.

Hospital and Ambulatory Care Centers

Goal: Development and tracking of quality and safety measures as outlined in PRIME, regulatory measures and accreditation requirements.

Outcome: Over 200 quality and safety measures are tracked and reported annually to ensure best practices and quality benchmarks are met. The hospital continues to be fully accredited under the Joint Commission Hospital Accreditation program and was relicensed by CDPH as a general acute care facility. CCRMC's laboratory was fully accredited by Joint Commission as well.

Goal: 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.

Outcome: Successful in meeting all pay for performance metrics for PRIME in FY 2017-18, except one. Over performance on other metrics will allow recouping lost funds for the measure. Steps have been taken to ensure we meet all metrics for FY 2018-19. DHCS recognized our PRIME work for FY 2017-18 for meeting the most targets, closing the most gaps and for the integration of our primary care and behavioral health electronic health records.

Goal: Initiation of specialty care redesign to improve access for patients and meet benchmark and outcome metrics consistent with PRIME Medicaid waiver.

Outcome: eConsult, the online triage and consultation tool, was implemented for every specialty. Primary care providers receive specialist advice electronically in lieu of a face-to-face visit. Optimal workflows on the tools were created and progress has been made on specialty referral reviews. As of the end of

2018, provider reviewers have acted on 77% of specialty referrals within five days of receipt.

Goal: 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.

Outcome: Contra Costa's Wellbeing Screen was successfully pushed to all 11 health centers. This allows reliable screening and diagnosis of individuals for mental health conditions and substance abuse and connects them to appropriate services. Data gleaned from the Wellbeing Screen has assisted with facilitating best practices conversations, patient follow-up care and referrals, and resource allocation of staff across the health centers. The integration of our electronic health record with our Behavioral Health division will continue to improve care coordination for behavioral health patients.

Goal: 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.

Outcome: We continue to improve the design of our Patient-Centered Health Home model. Health Focused Clinics (HFCs), designed to address uncontrolled hypertension and diabetes, were launched. Culturally concordant staff conducted outreach to patients assigned to HFCs to ensure the most vulnerable access services regularly. Gender clinics access has increased to better serve that population. After successful implementation of sexual orientation and gender identity (SOGI) questionnaires in both English and Spanish, 51,000 questionnaires were collected, a 99.8% collection rate.

Goal: 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.

Outcome: To better address post-discharge coordination of care, automated post-discharge phone calls were launched. Responses are directed immediately to appropriate nurse or pharmacy staff for follow-up. Efforts to ensure patients fully understand their discharge instructions include bedside physician discharge instruction review and patient/nurse teach-back on medication instructions. State Bill 1152 requirements regarding discharge plans for our homeless patients have been addressed to ensure clothing, housing, transportation, medication and other patient needs are met before discharge.

Goal: Complex care management for high-risk medical populations. To implement, and/or improve upon, a complex care management model for targeted high-risk patient populations, that facilitates the appropriate coordinated delivery of health care services, and is better able to meet the patient's needs and preferences and improves patients' health outcomes.

Outcome: Collaboration between the Whole Person Care (WPC) project team in Public Health, part of the Medi-Cal 1115 waiver, and the PRIME team resulted in greater care coordination for both populations. Approximately 37% of PRIME complex care patients are eligible for both programs and roughly 25% have been enrolled in this program. We leveraged our electronic health record (EHR) system for shared documentation between the PRIME 2.3 and WPC teams to improve care coordination. The result is reduced ambulatory sensitive admissions, or admissions that could have been avoided by providing care in an outpatient setting.

Health Services

Health and Human Services

Contra Costa Health Plan

Goal: The Contra Costa Health Plan (CCHP) Pharmacy Unit will collaborate with the medical director to meet with major clinical partners in the Community Provider Network (CPN) and Contra Costa Regional Medical Center (CCRMC) 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.

Outcome: The Pharmacy Unit excelled in this goal by hosting several opiate conferences throughout the County. As planned, key elements of the CCHP opiate program were actively implemented during FY 2018-19. To date, CCHP has implemented 3 out of the 4 elements, including the inception of a benzo/opiate provider notification program, implementation of a 120 mg MME limitation for all opiate prescriptions, and complete removal of Soma from the CCHP formulary. The 4th and final element of the CCHP opiate program will be implemented on 04/01/2019 and will be a 7-day limit on all new prescriptions for immediate release opiates for opiate naïve members. Preliminary data shows positive results thus far: since the inception of the CCHP opiate program (March 2018) benzo/opiate co-prescribing has decreased more than 20% for CCHP members, and more than 40% of all CCHP members taking opiate doses over 120 mg MME are actively tapering. This goal will be modified and continued for FY 2019-20.

Goal: CCHP's Authorization Unit will continue to reduce referral turnaround time for the Community Network Providers (CPN) to less than five days.

Outcome: The Authorization Unit this year had high staff turnover rates and a major change in

leadership. We started a process to automate this function to meet the time line. The team will continue to work and use automation to meet this goal.

Goal: CCHP's low to moderate mental health benefit will include additional mentoring and assisting the Behavioral Health Division to meet the Department of Health Care Services (DHCS) delegation requirements.

Outcome: CCHP's leadership team continued to meet with the Behavioral Health staff via bi-monthly and quarterly meetings. We will continue to work collaboratively interdepartmentally.

Goal: 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 (NCQA) best practice guidelines and develop and implement a standardized revised orientation process for new hires during the fiscal year.

Outcome: All the policies within the Care Management Department were revised to include the training procedures. A new onboarding process was revised to meet the NCQA guidelines.

Goal: 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.

Outcome: The new Palliative Care Benefit was rolled out to our members and we designed a provider network to service those members with chronic health conditions. We met this goal by 100% with both the network in place and communicating to our providers for referrals.

Goal: Case Management will operationalize the new expanded Health Information and Risk Assessment process for all Medi-Cal enrollees.

Outcome: We revised the new Health Risk Assessment and included the Long-Term Services questions along with adding questions to address the Social Determinants of Health.

Health Services

Health and Human Services

Our management of the program exceeded our goals because we added an interactive voice recognition program called Eliza. In 2018 we increased our outreach efforts by over 500%.

Goal: 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.

Outcome: Program launched in 2018 in the four areas specified by NCQA. Interventions/programs to address each area are listed below:

- Keeping members healthy:
 - Happy Birthday Prevention Letter - Adults
 - Happy Birthday Prevention Letter - Adolescents
- Addressing members with emerging risk in order to lessen future disease burden:
 - Asthma Medication Management with PerformRx
 - Pediatric Asthma Home Visiting Pilot- West County
 - Uncontrolled and Out of Care Diabetes Program

- Improving member safety, including during transitions of care:
 - Co-prescribing Opiate and Benzodiazepine Pharmacy Management
 - Chronic Pain Pharmacy Monitoring Program
- Managing multiple chronic illnesses:
 - CCHP Case Management
 - Community Connect Case Management

Goal: 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.

Outcome: Project delayed due to lack of staff to conduct intervention. Project is set to begin in January 2019 now that we have hired an intern to call our targeted members with hypertension.

Goal: 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.

Outcome: Project delayed as the first intervention we pursued as a partnership with BioIQ was abandoned. After many months of negotiating and project planning to offer home screening for nephropathy, the contract negotiation stalled. New intervention is planned which requires a new report from Business Intelligence. Once the new report is completed the project will launch, likely in February 2019.

Goal: Implement a daily audit workflow that measures the productivity of each claims examiner based on an average of 85,000 claims monthly.

Outcome: The auditing process was revised. We added a .5% to each of the claims examiner's workload, and developed training based on any trends identified. We added an Auditor from the Analysis & Reporting Unit to assist the Claims Supervisor with this task.

Health Services

Health and Human Services

Goal: Develop production standards and measures to prepare for timeliness and accuracy standards for claims examiners.

Outcome: This goal was exceeded. For several months we had a 100% timeliness for claims before they reached day 61 that would have started interest payments. The staff was recognized for this outstanding accomplishment.

Goal: 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.

Outcome: CCHP's Claims & Utilization Management teams, under the leadership of the COO, performed trainings with the high volume providers: Apria, AMR, Sutter and John Muir. We will continue to track high providers with claims denials and provide training.

Goal: 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.

Outcome: We changed our Claims Payment Dispute letter that outlines the work flow process for appeals. Additionally, we moved the oversight process to the COO to send letters emphasizing our policies and procedures. We did notice a downward trend in the Sutter appeals now that they understand the policies.

Goal: 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.

Outcome: Our training with Sutter and Apria I teams helped us to successfully meet this goal and train them on our policies for submitting appeals and payment disputes within the timeframes according to our policies and procedures.

Goal: Ensure that provider appeals are captured in the utilization management workflow

and provider payment disputes are captured in the claims management workflows.

Outcome: Joint trainings were performed with both the claims examiners and Hospice and Palliative Accrual for Recertification (HPAR) teams to show the end to end workflow process where the two departments interface on the appeals and payment disputes process.

Goal: Implement a technological solution for reducing the volume of rejected encounters due to incorrect/missing National Provider Identifier (NPI) numbers to ensure that claims are paid timely to meet 95% criteria or higher.

Outcome: We explored the possibility of adding another vendor to purchase software to perform this action. However, within IT a similar process exists. We want to continue to explore this change after the Epic system upgrade in 2019.

Goal: 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.

Outcome: We provided these reports to the larger CPN Federally Qualified Health Centers (FQHCs) for LifeLong and La Clínica. We want to continue this goal and discuss these reports at the quarterly meetings with the CPN providers. This will work with the goal in 2019 to help keep members out of the emergency room and obtain care from their primary care providers.

Goal: 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.

Outcome: CCHP is 100%, CCRMC is 100%, and Contra Costa Mental Health (CCMH) is 94%. We will continue in 2019 to bring CCMH to 100%.

Mental Health

Goal: The use of Evidence Based Practices (EBPs) in the Adult System of Care. Behavioral Health plans to continue implementation of EBPs, Cognitive Behavioral Social Skills Training (CBSST) and Cognitive Behavioral Therapy for Psychosis (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.

Outcome: Goals partially met. EBP Team Leaders have been identified in adult regional clinics, Older Adult services, and Forensics services. EBP Team Leaders provide on-going consultation and support to staff using EBPs as well as monitor the use of outcome measures. EBP Team Leaders have not developed “train the trainer” capacity but are working on building a community of practice supporting professional growth and development.

Goal: 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.

Outcome: Goals met. Outcome measures are being implemented system wide. These include: PHQ9, GAD7, ILSS, and the RAS.

Goal: Expand services for Behavioral Health 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.

Outcome: Goals met. Both CoCo LEAD Plus and the Mobile Crisis Response Team went live in July 2018.

Goal: Implement Suicide Prevention Treatment County-wide in all three regional adult clinics to decrease the use of crisis services, decrease suicide attempts and decrease suicide.

Outcome: Goal met. A clinician has been identified to provide short term therapeutic support to clients in the Adult regional clinics who are struggling with suicidal depression.

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. 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.

Outcome: Goal partially met. The CLOC workgroup met regularly this year to map, investigate, and identify step down options for

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clients in our housing continuum as well as step down options for clients receiving services in our Adult regional clinics who may be ready to step down out of Behavioral Health to primary care.

Goal: Coordination of care between 4C inpatient and system of care. BH continues to improve coordination of care for consumers discharging from CCRMC's 4C/inpatient unit 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.

Outcome: Goal fully met.

Goal: 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.

Outcome: Goal fully met.

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.

Goal: 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.

Outcome: Goal fully met.

Goal: 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.

Outcome: Goal partially met. Training BH staff in Trauma 101 began. Approximately 50% of BH staff remain to be trained.

Goal: 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.

Outcome: Goal partially met. A CBSST team was hired. Team remains to be trained in CBSST. CBSST training in January 2019 will support this project.

Goal: 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.

Outcome: In FY 2018-19 the CORE Project was initiated, with its clinic site established in Richmond, the multi-disciplinary team hired and trained, and clients being served.

Goal: Implement a County-operated Loan Repayment Program that will address identified workforce staffing shortages in psychiatry.

Outcome: In FY 2018-19 the Loan Repayment Program was launched, with 11 total contracts initiated and four agreements completed with subsequent payments to student loan lenders.

Goal: 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 (CCBHS).

Outcome: Through a competitive bid process NAMI-Contra Costa contracted with CCBHS to establish a Family Support Volunteer Network. In FY 2018-19 all staff were hired and trained, and two classes completed that have trained 44 volunteers to provide support to family members of persons experiencing mental health issues.

Goal: 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).

Outcome: Outcome Data for 07/01/18-01/04/19:

- Average number of business days from request of service to appointment offered: 10 days (state requirement -- 10 days). We currently do not have data on the percentage of patients who meet the 10 days requirement, but it is low, despite the average being 10 days.
- Percentage of patients with a referral following receipt of a verbal referral (those who received an appointment): 58%
- Percentage of patients who showed up to their appointment/claim received from provider: around 51% (data is 52% for July and decreases each month closer to current due to claim delays).
- Patient reported barriers to accessing care: #1 reason -- left message with provider but never heard back. #2 reason -- had not followed up with referrals yet.

For comparison: 07/01/17-06/30/18:

- Average number of business days from request of service to appointment offered: 8 days
- Percentage of patients with a referral following receipt of a verbal referral (those who received an appointment): 63%
- Percentage of patients who showed up to their appointment/claim received from provider: 52%

Conclusion: The goal remains relevant, as timely access to services/barriers to accessing care continues to be a challenge due to capacity limitations on the network. We hope that by increasing the provider rates in 2019-20, we will increase capacity, thereby increasing the percentage of patients who receive timely access to care.

Goal: Improve timely access to care for Substance Use Services (increase SUD calls handled on Access Line).

Outcome: Based on data collected through Tapestry in 2018-19 and reports provided by the External Quality Review Organization (EQRO), the Access Line will establish timeliness benchmark measures in 2019-20 for improved access.

Alcohol and Other Drugs (AOD)

Goal: Complete the County's SUD Prevention Strategic Plan for the period 2018-2023 by May 2018.

Outcome: This goal was accomplished. The new County Prevention Strategic Plan was approved by the Department of Health Care Services (DHCS) in June 2018. The new Strategic Plan which includes a highly robust needs assessment and logic models will cover the FY2018-2023 period. During the next five years, AOD prevention programs will address the following three goals: 1) Reduce Underage Drinking, 2) Reduce Youth Marijuana Use and 3) Reduce Prescription Drug Abuse and Misuse.

Goal: In partnership with other Divisions, develop a response to the opioid epidemic in Contra Costa County.

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Outcome: This goal has been partially met and will continue until such point that opioid related issues/risks are completely eliminated in our County. In 2018, we officially included the reduction of prescription drug abuse and misuse in our Prevention Strategic Plan. In FY18-19, we supported the MEDS coalition “A Dose of Awareness” event, participated in various health fairs and developed educational material aimed at raising awareness about the Opioid Epidemic. In March, we joined prevention Stakeholders to proclaim March as Prescription Drug Awareness Prevention Month. Later in the year, in partnership with CCTV, we supported the AOD Advisory Board in the development of a television program which presents the different aspects of the Opioid Epidemic in Contra Costa including available resources. With technical support from our Communications DoIT Department, AODS prevention staff developed an Interactive Opioid Story Map currently posted in our homepage that highlights all the efforts and resources that are available in Contra Costa to address the opioid epidemic. Finally, the development of an integrated Health Services Department response to the Opioid Epidemic blue print is close to completion.

AODS also applied for one-time only funding from DHCS for the expansion of Medication Assisted Treatment (MAT) in the jails. The grant has allowed staff to become part of a State collaborative, certify nurses in the jail in addiction medicine, and train staff regarding substance use disorders. Through this small grant, Contra Costa has obtained additional Naloxone spray which has been distributed in the community. Towards the end of the year, an additional Suboxone training targeted psychiatrists in the mental health clinics to help them become MAT providers. A subsequent training for psychiatrists focused on the use and distribution of naloxone.

Goal: Continue efforts to support successful implementation of the Organized Delivery System (ODS) Drug Medi-Cal (DMC) Waiver.

Outcome: Partially met. FY18-19 was the second year of the Waiver, this goal will continue through the end of the 2020 Waiver. A successful implementation in Contra Costa, could potentially guarantee its renewal. In 2018,

we issued a request for proposal to increase services for medically managed/monitored residential services. In March, Contra Costa completed the first Network Adequacy Certification Tool (NACT) of the DMC-ODS plan with a minor deficiency. Last August, AODS had its first External Quality Review Organization (EQRO). Overall, we received excellent feedback regarding the DMC-ODS plan. Nonetheless, the EQRO final report outlines 3 specific recommendations, one of which we have started to address.

Through the additional one-time Substance Abuse Block Grant (SABG) received last April, AODS invested in training resources, technology support, and added funding to all AODS providers contracts to include a COLA increase. Additionally with assistance from our DoIT department a Bed App was created to streamline the reporting process of bed capacity in the system thereby eliminating several steps and efficiently managing SUD treatment capacity. In terms of new services, we added Withdrawal Management services through Helen Vine located in Marin County, and successfully advocated for restoring much needed services in West County through the Richmond Planning Commission.

In 2017, the Behavioral Health Access Line integrated mental health and substance use disorders. Data reported by the substance abuse counselors at the Behavioral Health Access Line indicate that in FY17-18 there were 22,146 incoming calls for SUD services or 1,845 calls per month. Conversely, from July through December 2018 there were 11,977 incoming calls or 2,395 incoming calls per month reflecting a significant increase as well as an increase in the number of abandoned calls. AOD is still deficient at meeting after hours, weekends and holidays requirements.

In July, we successfully increased the residential rates for DMC-ODS providers. DHCS retroactively approved our proposal and the new rates include a 3% COLA for 3 years.

Goal: Increase SUD system capacity for services to youth and Spanish speaking clients.

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Outcome: This goal has partially been met. AODS has started a contract with a provider to begin services for youth at Helms Middle School and DeAnza High School in addition to a location in El Cerrito- all in West County. We have approached the Latino Commission to provide residential ASAM Level 3.1 to Spanish speaking women. The Latino Commission is located in San Mateo County, but the contract would include transportation. Outpatient services for Spanish speaking clients are still precarious and we are yet to locate services for youth in Central County. In 2018 we established a contract with Sunny Hills in San Anselmo (Marin County) to provide L3.1. 3.5 residential services for youth.

Goal: Implement Electronic Health Records (EHR) in AODS in compliance with the requirements of 42 CFR Part 2.

Outcome: This goal has not been met and will be carried forward to next year. Funding resources to resolve technical challenges related to the segmentation of 42CFR Part 2 (protected information in CCLink) are yet to be identified. The lack of electronic health records within AOD was the second deficiency identified by EQRO.

Goal: Promote the Operation Standards for Recovery Residences also known as Sober Living.

Outcome: We ended 2018 with the addition of Recovery Residences via a contract with Support4Recovery. A second contract with Oxford Houses was executed in January 2019. It is expected that clients start stepping down from residential treatment to intensive outpatient and basic outpatient services into recovery residences and continue treatment while living in a drug and alcohol free environment. Recovery Residences help recovering individuals maintain the gains made in treatment and sustain their recovery journey moving into remission. The funding for recovery residences is possible through the ability of counties to free SABG dollars previously dedicated for treatment which is now paid by Medi-Cal. Clients in Outpatient treatment participated.

Goal: Develop and submit a grant proposal for the implementation of a Driving Under the Influence (DUI) Court with support from the superior court.

Outcome: This goal was not met. While AODS developed the grant proposal, the Superior Court decided to postpone submission and/or implementation. Contra Costa is one of the very few counties that does not have a drug court but AODS is committed to the implementation of best practices that offer opportunities for SUD treatment in lieu of incarceration or punishment.

Health Housing and Homeless Programs

Housing and Services

Goal: 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.

Outcome: The Health Housing and Homeless Program (H3) has identified a suitable site for construction of the 50-unit building. Federal funding has been secured to ensure the ongoing operations and supportive services necessary for the project.

Goal: Increase outreach and engagement efforts through the expansion of Coordinated Outreach Referral and Engagement (CORE) outreach teams.

Outcome: In FY 2018-19, CORE Outreach grew to 9 teams, which includes new partnerships with Bay Area Rapid Transit (BART), and the cities of Richmond and San Pablo.

Goal: Add a Coordinated Assessment Resource (CARE) center in East Contra Costa County to increase homeless services in that area.

Outcome: H3 continues to work with the City of Antioch to identify land or vacant buildings that may be appropriate for CARE Center services.

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Goal: 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.

Outcome: Fundraising efforts have yielded some success as the Housing Security Funds has received investments from the County Probation Department, multiple cities, as well as a State grant that will contribute to the flexible housing pool.

Data/Evaluation

Goal: Conduct a comprehensive, first-year evaluation of the Coordinated Entry system.

Outcome: H3 completed and published the first-year evaluation of the Coordinated Entry System.

Goal: Develop Coordinated Entry system-wide metrics.

Outcome: Beginning February 2019, H3, in collaboration with community service providers will engage in a community process to develop standardized metrics across the coordinated entry system to measure impact of programs and services.

Policy/Planning/Systems Development

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: H3 conducted a county-wide Point-in-Time (PIT) Count of homeless individuals, January 26, 2019 and will conduct its next count on January 29, 2020. And, for the first time, a youth count was conducted in August 2018 to document the number of youth experiencing housing insecurity in the community.

Goal: 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.

Outcome: Beginning May 2019, H3 and community-based homeless service providers will engage in a community process to design and implement a centralized shelter placement process.

Goal: Continue long-range planning efforts for the development of permanent supportive housing units located on the former Concord Naval Weapons Station (CNWS) base.

Outcome: H3 continues to participate and advocate for permanent supportive housing as part of the long-range planning efforts for the CNWS. Two meetings have been held in FY 2018-2019 regarding the development of housing for persons experiencing homelessness on the former base.

Public Health

Epidemiology Planning and Evaluation Unit

Goal: Work collaboratively with each of the three non-profit hospital systems to complete a comprehensive community health assessment by the early spring of 2019.

Outcome: In 2019, an outline and timeline for achieving National Public Health Accreditation was developed. Collaborations with the three non-profit hospitals: Kaiser Permanente, John Muir, and Sutter Health is on schedule. The Public Health Division, under the leadership of Family, Maternal & Child Health, hosted a dozen community input sessions to help develop the Needs Assessment.

Goal: In partnership with all Divisions of the Health Services Department, the Alameda-Contra Costa Medical Society and local advocacy groups, deliver a Blueprint for addressing the Opioid Epidemic in Contra Costa County.

Outcome: The Blueprint for addressing the opioid epidemic is under development and should be completed by the late spring of 2019.

Communicable Disease Program

Goal: Create and disseminate a periodic communicable disease newsletter to community partners. Topics may include local disease data, emerging issues, changes in disease reporting, etc.

Outcome: The Communicable Disease (CD) programs have created and disseminated a newsletter to health care partners in the community. Topics include: coccidioidomycosis, enteric illnesses, illness associated with shellfish consumption, travel screening, influenza, West Nile Virus and vaccines. Two issues have been created and are available via email and on cchealth.org. Community partners can also subscribe to the electronic email version via cchealth.org and submit future issue topics via our CD Programs email.

Community Wellness and Prevention Program (CWPP)

Goal: 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.

Outcome: Provided technical assistance to six Contra Costa cities (Richmond, San Pablo, Concord, Oakley, San Ramon, Hercules) to develop and/or implement policies to reduce youth exposure to tobacco influences and secondhand smoke and decrease youth smoking initiation.

Goal: 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.

Outcome: The Nutrition & Physical Activity Promotion Program conducted four county-wide "Walk with a Doc" events. "Walk with a Doc" is a project that encourages healthcare providers to

identify internal medical screening systems changes to better assess and refer patients to nutrition and physical activity resources within the community. "Walk with a Doc" efforts are a collaboration between CWPP, East Bay Regional Parks, Food is Medicine Collaborative, Healthy Parks Healthy People Partnership and the Health Services Department Champion Providers mentioned above.

Goal: Public Health Solutions (PHS) Project: Work collaboratively within the Department, and with students, teachers, and community-based agencies to develop a health career pathway program based on national best practice models.

Outcome: Public Health Solutions has continued to collaborate with the Health Services Department, local school districts and community-based organizations to develop a health career pathway program that has resulted in the hiring of the PHS program alumni in one local city government and the CCHS Health, Housing and Homeless Program.

Family Maternal & Child Health Program (FMCH)

Goal: Work collaboratively with CCHS Facilities Services and the City of San Pablo on the development of a new WIC facility.

Outcome: Project completed and the grand opening was on 11/20/18. San Pablo WIC is open and functioning at full capacity.

Clinic Services

Goal: (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.

Outcome: (1) The enrollment goal was met and the dental vans are up and running.

AIDS

Goal: HIV/STD: Develop and implement a peer-based mentorship and resource navigation

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program for our HIV+ medical case management clients by August 2018.

Outcome: The goal was not met due to hiring and other challenges associated with bringing on a Community Health Worker II to implement this program.

California Children's Services

Goal: Work collaboratively with Contra Costa Health Plan as youth transition (age) out of CCS and over to commercial health insurance coverage.

Outcome: California Children's Services engaged CCHP Case Management Unit as well as Utilization Review Unit to improve continuity of care for young adults aging out of CCS.

Public Administrator

Goal: Close 90% of cases within one year after the date of issuance of letters.

Outcome: This goal is in progress. We continue to proceed expeditiously with the settlement and distribution of estates within the guidelines set by the Probate Code. To date for FY18/19, we have opened twenty-five cases and closed seven of these cases. For FY 2018-19, we expect to close 90% of cases within one year after the date of taking control of the estate.

Goal: 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.

Outcome: To date, we have provided trainings for 2 local mortuaries and have plans to conduct additional trainings at 2 local hospitals. It is anticipated that this goal will be met by the end of the fiscal year.

Goal: 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.

Outcome: This goal is in progress. We have researched options and are participating in a state-wide forum to collaborate with other public administrator offices regarding a web-based case management system in March 2019. It is anticipated that we will have a recommendation by the end of the fiscal year.

Goal: Redesign the Public Administrator's website to provide increased functionality.

Outcome: This goal was accomplished. The Public Administrator's website was redesigned and now includes more details about the services provided by the Public Administrator, answers to frequently asked questions and the option to submit a referral online.

Goal: 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.

Outcome: This goal is in progress. The revised revolving fund operating procedures are being reviewed. We anticipate that the procedures will be approved and implemented by the end of the fiscal year.

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, the OWTS ordinance and regulations were approved by the Board of Supervisors on September 11, 2018 and became effective October 11, 2018.

- Updated website with new ordinance, regulations and related material.

- Invited cities to adopt or refer to the new county ordinance and regulations.
- In calendar year 2018, processed, reviewed and inspected the construction of 41 drinking water wells, 19 irrigation wells, 24 piezometers with casings, 13 cathodic protection, three dewatering, and 116 monitoring wells.
- In calendar year 2018, processed, reviewed and inspected the destruction of soil borings, soil vapor probes, cone penetration test (cpt) and inclinometer boreholes at 649 parcels, and 327 well destructions.
- In 2018, processed, reviewed and inspected the construction of soil vapor probes, piezometers without casings, inclinometer and cone penetrating test (cpt) boreholes at 39 parcels.
- In calendar year 2018, approved the plans and oversaw the construction of two conventional OWTS, 13 alternative OWTS, eight alternative system replacement OWTS, 15 septic tank replacements, and 40 septic tank abandonments.
- Inspected and permitted 63 sewage pumper trucks that work for 12 permitted sewage pumper companies.
- Investigated 20 sewage leaks from lateral sewer lines and six OWTS reported leaks.
- Conducted routine inspections of 117 food facilities, seven landscaping and gardening businesses, nine upholstery and carpet businesses, three dog kennels and one horse stable in the unincorporated areas of the County, looking for adequacy of stormwater runoff control
- Followed up on 68 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.
- In 2018, 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 2018, investigated 76 garbage complaints, 94 no garbage service complaints, 64 illegal dumping complaints, and nine animal waste complaints.
- Conducted 492 routine inspections and 50 re-inspections of waste tire generators.
- Approved an amendment to the Report of Composting Site Information for our largest permitted composting facility in the County.
- Reviewed and rejected Acme Landfill's application for amendment of their Report of Disposal Site Information as incomplete and incorrect.
- Conducted a 5-year permit review for El Cerrito Recycling.
- Reviewed application for a registration tier site submitted by Georgia Pacific Gypsum LLC. The LEA ultimately determined that the site should be classified as a Construction, Demolition, & Inert Debris Recycling Center.
- Reviewed amendments to the Report of Facility Information for the Contra Costa Transfer Processing Station and the permit for the Central Processing Facility.

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- Conducted 69 annual inspections of large quantity medical generators. Conducted 311 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. 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.

Outcome:

- Recognized the first round of facilities who received all Green placards for inspections conducted in 2017 and 2018. Provided each facility a special decal for posting, posted the awardees on the website and released a media advisory announcing the awardees.
- Conducted 5,389 unannounced, routine inspections, 543 re-inspections, 681 re-placard inspections, and 677 complaint inspections of retail fixed food facilities in 2018.
- Conducted 41 routine food facility inspections at skilled nursing facilities, 20 inspections of hospital kitchens, cafeterias and food stations, and one inspection at a 3-day adult health center kitchen in 2018.
- Conducted 36 routine inspections at mobile food commissaries. Conducted 339 permitting inspections and 104 routine inspections of mobile food facilities and investigated complaints of 30 unpermitted food vendors in 2018.
- Conducted 80 inspections of food stands and farmers markets in 2018.
- Reviewed and approved the plans and inspected the construction of 132 new fixed

food facilities and 64 food facility remodel/equipment changes in 2018.

- Permitted and inspected 17 cottage food operations Class B and registered 52 cottage food operations Class A in 2018.
- Conducted follow-up action to 47 state notifications of voluntary food recalls affecting 531 food facilities in the County in 2018.
- Reviewed and approved organizer applications for 398 special events with 2,132 temporary food facilities in 2018. Inspectors conducted inspections at 305 of these special events.
- 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).
- Conducted 62 Food Safety Refresher Trainings for food employees of facilities that get two consecutive yellow placards. Training is conducted weekly and additional classes are added as needed. Training is taught in English, Spanish, Chinese, and Vietnamese. And simultaneous interpretation in Thai and Korean was provided when needed. French, Farsi, 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, meaning approximately 1,500 food employees received the training.
- Conducted 32 compliance conferences. Compliance conferences are being conducted with Consumer Protection managers and operators of food facilities that receive a third consecutive yellow placard during a routine inspection. The outcome of the compliance is a signed agreement outlining measurable steps that

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the food facility operator needs to implement aimed at improved food handling practices.

- Conducted 17 Administrative Hearings. Administrative Hearings are required when a facility gets four consecutive yellow placards during a routine inspection, may occur as part of a food borne disease outbreak investigation, excessive number of closures, or for some other egregious food safety issue. Hearings can result in suspension or revocation of a permit.
- Conducted twelve food borne illness outbreak investigations (when a food borne illness from the same facility is reported from two separate households or one case of botulism, Vibrio, or E coli O157).
- Developed Food Donation web pages within the health services website.

Goal: Improve Environmental Health (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 mayors that focused on the new laws that go into effect in 2019 related to food, the placement of 37 kiosks under the Safe Drug Takeback ordinance, and announcing the Excellence in Food Safety awards that will be announced in early 2019.
- Pool and spa inspection results and inspection reports are available on the recreational health website.
- Participated in career fairs at two state universities.
- Taught food safety to temporary food vendors that sell at the Richmond Flea Market.

- Taught classes about environmental health and food safety in culinary art classes at two 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 (CCCDEH) 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 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.

Goal: 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.

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Outcome:

- Conducted 1,245 routine inspections of seasonal pools/spas, 369 routine inspections of year-round pools/spas, 170 re-inspections, 36 inspections related to complaints, and 199 re-openings of pools/spas closed for major violations in 2018.
- Reviewed and approved the plans and inspected the construction of thirteen new public pools/spas and 74 pool/spa remodels or equipment changes in 2018.
- Conducted one Administrative Hearing. Administrative Hearings may occur as part of a recreational health disease outbreak investigation, due to an excessive number of closures, or for some other egregious recreational health safety issue. Hearings can result in suspension or revocation of a permit.
- Conducted the yearly inspection of two public beaches located in the county: Lake Anza and Contra Loma Regional Park.
- Conducted one round of sampling of Discovery Bay water in June, and at the Pittsburg Yacht Harbor and Willow Lake in Discovery Bay in July. Issued health warnings for recreational and direct contact with water in Discovery Bay, Willow Lake, and the Pittsburg Yacht Harbor based on the results showing levels of cyanotoxin above state issued health guideline values. Posted no entry notices for humans or pets at Discovery Bay and conducted extensive outreach about the public health concerns. Provided warning signs to the City of Pittsburg. Also responded to 3 complaints of blue green algae in Discovery Bay water in 2018.
- Pool and spa inspection results and inspection reports are now available on the recreational health website. Closure information is also available at the website.
- Started a renewed look at identifying and correcting pool enclosures that have direct access from private patios, making sure there is a proper pool enclosure around the entire perimeter.

- Improved the integration of VGB Law (for entrapment hazards) compliance and equipment documentation with the Plan Review Section. New or remodeled pools will not be given final construction approval until the VGB certification paperwork is submitted.
- Staff participated in a committee reviewing chlorine release incidents and developing a means to prevent these.
- Staff responded to a cryptosporidium outbreak associated with a local spray-park and a chlorine gas release at a local swim club.

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:

- Conducted 10-year reviews of fourteen systems.
- Amended permits for 14 small water systems in FY 2017-18.
- Issued enforcement actions to 19 small water systems which had nitrate exceedance(s) or lead/copper rule violation(s).
- Conducted 30 sanitary surveys of small water systems in FY 2017-18.

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:

- Twenty-two body art facilities were inspected, and 244 body artist registrations were active in 2018.
- Processed 13 new body art facility applications in 2018.

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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:

- Tablets are used for routine inspection for storm water at food facilities, pool cleaning businesses, upholstery and carpet cleaning businesses, and horse boarding facilities in the unincorporated areas of the County and for all permitted medical waste facilities. Tablets were already used for fixed food facilities, pools and spas, waste tire, and complaint investigations.
- Electronically generated inspection reports are emailed to the facility owner and auto-archived in the division's data management software.
- Hourly billing is automatically invoiced using the program management software.
- Bar codes are now printed on permits and invoices allowing for automated batch screening.
- Service request approach now used for plan review of new and remodel body art facilities and blood borne pathogen training approval.
- Service request approach now used for review of land use and planning documents received from city and county community development departments.
- Permits to operate are generated by front desk staff at time of payment.

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: 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 monthly communication testing and training for EH staff.
- Implemented new EBRCS radio system.
- Participated in two statewide exercises: Yellow Command and the annual State Med Health Exercise.
- The Division's Branch Operations Center was activated three times. Staff were actively deployed to in-county disasters by conducting five shelter inspections associated with three incidents: Bay Point evacuation; Marsh Fire evacuation; and shelter set in San Pablo for the North Bay Fire evacuees.
- Actively participated in the Department's Emergency Management Team annual training and the planning group for that training.
- Actively participated in the Department's monthly EMT Work Group meetings.
- Actively participated in the EOC's planning for the Yellow Command exercise.
- 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.
- Staff participated in the Department and County operations centers as part of the

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response to the Sonoma, Napa and Lake County fires.

- Out-of-county deployment: Three EH staff volunteered to spend three weeks assisting with the debris removal and recovery efforts by Sonoma County.
- One staff member completed the Emergency Management Specialist certification program done by the California Specialized Training Institute.
- Staff updated the Division's All-Hazards Plan, which is part of the Department's EOP.
- Staff attended the quarterly East County Disaster Committee meetings.

Goal: Oversee the implementation of the Safe Drug Disposal Takeback Ordinance, including beginning an inspection program.

Outcome: Thirty-seven kiosks are now in place around the County where unwanted drugs can be deposited. The locations are in CVS stores and Kaiser pharmacies.

Goal: A health ordinance for cannabis retail and edible manufacturing is enacted, and implementation begins.

Outcome: Health ordinance passed on July 24, 2018. The first health permits will be issued in mid-2019.

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, four County detention facilities, and eight city jails.
- Inspected one organized camp.
- Reviewed and commented on 238 land use documents from the 19 cities and unincorporated area planning departments.

Hazardous Materials

Goal: 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.

Outcome: All specialists are using EnvisionConnect Remote in performing their inspections.

Goal: 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.

Outcome:

- The CalARP Program staff is working with other State CUPAs, Cal/OSHA, and the refinery representatives in developing guidance. It is projected the guidance will be complete by December 31, 2019.
- The CalARP Program staff meets with Cal/OSHA, other CUPAs, and the petroleum refineries to resolve any issues in implementing the new requirements.
- The CalARP Program staff has developed new audit and inspection questions that are being implemented in the audit/inspection process for Program 4 facilities.

Goal: Perform 10 unannounced inspections during FY 2018-19.

Outcome: On schedule for the completion of this goal in the current year.

Goal: 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.

Outcome: New requirements for the APSA program became effective on January 1, 2019. APSA team is working with other CUPAs in developing a checklist that will include these changes, which will be adopted by Contra Costa County. This should be complete by October 1, 2019.

Goal: Update the Inspection and Enforcement Plan for all the programs. This is now being done with the assistance of County Counsel. The product will be a model for all Certified Unified Program Agencies in the state.

Outcome: Drafts of the plan have been completed and the goal is still on schedule for completion this fiscal year.

Goal: 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 goal is to have no deficiencies, and for this evaluation to have less than ten deficiencies.

Outcome:

- There were only three deficiencies during this evaluation and one of these deficiencies was addressed during the evaluation. There is a plan to address the other two, which will be completed by February 2020.
- All facilities have been assigned to inspectors equitably and to meet our own inspection frequencies.

Goal: Incident Response Program: To have a well-trained staff to respond to incidents safely and timely. To work with other Hazardous Materials Response Teams.

Outcome: The team has developed an agreement with CCCFPD on responding to hazardous material incidents within their jurisdictions. The team is meeting with other HazMat response teams to ensure all teams are on the same page.

Detention Facilities Programs

Goal: Redesign Detention Health Services to provide community-level standard of care for

patients based on changes developed and tested in rapid improvement events.

Outcome: We have completed rapid improvement recommendations including reduction in patient backlogs, repair/replacement of broken/outdated equipment, continuing education/training of staff, and addition of specialty care resources.

Goal: Optimize ccLink functionality for detention environment.

Outcome: We have developed detention care plan templates which is now in production, optimized the intake workflow, added the Columbia screening which is a validated tool for mental health screening and have created mental health care plans.

Goal: Develop and implement expanded quality and safety program tailored for Detention Health.

Outcome: We installed HCIN interpreter phones and are in the process of developing the CCHP advice nurse protocols which will enhance the Triage process.

Goal: Develop ongoing mechanism for patient/family feedback about care experience.

Outcome: So far this was done with working with diabetic patients and patients with chronic conditions through anecdotal stories from patients. We are in the process of developing surveys for patients and families about their care experience.

Conservatorship

Goal: The Public Guardian shall initiate an investigation within two business days of receiving a Probate referral.

Outcome: This goal was not met.

Goal: The Public Guardian will try to visit conserved individuals monthly, consistent with the Judicial Counsel best practices recommendation.

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Outcome: This goal was met approximately 80% of the time.

Goal: Public Guardian staff shall maintain requisite training certification.

Outcome: This goal was fully met.

EMS

Goal: Develop and implement EMS operational, clinical performance and utilization data reporting systems supporting stakeholder improvement initiatives.

Outcome: Implemented comprehensive data analytic systems to support auto-reporting for ambulance response time compliance, EMS system utilization, and Ambulance Patient Offload Times (APOT).

Goal: 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).

Outcome: Ambulance response times and service delivery improved in both East County with an average response time of 4:38 minutes (2017) and West County with an average response time of 4:31 minutes (2017) under Alliance model with 48% improvement in uniform ambulance response.

Goal: 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.

Outcome: With establishment of new Alliance ALS IFT program re-evaluating medical transportation necessity of CCTP program.

Goal: 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.

Outcome: Responded to 2018 North Bay and Carr Wildfires deploying ambulance strike teams and providing Medical Reserve Corps Volunteers to support evacuation shelter operations.

Goal: 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.

Outcome: Alliance Advanced Life Support Inter-Facility Transport Program approved and launched March 6, 2018.

Goal: Expand first medical response skills with law and fire-EMS partners. The EMS Agency has partnered with local law enforcement to update their AED programs and support programs that support control of bleeding. We are also collaborating with both law and fire-EMS providers to support SWAT medics programs that are in the early stages of development. This is an ongoing initiative.

Outcome: Established first public safety first aid program in San Ramon. Established Narcan and Epinephrine administration programs for law enforcement and fire first responder agencies. Training programs approved and implemented.

Goal: Update the County EMS multi-casualty incident (MCI) 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.

Outcome: MCI plan updated with extensive stakeholder engagement as of July 27, 2018 with implementation date of 8/1/2018. Notable changes as described in memo posted at <https://cchealth.org/ems/pdf/Memo-MCI-Plan-Release-18-MEMO-004.pdf>

Goal: Update the County EMS for Children Program. The California EMS Authority is finalizing the regulations for EMS for Children Systems of Care. The EMS Agency elected to delay the update of the County EMS for Children Program until those regulations were officially approved. The plan is to update the County EMS for Children program in compliance with the new state regulations when finalized.

Outcome: Update of EMS for Children regulations approved in December 2018 and anticipated to be implemented in 2019. Pediatric readiness re-assessment of all hospital emergency departments completed and gap analysis in progress.

Goal: Complete and conduct the RFP process for the San Ramon Valley exclusive emergency ambulance operating area.

Outcome: San Ramon Valley Fire Protection District (SRVFPD) emergency ambulance agreement was renewed for one year at the request of the provider to allow full exploration of their claims to 224 rights. County entered a non-exclusive Emergency Ambulance Operating Area agreement as of November 1, 2018 thru October 31, 2019 with no changes in terms to provide the County EMS Agency the ability to work with the California State EMS Authority to determine if the Fire District claims had merit.

2019-20 Administrative and Program Goals

Hospital and Ambulatory Care Centers

Goal: Development and tracking of quality and safety measures as outlined in PRIME, regulatory measures and accreditation requirements.

Goal: Meet or exceed California Federal Medicaid requirements for PRIME which will improve the health of the population, the patient experience and customer satisfaction, and reduce per capita costs.

Goal: Meet or exceed California Federal Medicaid Managed Care requirements for QIP, which supplements other Medi-Cal funding, to improve the health of the population, the patient experience and customer satisfaction, and reduce per capita costs.

Goal: Initiation of specialty care redesign to improve access for patients and meet benchmark and outcome metrics consistent with PRIME Medicaid waiver.

Goal: 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.

Goal: 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.

Goal: 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.

Goal: Complex care management for high-risk medical populations. To implement, and/or improve upon, a complex care management model for targeted high-risk patient populations, that facilitates the appropriate coordinated delivery of health care services, and is better able to meet the patient's needs and preferences and improves patients' health outcomes.

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Goal: Hospital telemetry expansion. Increasing the capacity of telemetry beds will provide an additional 22 beds for a total of 30 beds on the Medical unit. This is expected to ensure timely access to monitor beds and provide efficient patient care by decreasing the wait time and decreasing the number of boarder hours in the Emergency Department.

Contra Costa Health Plan

Contra Costa Health Plan (CCHP) is focusing on Administration, Program, and Operations Goals including automation and leveraging existing technology to decrease manual processes, addressing regulatory deficiencies, cost saving initiatives, and enhancing our infrastructure/operations.

Administration

Goal: CCHP will create a Fraud Waste and Abuse (FWA) Compliance Program. All Medical Managed Care Plans (MCPs) are required to have an FWA Program. The purpose of the program is to monitor fraudulent billing practices, identifying waste when providers abuse billing for services and abuse when laws are broken. In our last audit with the California Department of Health Care Services (DHCS), it was noted that CCHP is out of compliance with the contract by not having a viable FWA program.

This program will fulfill DHCS contract requirements and can be used as a cost savings initiative for upcoding or fraudulent billing practices.

Assistant Medical Director

Goal: Hire an Assistant Medical Director to support the success of the 2019 clinical operations.

Goal: Enhance clinical oversight for over 88 Clinicians throughout the plan.

Goal: Provide leadership within one or more of the Health Services functional areas including, but not limited to: Utilization Management, Quality Improvement, Population Health, Pharmacy, and Care Management. In addition, provide clinical leadership regarding provider

relations, member relations, and regulatory compliance.

Goal: Medical Director is implementing a new regulatory program with DHCS' All Plan Letter (APL) 18-018 that requires MCPs to establish a pre-screening Diabetes Prevention Program.

The requirements of APL 18-018 Page 3: (1) the member achieves and/or maintains minimum weight loss of five percent from the first core session; and (2) the member meets the attendance.

Goal: Delegation Oversight is an important goal for CCHP based on regulatory requirements in our contract with DHCS. The plan has been cited to improve this oversight function. Our current Memoranda of Understanding (MOUs) with Kaiser, Mental Health & Contra Costa Regional Medical Center (CCRMC) need to be redesigned to a stronger model. Our goal is to have regular Joint Operations Meetings and written Corrective Action Plans (CAPs) with the MOUs and include metrics to improve performance.

Appeals and Grievance Disputes

Goal: Improved turnaround time for member grievances and better provider responses. Improve the rate of overturned decisions and Independent Medical Reviews (IMR) that go to DHCS.

Goal: Centralize the appeals, grievances and payment dispute functions. Currently there is major fragmentation of these duties and they are greatly siloed. Align the operations and ensure the right staff from Claims, Utilization Management and Quality are overseeing this function. Clinically this staff will report both to the Chief Operating Officer and Chief Medical Officer.

Quality

Goal: Quality staff will be the internal consultant for the Rapid Process Improvement Initiatives for Utilization Management and Analysis & Reporting

Goal: As a cost savings initiative, the Quality Department, working with Administration, will reduce the cost of the face-to-face interpreter services under the Language Line. Our three main objectives are to steer more calls to the telephone language line, implement the usage of video conferencing for the top providers with the highest volume, and use the face-to-face interpreter services based on medical need.

- Begin annual Healthcare Effectiveness Data and Information Set (HEDIS) data collection.
- Prepare for National Center of Quality Assurance (NCQA) renewal Accreditation survey.
- Prepare DHCS and Department of Managed Health Care (DMHC) audits.
- Develop Quality Program annual plans and goals; evaluate prior year's performance.
- Complete and submit DMHC Timely Access Reports.

Project Management

Goal: Create a Project Management (PM) function to improve the infrastructure and build new programs as the Medi-Cal benefit changes or expands. An opportunity to streamline processes, reduce redundancy and ensure that all regulatory policies are implemented timely. Align the operations where the PM staff and mirror the operations of other successful Health Maintenance Organizations.

Goal: Operating a Project Management Office will solidify CCHP's operations and ensure we have metrics and a process upon which decisions are made whether programmatic, budgetary or workflow. We will be using the principles of "Lean, Sigma 6 and Agile" to rapidly improve processes (e.g. Rapid Process Improvement (RPI)).

Training

Goal: Design a training program for CCHP members to include job proficiencies. There is a training deficiency for professional development across the CCHP enterprise. Currently there is

no cohesive training program for the clinical staff and a lack of monitoring of required regulatory training and Health Services Department (HSD) training requirements.

Goal: Develop a professionally trained staff who are knowledgeable of new clinical information and a structure that creates a culture of highly skilled and trained staff that can move CCHP to a new level of efficiency.

Quality Unit

Goal: CCHP Quality Unit will improve the rate of hypertension control in African American members with a performance improvement project following the DHCS mandated methodology and in collaboration with the Contra Costa Regional Medical Center and Public Health.

Goal: CCHP Quality Unit will increase the rate of nephropathy screening or treatment for diabetics with a performance improvement project following the DHCS mandated methodology.

Claims

Goal: Automate spreadsheets for Transportation Invoices into CMS 1500 for accurate Encounter Data reporting.

Goal: Post provider's refunds inside of ccLink for reporting to DHCS and workflow efficiency.

Goal: Implement a technological solution for reducing the volume of rejected encounters due to incorrect/missing National Provider Identifier (NPI) numbers to ensure that claims are paid timely to meet 95% criteria or higher.

Goal: Continue to 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.

Goal: Discuss the aforementioned reports in quarterly meetings with the CPN providers.

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Analysis and Reporting

Goal: Cost Savings Initiative: Reduce the dollars spent on sending out paper Readmittance Account Information.

Goal: Cost Savings: In-source the All Patients Refined Diagnosis Related Groups (APR/DRG) from DocuStream.

Care Management

Goal: Automate the Non-Medical Transportation process and duplicate the Prior Authorization workflow for an intensive, tedious process to using the ccLink platform.

Goal: Implement e-Fax for Skilled Nursing authorizations and re-evaluate the role of licensed nursing staff performing other support duties.

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Goal: Improve the workflow to reduce current member hold time from 7 minutes to 5 minutes by educating staff on Medi-Cal Benefits and inserting the Benefit Matrix into the Customer Relationship Management (CRM) Program.

Goal: Reduce Member Appeals (for Gastric-Bypasses) by 20%, educating providers on clinical criteria and member education.

Goal: Transform the paper Member Service Directory Handbook to download on a CD or post on member portal.

Member Maintenance Unit

Goal: Streamline – Reduce the amount of time Member Maintenance Unit (MMU) (and Authorization Unit) spend on the Newborn Face Sheet process – Authorization unit receives a fax (from outside hospitals) of newborn birth to a CCHP mother, copies and brings to MMU to process eligibility.

Goal: Streamline – Implement Robocalls for CC Cares Program to reach out to all recipients who will be terming in 30 days to renew through their clinics. They currently receive a letter at 60 days. This will save staff time on phones and

research/documentation time to enroll/term recipient.

Pharmacy

Goal: Seamlessly transition pharmacy claims processing services from DST to Abarca with minimal member impact. New claims processor will dramatically improve the clinical and operational potential of the CCHP pharmacy unit by upgrading the available reporting tools and the client-facing claims and Prior Authorization (PA) processing interface.

Goal: Implement the 4th (and final) element of the CCHP opiate program, which will limit immediate-release opiates to a 7-day supply for all opiate naïve members. This element of the CCHP opiate program will potentially curb the number of members who are newly addicted to opiates, and thereby improve overall safety for CCHP members.

Provider Relations

Goal: Review and update desk level procedures (DLPs), putting them online to streamline communications.

Goal: Cross-train staff in Enrollment, Credentialing and Contract Management areas. This will streamline workflows, increase productivity and efficiency and eliminate redundant processes.

Utilization Management

Goal: Expand the No Authorization List from 6,000 to approximately 12,000. The current state causes unnecessary Prior Authorization on services sometimes that cost only six dollars and the staff time spent with the Hospice and Palliative Accrual for Recertification (HPARs), Nurses and MD could be over \$1,000 hourly for a six dollar procedure. CCHP's No Authorization List is extremely conservative. Our goal to align with the other MCPs in California will save dollars, time and improve provider satisfaction. Our goal is for services under three hundred dollars to not require authorization.

Goal: Prior Authorization – change the consultation formula and follow-up visits. Currently we allow one consultation and two follow-up visits. Changing the formula to one consult and six follow-up visits within one year will ease the administrative burden both for providers and Utilization Management (UM) team. This will increase access to care for members needing specialty services.

Goal: Prior Authorization – we want to leverage technology to streamline an arduous workflow that has an impact on cost, provider abrasion and staff time. An Interactive Voice Recognition (IVR) Program can answer provider calls versus using staff to function as a provider call center answering basic question where their time needs to be spent researching and preparing Prior Authorization. Currently staff on average spend 30 hours answering basic questions. Programming an IVR to answer these questions allows staff to meet the regulatory requirement of Prior Authorization completed between 5 to 14 days. In addition, due to so much time on the phone answering basic questions, staff get behind meeting the 5-14 day turnaround for Prior Authorization which leads to massive overtime.

Goal: CCHP's Authorization Unit will continue to reduce referral turnaround time for the Community Network Providers (CPN) to less than fourteen days.

Advice Nurses

Goal: Review operational procedures and processes in preparation for the Utilization Review Accreditation Commission (URAC) accreditation. Continue to recruit top nurses to meet staff requirements for being a critical gateway communications channel for the County. Strategies include examining an alternative operating model and exploring telecommunication options to determine the advantages and oversight requirements for productivity.

Behavioral Health

Goal: 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.

Mental Health

Goal: Improve timely access to care to network providers for outpatient mental health services, and reduce barriers to accessing care by continuing to monitor/strive for low abandoned call rates on Access Line, continuing outreach follow up calls to ensure connection to provider, and addressing barriers with providers.

Goal: Participate in a County inter-departmental effort to submit applications to compete for statewide No Place Like Home funding to establish additional permanent supportive housing units for persons experiencing serious mental illness who are homeless or at risk for chronic homelessness, and unable to maintain themselves in the community.

Goal: Develop a prototype data management information system that establishes interrelated domains and performance indicators that will assist in better informed decision-making, such as staffing and resource allocation, and oversight of the Behavioral Health Division.

Goal: Conduct MHSA sponsored community forums throughout the county that focus upon key populations considered underserved, such as transition age youth and persons newly immigrated to their communities, develop priority mental health needs, and capture suggested strategies to meet those needs

Goal: CANS: Identify and develop data management system to support gathering and analysis of data from county-wide administration of CANS assessments to support outcome tracking, program planning, and planning of levels of care.

Goal: Contract monitoring: Evaluate current of contract monitoring, identify improvement needs, and develop comprehensive and standardized system of contract monitoring for Children's Mental Health contracts.

Goal: Continuum of Care (CCR) Implementation: Establish mental health

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contracts to provide mandated and needed services to foster youth, specifically contracts with Short Term Residential Therapeutic Programs (STRTP) and Therapeutic Foster Care (TFC). Provide assistance and guidance to CCR contract agencies in developing outpatient programming that meets the needs of Contra Costa foster youth.

Goal: Improve data gathering in Children's Evidence Based Practices (EBPs) to better track outcomes and evaluate efficacy of EBPs.

Goal: System of Care: Implement AB 2083 foster youth trauma-informed system of care. Continue to develop and strengthen interdepartmental collaboration with Child Welfare, Probation, and the County Office of Education to provide a comprehensive system of care approach to serve children and youth impacted by trauma.

Goal: Continue the implementation of Evidence Based Practices (EBPs) in the Adult System of Care, including CBSST, CBTp, CBT for Depression, and DBT; and initiate Multi-Family Groups, a new EBP. EBP Team Leaders will support staff in the use of EBPs, monitor monthly consultation with EBPs trainers, and supervise the use of outcome measures, the Independent Living Skills Survey (ILSS) and the Recovery Assessment Scale (RAS) and data collection.

Goal: Implement the system wide use of outcome measures:

- 1) The Patient Health Questionnaire (PHQ9) and Generalized Anxiety Disorder (GAD7). A pilot completed at East County Adult in 2018 provided valuable learning that will inform the implementation of these measures in the Adult system of care at large. Planning is underway to initiate a system wide implementation.
- 2) Develop plans to implement the Adult Needs and Strengths Assessment (ANSA) to implement as a system wide outcome measures tool.

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. The Adult system will continue to convene "coordinating levels of care" (CLOC), a workgroup to identify and coordinate step down options for clients with improved outcomes including step down through our housing continuum as well as through treatment services.

Goal: The Adult system will continue to improve coordination of care in three areas to support linkage to vital services in the community:

- 1) Clients discharging from CCRMC 4C/inpatient setting to community. Behavioral Health hosts a weekly multi-disciplinary "Bed Committee" to develop discharge plans to appropriate community resources for clients who have been hospitalized. A second "mini" Bed Committee meets later that same week to help support discharge plans for clients admitted after the large Bed Committee meeting.
- 2) Clients requiring long term psychiatric care have access to facilities providing this level of care. When treatment is successfully completed and clients are ready to return to the community, careful planning and coordination is needed to assure a smooth transition to the community. Adult system of care is updating its Institute for Mental Disease (IMD) policy and procedure and developing protocols to facilitate efficient step-down to the community upon completion of a program.
- 3) The Transition Team provides essential short-term intensive case management services to individuals needing extra support and linkages to multiple services. The goal for the Transition Team is to continue to coordinate and provide innovative care for clients making contact with many service entry points.

Goal: Mobile Crisis Response Team will continue to provide crisis response to clients and families experiencing mental health crises. The goal: reduce 5150s and Psychiatric Emergency

Health Services

Health and Human Services

Services visits, and support and link clients to services and resources in their communities.

Alcohol and Other Drugs (AOD)

Goal: Continue efforts intended to address the Opioid Epidemic through prevention strategies.

Goal: Dedicate resources to the reduction of underage marijuana use, availability and access.

Goal: Participate in the Cannabis Decoded Campaign.

Goal: Expand SUD treatment including Medication Assisted Therapy (MAT) in the jails. Train staff on addiction medicine.

Goal: Meet Network Adequacy (NACT) Requirements to achieve DMC-ODS plan certification.

Goal: Support the increased volume of calls at the Access Line and assess staffing of counselor positions.

Goal: Meet after hours, weekend and holiday requirements through Optum contract at the Behavioral Health Access Line for SUD calls.

Goal: Operationalize case management services to ensure mobility of SUD clients across levels of care. Assess staffing need for substance abuse counselors.

Goal: Complete Medi-Cal certification of 2 remaining Mental Health clinics in East County.

Goal: Finalize contract with the Latino Commission.

Goal: Establish adolescent treatment in Central County.

Goal: Develop plan for implementation of Electronic Health Records in AOD services.

Goal: Improve collaboration with SUD providers.

Goal: Revise outpatient rates for Drug Medi-Cal services through the State Department of Health Care Services.

Goal: Develop a system to monitor client success of recovery residences and operations.

Goal: Increase referrals from PES to SUD treatment. Co-locate 1FTE substance abuse counselor at PES.

Goal: Implement pilot to reduce deficiency of interim services for perinatal and parenting women, reallocate 1FTE substance abuse counselor.

Goal: Implement pilot of parent support.

Health Housing and Homeless Programs

Housing and Services

Goal: Site a Coordinated Assessment Resource (CARE) center in East Contra Costa County to increase homeless services in that geographic area.

Goal: Develop emergency housing and service activities identified and funded by one-time funding authorized by the State legislation SB840, SB850, and SB2.

Goal: Develop Rapid Resolution services that redirect persons experiencing a housing crisis to other housing that may fit their needs thereby avoiding entry into the homeless system of care.

Goal: Implement a system-wide inventory and assignment of available shelter for individuals and families experiencing homelessness.

Data/Evaluation

Goal: Develop and publish data dashboards on homelessness in Contra Costa using integrated data from the Homeless Management Information System (HMIS).

Health Services

Health and Human Services

Goal: Develop and deploy a Point in Time Count mobile application to allow for survey data to be more efficiently collected and entered into the Homeless Management Information System.

Goal: Research, select, and implement a street outreach dispatch and GIS mapping software application for the CORE outreach program.

Policy/Planning/Systems Development

Goal: Develop homeless multi-disciplinary teams and implement cross-sector case conferencing to ensure continuity of care that leads to proper assessment, placement in housing and delivery of the appropriate level of support services.

Goal: Conduct an annual homeless Point in Time count (homeless census) to enumerate the number of men, women, and children living outside in encampments, shelters and other temporary housing and institutions.

Public Health

Family, Maternal & Child Health Programs

Goal: Implement newly funded programs; Expand Nurse-Family Partnership home visiting services through CalWorks Home Visiting Initiative.

Goal: Establish Perinatal Health Equity Initiative in Contra Costa in collaboration with California Department of Public Health Maternal, Child and Adolescent Health (MCAH) Branch.

Clinic Services

Goal: Maintain enrollment in the Community Connect program at 14,400 Medi-Cal beneficiaries.

Goal: Expand mobile dental services in Central and East County as new dental vans are equipped and staffed.

California Children's Services

Goal: Develop and implement monthly opportunities for clients/families to meet face-to-face with staff for a "Welcome to CCS" new client orientation and/or "Transition 101" presentation for young adults aging out of CCS.

Public Administrator

Goal: 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.

Goal: Implement a web-based case management system that will allow the Office of the Public Administrator to manage cases more efficiently.

Goal: Actively participate in events that foster communication between and collaboration with other California public administrator offices.

Environmental Health

Goal: Protect the waterways and groundwater of the County while incorporating new technology and new state requirements. Submit a revised Local Agency Management Plan to the Regional Water Quality Control Boards. Take to the Board of Supervisors for their approval, a revision to the regulations and if feasible the ordinance that allows for as yet to be discovered alternative technology for onsite waste water treatment systems.

Goal: Ensure that solid and medical waste is properly treated and disposed. Ensure that recycling activities are conducted in a safe and legal manner. 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. Continue to help facilitate the clean-up and removal of illegally dumped waste tires countywide. Continue to actively participate in the County's Illegal

Dumping Task Force. Amend the County Ordinance Code to increase the penalty for non-franchise solid waste haulers operating without a permit. Oversee the sharing with the community of the consultant's recommendations for next steps investigating the low-level radioactive material that might be deposited in the Keller Canyon Landfill. And facilitate next steps based on the Board of Supervisors' decision regarding the recommendations. Permit at least one non-franchise solid waste hauler.

Goal: 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 have consistency across districts. Inspect all food facilities one to three times per year based on risk. Initiate placarding of food trucks that have some preparation. Working with other divisions and the solid waste program, play a coordinating role in expanding the opportunities for food donation in the County. Promote food donation to the permitted food facilities.

Goal: Outreach - Improve Environmental Health 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, track outreach efforts using program management software, review content on website annually to ensure the most up to date material and valid links are available.

Goal: Collaboration - Improve programs locally via active participation and leadership of environmental health collaborations in venues including the California Conference of Directors of Environmental Health regional and policy committees and associated technical advisory committees, roundtables, and workshops bringing local jurisdictions together to create cross collaboration.

Goal: Ensure health and safety for users of recreational bodies of water such as public beaches, pools, spray grounds and water features. Efficiently process, with primary concern for public safety, new plans for public

pools. Monitor and inform communities of harmful algal blooms. Post public health advisories including domoic acid in shellfish and mercury in delta fish.

Goal: Increase knowledge of small water system owners/operators about critical issues of regulatory oversight, and availability of technical and monetary assistance from the state. Increase the number of small water system owners who can provide system information directly to the state through a web interface.

Goal: Ensure 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. Review blood borne pathogen training applications in a timely fashion. Efficiently process, with primary concern for public safety, new and remodel plans for body art facilities.

Goal: Increase efficiency of office processes. Continue process of scanning historic documents in land use, and begin solid waste and small water system files. Take stock of remaining processes that involve paper and create and implement paperless mechanisms. Incorporate tablet inspections for body art. Conduct efficiency studies of work practices especially related to customer service and EH interface with the Finance Division.

Goal: Optimize the organizational structure of the division. Complete several personnel actions and job classification expansions to meet the current and future program management, field and office staffing, and supervision needs.

Goal: Be prepared to provide excellent EH emergency response, provide two trainings for emergency and 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. Continue work on updating the Division's Emergency Response Binder. Relocate the Branch Operations Center to the first floor of 2120 Diamond Blvd., Concord.

Health Services

Health and Human Services

Goal: Monitor the kiosks, receive and review the annual reporting, and report to the Board the success of the Safe Drug Disposal Takeback Ordinance.

Goal: Implement the health ordinance for cannabis. Permit and inspect retail dispensaries and edible manufacturing. Process permit applications for other allowed cannabis activities.

Hazardous Materials

Goal: Perform 139 Aboveground Petroleum Storage Act Program inspections.

Goal: Incident Response Program: Respond to all incidents within one hour and ensure that all incidents are mitigated safely and effectively without injuries.

Goal: Perform 1,300 Hazardous Materials Business Plan Program inspections.

Goal: Perform 900 Hazardous Waste Generator Program inspections.

Goal: Complete 11 California Accidental Release Prevention Program audits.

Goal: Perform 378 Underground Storage Program Inspections.

Goal: Incident Response Program: To have a well-trained staff to respond to incidents safely and timely. To work with other Hazardous Materials Response Teams.

- The team will participate in Urban Shield if this exercise occurs in 2019-20.
- Ongoing review of incidents to develop the safest way to respond to incidents.
- Participate in Continuing Challenge.

Detention Facilities Programs

Goal: Continue to redesign and align Detention Health Services to provide community-level standard of care for patients based on changes developed and tested in Detention.

Goal: Optimize ccLink functionality for the detention environment. Improve network/wi-fi access to allow for barcode with rover devices for medication management in Detention.

Goal: To be able to provide workstation on wheels or portable laptops to the Detention staff with wi-fi access to be able to review a patient's record in real time in order to provide timely access to care. This will be especially useful in a CODE situation or during triage/sick call visits.

Goal: Develop and implement an infection control program and an expanded quality and safety program tailored for Detention Health and a robust policy and procedure management.

Goal: Develop ongoing mechanism for patient/family feedback about care experience.

Goal: Coordination of care with the transition care clinics for reentry of patients to the community. Detention Mental Health will work with Behavioral Health for access to schedule appointments for patients returning to the community.

Goal: Continue to work towards full implementation of Court Ordered Medications in Detention.

Goal: Currently piloting Choosing Change Behaviorist to support Medication Assisted Therapy (MAT) for opiate withdrawal in Detention. Goal is to have all providers certified to be able to prescribe for MAT and to increase training for Detention nursing/mental health staff for the success of this program.

Goal: Continue to increase awareness of the Adverse Event Reporting System to ensure a culture of patient safety and also for Speak up for Safety.

Conservatorship

Goal: The Public Guardian shall initiate an investigation within two business days of receiving a Probate referral.

Goal: The Public Guardian will try to visit conserved individuals monthly, consistent with the Judicial Counsel best practices recommendation.

Goal: Public Guardian staff shall maintain requisite training certification.

EMS

Goal: Evaluate Fire District 224 claims and conduct RFP process for the San Ramon Valley exclusive emergency ambulance operating area as needed.

Goal: Implement new regulations for EMS for Children Systems of Care, STEMI and Stroke.

Goal: Continue to implement stakeholder information systems to promote EMS operational, clinical performance and utilization data reporting to support EMS System improvement initiatives in partnership with stakeholders.

Goal: Recommend five-year extension and approval of Alliance ambulance service agreement.

Goal: Develop and implement Professional Standards Operating Procedures in partnership with County Counsel.

Goal: Streamline and refine technology platform to support efficient certification and accreditation of EMT's and Paramedics.

Goal: Establish on-line EMT orientation training program to support on-boarding of new EMTs and paramedics in the county.

Goal: Approve and accredit the Contra Costa Community College Paramedic program.

Goal: Present and implement a new county ambulance ordinance.

Goal: Partner with Contra Costa Health Services Divisions on data initiatives to improve access to care for the homeless and those experiencing substance abuse.

Goal: Support and sustain medical reserve corps operations.

Goal: Continue to partner with national quality data systems for cardiac arrest, heart attack, and stroke.

Goal: Support and work with stakeholders to improve funding for emergency medical services and disaster response and operations.

Health Services
Health and Human Services

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	1,029,353	1,129,826	1,194,748	1,194,748	0
Services And Supplies	237,035	289,365	309,400	309,400	0
Expenditure Transfers	6,027	8,852	8,852	8,852	0
Expense Total	1,272,415	1,428,043	1,513,000	1,513,000	0
Revenue					
Other Local Revenue	103,125	105,000	125,000	125,000	0
State Assistance	197,532	188,043	188,000	188,000	0
Revenue Total	300,657	293,043	313,000	313,000	0
Net County Cost (NCC):	971,758	1,135,000	1,200,000	1,200,000	0
Allocated Positions (FTE)	9.5	9.5	9.5	9.5	0.0
Financial Indicators					
Salaries as % of Total Exp	81%	79%	79%	79%	
% Change in Total Exp		12%	6%	0%	
% Change in Total Rev		(3%)	7%	0%	
% Change in NCC		17%	6%	0%	
Compensation Information					
Permanent Salaries	639,037	665,240	730,254	730,254	0
Temporary Salaries	3,804	56,500	46,500	46,500	0
Deferred Comp	13,950	13,590	14,605	14,605	0
FICA/Medicare	49,192	50,891	55,726	55,726	0
Ret Exp-Pre 97 Retirees	2,053	2,367	2,367	2,367	0
Retirement Expense	199,805	206,056	216,466	216,466	0
Employee Group Insurance	75,725	91,871	80,709	80,709	0
Retiree Health Insurance	30,258	30,804	30,420	30,420	0
OPEB Pre-Pay	7,718	7,718	13,088	13,088	0
Unemployment Insurance	1,449	333	606	606	0
Workers Comp Insurance	6,364	4,457	4,007	4,007	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 California Department of Motor Vehicles 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 Contra Costa Television (CCTV), annual standdowns, and ongoing participation at Veterans Service Organization monthly meetings.
- 2. Welfare Referral:** Review Veteran welfare applications referred by the Employment and Human Services Department for evaluation of receipt and assistance in applying for Veterans benefits.
- 3. Medi-Cal Cost Avoidance:** Review Veteran Medi-Cal applications to determine those who may be eligible for Veterans benefits, including health care.

Veterans Service Summary			
Service:	Discretionary		
Level of Service:	Discretionary		
Expenditures:	\$1,394,640		
Financing:	313,000		
Net County Cost:	1,081,640		
Funding Sources:			
State	13.5%	\$188,000	
Misc. Current Svc	9.0%	125,000	
General Fund	77.5%	1,081,640	
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 Countywide strategic plan to address deferred facilities maintenance and capital renewal projects.

Veterans Memorial Building Lifecycle Costs			
Service:	Discretionary		
Level of Service:	Discretionary		
Expenditures:	\$118,360		
Financing:	0		
Net County Cost:	118,360		
Funding Sources:			
General Fund	100.0%	\$118,360	

CAO's Recommendation

The Department's Baseline Budget fully funds on-going services for FY 2019-20. Total expenditures have increased by approximately \$85,000 and are primarily due to negotiated salary and benefit cost increases. Revenues are anticipated to increase by \$20,000 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 2019-20.

Veterans Service Health and Human Services

Performance Measurements

During fiscal year 2017-18, the Veterans Service Department processed \$7,634,781 in retroactive and lump sum monetary benefits for Veterans. New recurrent benefits totaled \$1,017,571.

These figures show an increase in new recurrent benefits as compared to fiscal year 2016-17. Utilization of VA's DD360 and SEP processing systems has decreased processing time and increased monetary benefit numbers.

College Tuition Fee Waivers remain a static benefit that is afforded to dependents of Veterans with a service connected disability rating. In fiscal year 2017-18 the office processed 570 tuition fee waivers. These applications represented \$2,687,652 in additional benefits to Veteran dependents.

Staff conducted 8,872 interviews, 68 field visits and participated in 31 outreach events, which resulted in 2,738 claims being filed. Interviews conducted represent a 13.5% increase over last year's reported data. The department continues to maintain a two day per week presence in San Pablo and Brentwood. A half-day presence per week in the Tri-Valley area continues to successfully aid a strong senior Veteran population.

Department staff continue to attend 10 Veterans Treatment Courts per year and provide information and referral sources for Veterans who are participating in the treatment court.

As a result of AB935 (Driver's Licenses: Veteran Designation), Veterans Service staff completed 1201 DMV Veterans Status Verification Forms in the FY 2017-18. These verifications resulted in an additional 371 claims being filed and 106 awards for VA benefits.

With the implementation of the digital-to-digital (DD360) process, we have realized a cost reduction of approximately \$35,500 in services and supplies for fiscal year 2017-18. Claims are being received by the VA the same day compared to an average of five days in prior fiscal years.

For the 6th year, 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 is to enable Veterans to receive proper treatment to include behavioral health rather than incarceration. The mentor program helps Veterans re-integrate into society through non-clinical peer-to-peer interaction.
3. Implement guidelines established in fiscal year 2017-18 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 our office staff has the most current resources available to them. The manuals include guidelines for system usage, claims tracking, monitoring outreach and report utilization.
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 California Department of Veterans Affairs and the federal government's web-based system VetPro.

Veterans Service
Health and Human Services

County of Contra Costa
Law & Justice

LECTURE HALL



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,

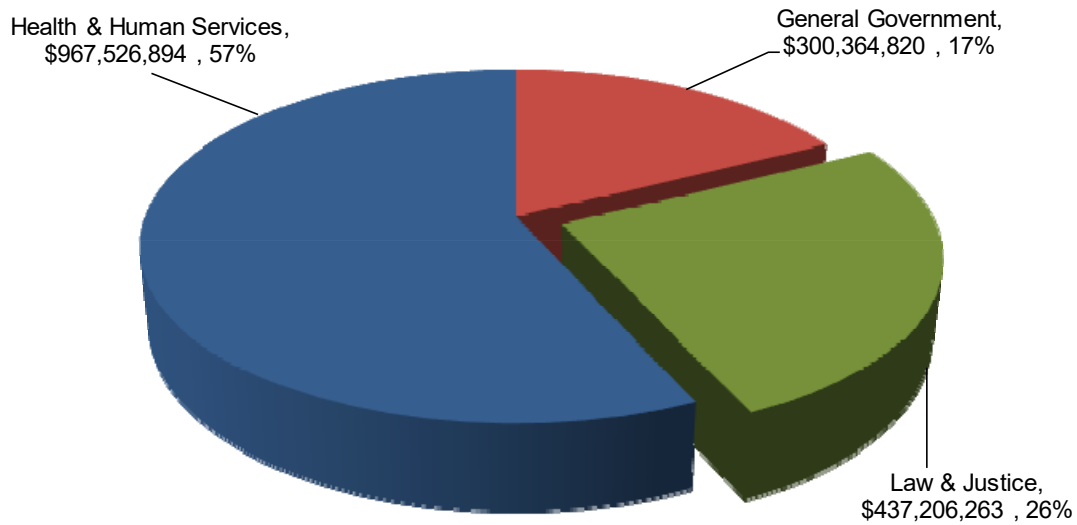
District Attorney, Justice Systems Development/ Planning, Probation, Public Defender, Public Safety Realignment, Sheriff-Coroner, and Superior Court Related Functions.

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	330,002,532	349,785,083	362,238,463	358,972,354	(3,266,109)
Services And Supplies	51,798,427	63,499,168	50,023,130	50,102,923	79,793
Other Charges	20,762,666	25,348,486	21,755,328	21,755,328	0
Fixed Assets	1,696,618	3,415,226	3,244,976	3,244,976	0
Expenditure Transfers	2,594,304	2,641,854	3,130,682	3,130,682	0
Expense Total	406,854,548	444,689,817	440,392,579	437,206,263	(3,186,316)
Revenue					
Other Local Revenue	104,424,311	115,609,273	112,826,449	113,403,830	577,381
Federal Assistance	9,648,265	8,689,026	3,804,791	3,804,791	0
State Assistance	101,233,941	102,698,467	106,374,642	106,374,642	0
Revenue Total	215,306,517	226,996,766	223,005,882	223,583,263	577,381
Net County Cost (NCC):	191,548,030	217,693,051	217,386,697	213,623,000	(3,763,697)
Allocated Positions (FTE)	1,819.8	1,843.6	1,843.6	1,823.6	(20.0)
Financial Indicators					
Salaries as % of Total Exp	81%	79%	82%	82%	
% Change in Total Exp		9%	(1%)	(1%)	
% Change in Total Rev		5%	(2%)	0%	
% Change in NCC		14%	(0%)	(2%)	
Compensation Information					
Permanent Salaries	154,710,298	171,956,366	184,083,428	182,627,121	(1,456,307)
Temporary Salaries	6,843,737	4,717,515	3,946,886	3,946,886	0
Permanent Overtime	19,825,013	12,536,608	11,416,523	11,416,523	0
Deferred Comp	661,445	924,677	1,069,636	1,014,616	(55,020)
Comp & SDI Recoveries	(890,939)	(515,549)	(515,549)	(515,549)	0
FICA/Medicare	6,744,235	6,661,087	7,104,290	7,074,895	(29,395)
Ret Exp-Pre 97 Retirees	972,703	1,032,197	1,034,793	1,034,793	0
Retirement Expense	94,209,566	103,675,941	104,575,382	103,411,731	(1,163,651)
Excess Retirement	155,013	170,705	170,705	170,705	0
Employee Group Insurance	20,437,822	23,584,779	25,063,165	24,598,967	(464,198)
Retiree Health Insurance	13,121,830	13,392,375	13,231,802	13,231,802	0
OPEB Pre-Pay	4,920,566	4,920,566	5,726,937	5,726,937	0
Unemployment Insurance	397,881	113,513	76,471	78,000	1,529
Workers Comp Insurance	7,774,661	6,492,397	5,132,089	5,033,022	(99,067)
Labor Received/Provided	118,701	121,905	121,905	121,905	0

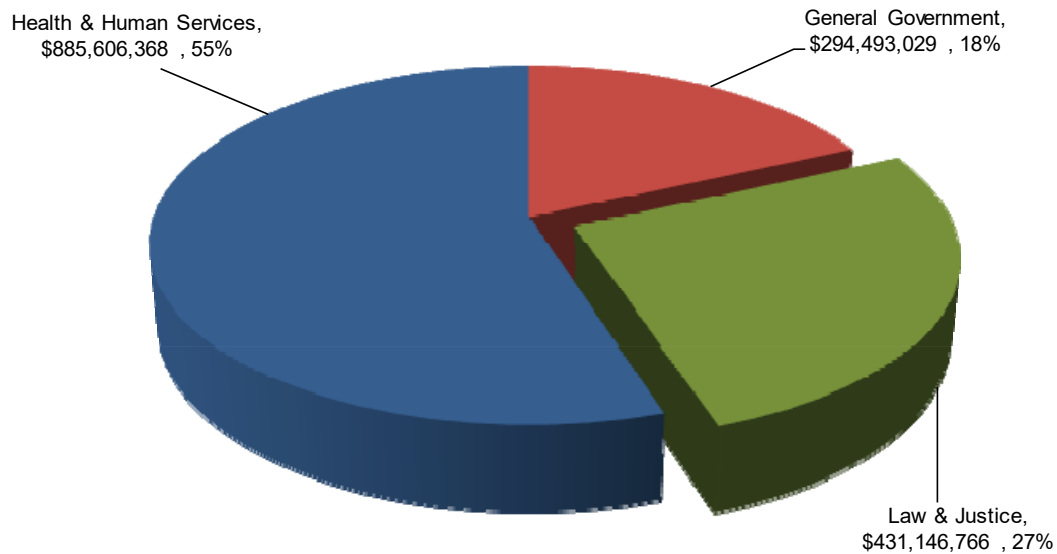
Functional Group Summary

Law and Justice

FY 2019-20 Recommended General Fund Expenditures



FY 2018-19 Recommended General Fund Expenditures



Animal Services Law and Justice

Beth Ward, Director

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	7,856,106	9,069,843	8,872,479	8,872,479	0
Services And Supplies	3,800,716	3,272,718	2,973,760	2,973,760	0
Other Charges	9,626	12,000	57,979	57,979	0
Expenditure Transfers	469,494	574,046	435,782	435,782	0
Expense Total	12,135,942	12,928,607	12,340,000	12,340,000	0
Revenue					
Other Local Revenue	7,344,785	7,720,607	7,840,000	7,840,000	0
Revenue Total	7,344,785	7,720,607	7,840,000	7,840,000	0
Net County Cost (NCC):	4,791,157	5,208,000	4,500,000	4,500,000	0
Allocated Positions (FTE)	89.0	77.0	77.0	77.0	0.0
Financial Indicators					
Salaries as % of Total Exp	65%	70%	72%	72%	
% Change in Total Exp		7%	(5%)	0%	
% Change in Total Rev		5%	2%	0%	
% Change in NCC		9%	(14%)	0%	
Compensation Information					
Permanent Salaries	4,183,713	4,782,791	4,987,121	4,987,121	0
Temporary Salaries	269,253	71,272	99,689	99,689	0
Permanent Overtime	111,844	50,000	70,000	70,000	0
Deferred Comp	37,895	56,280	58,980	58,980	0
Comp & SDI Recoveries	(37,604)	(4,549)	(4,549)	(4,549)	0
FICA/Medicare	335,293	365,092	382,549	382,549	0
Ret Exp-Pre 97 Retirees	12,747	17,733	17,733	17,733	0
Retirement Expense	1,236,457	1,442,289	1,446,377	1,446,377	0
Employee Group Insurance	659,434	945,542	893,877	893,877	0
Retiree Health Insurance	394,318	415,966	415,966	415,966	0
OPEB Pre-Pay	203,727	203,727	171,984	171,984	0
Unemployment Insurance	10,112	2,402	2,517	2,517	0
Workers Comp Insurance	438,916	721,298	330,236	330,236	0

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

Animal Services

Law and Justice

In FY 2018-19, the Animal Services Department restructured both its cost center structure and department divisions to better access 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:	\$4,464,574		
Financing:	2,957,500		
Net County Cost:	1,507,074		
Funding Sources:			
City Contract	61.7%	\$2,757,500	
Other Revenue	4.5%	200,000	
General Fund	33.8%	1,507,074	
FTE:	26.0		

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 American Society for the Prevention and Cruelty of Animals' (ASPCA) 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.
- Provide 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 post adoption medical consultation, upon request.

3. Spay/Neuter Clinic

Description: Provide targeted low-cost pet spay/neuter services to Contra Costa County residents, 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:	\$4,006,478
Financing:	1,984,500
Net County Cost:	2,021,978
Funding Sources:	
City Contract	42.6% \$1,709,500
Misc Humane Svcs	5.0% 200,000
Spay Clinic Fees	1.9% 75,000
General Fund	50.5% 2,021,978
FTE:	28.0

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.

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

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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:	\$3,326,568	
Financing:	2,648,000	
Net County Cost:	678,568	
Funding Sources:		
City Contract	31.5%	\$1,048,000
License/Permits	48.1%	1,600,000
General Fund	20.4%	678,568
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

Description: Provide volunteer recruitment, animal/owner reunification, and animal enrichment, along with supporting other department divisions with volunteer services, as requested.

2. Admissions and Adoptions

Description: 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

Description: 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

Description: 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:		\$542,380
Financing:		250,000
Net County Cost:		292,380
Funding Sources:		
Charges for Svcs	41.5%	225,000
Miscellaneous	4.6%	25,000
General Fund	53.9%	\$292,380
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:	\$455,000		
Financing:	100,000		
Net Fund Cost:	355,000		
Funding Sources:			
Non-restricted Donations	21.9%	\$100,000	
Fund Balance	78.1%	355,000	

CAO's Recommendation

The Recommended Budget funds Baseline expenditures for FY 2019-20. Additionally, an appropriation of \$455,000 from the Animal Benefit Fund will continue to support animal welfare programs, including a 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 45%. This growth has been supplemented by allocations of one-time appropriations. However, these increases cannot be maintained. The department anticipates an additional \$310,393 in city contract revenue in FY 2019-20. 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.

Prior to the current budget year, instead of eliminating 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 carried at least 11 vacant positions from year to year since 2013. This practice 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 FY 2019-20 recommendations continue this practice.

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.

Performance Measurement

Goal: 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.

Measurement: The Department strengthened its Safety and Training program in 2018 by assigning a dedicated position to establish and manage the Department's Illness, Injury and Prevention Plan, along with its Emergency Action Plan. The first step in establishing the Safety and Training program was for the department to expand its use of the County's

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Target Solution (TS) training system. TS hosts all department trainings and is also utilized as an onboarding tool for new employee orientations and also provides continuous education for all department staff and volunteers.

Goal: Improve Field Service targeted response times and call dispositions. The department will review and update its Field Services call prioritization process.

Measurement: The department's Call Prioritization Plan has developed a strong performance matrix model to measure prioritization of calls for service. The Prioritization Plan rates calls based on immediate response calls and non-urgent follow up calls.

Goal: 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 options.

Measurement: The department has continued to collaborate with local community organizations like the Tony La Russa Animal Rescue Foundation, Fix Our Ferals and Paw Fund, along with many other animal welfare organizations to promote and provide low-cost spay/neuter and veterinary services to County residents. The Department will continue to support these partnerships and expand on effort to increase access to low-cost medical services with local veterinarians.

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 who need additional support and services.

Measurement: The department effectively increased its live release rate from 87.8% in 2017 to 88.2% in 2018. The increase in live release rate is supported by the department's adoption and transfer programs, which account for 62% of all live outcomes.

Administrative and Program Goals

Goal: Improve department customer services by measuring public interactions through an online satisfaction survey.

Goal: Provide targeted programs to Contra Costa communities where over populations of pit bulls and Chihuahua mixes exist.

Goal: Establish guidelines (pet evaluation matrix) for tracking animals from intake to outcome.

Goal: Improve efficiencies in dispatching officers.

Goal: Increase Communication and Humane Education efforts to the Contra Costa public by providing translated education material to County residents on department pet owner and animal welfare information.

Conflict Defense

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	0	1,271	0	0	0
Services And Supplies	4,756,291	5,005,729	6,000,000	6,000,000	0
Expense Total	4,756,291	5,007,000	6,000,000	6,000,000	0
Net County Cost (NCC):	4,756,291	5,007,000	6,000,000	6,000,000	0
Financial Indicators					
Salaries as % of Total Exp	0%	0%	0%	0%	
% Change in Total Exp		5%	20%	0%	
% Change in Total Rev					
% Change in NCC		5%	20%	0%	
Compensation Information					
Temporary Salaries	0	1,271	0	0	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.

Conflict Defense Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$6,000,000	
Financing:	0	
Net County Cost:	6,000,000	
Funding Sources:		
General Fund	100.0%	\$6,000,000

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 who 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 2018-19, that upward trend has slowed following the Public Defender's decision to no longer refer certain felony case clients to the Bar Association for representation.

The Recommended Budget provides sufficient appropriations for the continuation of conflict legal defense services in FY 2019-20.

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.

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District Attorney Summary

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	38,483,994	40,293,459	43,078,250	42,465,507	(612,743)
Services And Supplies	3,990,697	4,543,085	4,125,249	4,185,249	60,000
Other Charges	45,335	35,270	43,485	43,485	0
Fixed Assets	0	79,000	60,000	60,000	0
Expenditure Transfers	(823,247)	(1,004,523)	(761,241)	(761,241)	0
Expense Total	41,696,779	43,946,291	46,545,743	45,993,000	(552,743)
Revenue					
Other Local Revenue	4,810,791	5,636,309	5,190,866	5,365,806	174,940
Federal Assistance	395,050	178,974	378,974	378,974	0
State Assistance	17,774,428	17,462,008	18,502,220	18,502,220	0
Revenue Total	22,980,269	23,277,291	24,072,060	24,247,000	174,940
Net County Cost (NCC):	18,716,510	20,669,000	22,473,683	21,746,000	(727,683)
Allocated Positions (FTE)	205.5	221.5	221.5	222.5	1.0
Financial Indicators					
Salaries as % of Total Exp	92%	92%	93%	92%	
% Change in Total Exp		5%	6%	(1%)	
% Change in Total Rev		1%	3%	1%	
% Change in NCC		10%	9%	(3%)	
Compensation Information					
Permanent Salaries	21,832,355	24,387,502	26,239,096	25,915,524	(323,572)
Temporary Salaries	2,218,502	488,136	488,136	488,136	0
Permanent Overtime	499,364	272,870	272,870	272,870	0
Deferred Comp	192,004	209,261	253,020	243,000	(10,020)
Comp & SDI Recoveries	(8,269)	0	0	0	0
FICA/Medicare	1,481,820	1,461,979	1,574,266	1,545,471	(28,795)
Ret Exp-Pre 97 Retirees	85,061	82,415	82,415	82,415	0
Retirement Expense	8,234,447	9,059,023	9,523,089	9,383,392	(139,697)
Excess Retirement	10,375	0	0	0	0
Employee Group Insurance	2,209,788	2,646,074	2,941,199	2,836,145	(105,054)
Retiree Health Insurance	988,617	1,000,803	952,951	952,951	0
OPEB Pre-Pay	379,186	379,186	416,408	416,408	0
Unemployment Insurance	53,981	40,077	13,285	13,064	(221)
Workers Comp Insurance	306,764	266,133	321,516	316,132	(5,384)

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	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	38,165,862	39,873,032	42,611,464	42,111,404	(500,060)
Services And Supplies	3,976,526	4,534,375	4,117,822	4,177,822	60,000
Other Charges	45,335	35,270	43,485	43,485	0
Fixed Assets	0	79,000	60,000	60,000	0
Expenditure Transfers	(490,945)	(709,604)	(432,711)	(432,711)	0
Expense Total	41,696,779	43,812,073	46,400,060	45,960,000	(440,060)
Revenue					
Other Local Revenue	4,810,791	5,636,309	5,190,866	5,365,806	174,940
Federal Assistance	395,050	178,974	378,974	378,974	0
State Assistance	17,774,428	17,462,008	18,502,220	18,502,220	0
Revenue Total	22,980,269	23,277,291	24,072,060	24,247,000	174,940
Net County Cost (NCC):	18,716,510	20,534,782	22,328,000	21,713,000	(615,000)
Allocated Positions (FTE)	204	220	220	221.5	1.5
Financial Indicators					
Salaries as % of Total Exp	92%	91%	92%	92%	
% Change in Total Exp		5%	6%	(1%)	
% Change in Total Rev		1%	3%	1%	
% Change in NCC		10%	9%	(3%)	
Compensation Information					
Permanent Salaries	21,702,852	24,156,919	25,980,589	25,724,470	(256,119)
Temporary Salaries	2,157,776	488,136	488,136	488,136	0
Permanent Overtime	499,143	272,870	272,870	272,870	0
Deferred Comp	191,188	207,341	250,200	241,980	(8,220)
Comp & SDI Recoveries	(8,269)	0	0	0	0
FICA/Medicare	1,468,946	1,446,619	1,557,818	1,534,216	(23,602)
Ret Exp-Pre 97 Retirees	84,605	79,855	79,855	79,855	0
Retirement Expense	8,190,668	8,985,382	9,440,934	9,322,021	(118,913)
Excess Retirement	10,375	0	0	0	0
Employee Group Insurance	2,185,527	2,606,317	2,892,344	2,803,888	(88,456)
Retiree Health Insurance	959,770	964,116	916,337	916,337	0
OPEB Pre-Pay	365,340	361,873	400,840	400,840	0
Unemployment Insurance	53,559	39,962	13,156	12,969	(187)
Workers Comp Insurance	304,382	263,642	318,385	313,822	(4,563)

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:	\$28,292,413
Financing:	16,849,355
Net County Cost:	11,443,058
FTE:	139.0

2. Special Prosecution

Description: Addresses specific areas of criminal activity. Funding for many of the units comes from 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, Human Trafficking, Family Violence Unit and Special Operations Units as mentioned previously.

Special Prosecution Summary	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$4,274,437
Financing:	3,778,947
Net County Cost:	495,490
FTE:	19.0

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:	\$5,431,442
Financing:	434,275
Net County Cost:	4,997,167
FTE: 22.0	

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:	\$1,680,821
Financing:	1,694,806
Net County Cost:	(13,985)
FTE: 16.0	

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:	\$4,809,470
Financing:	18,200
Net County Cost:	4,791,270
FTE: 12.0	

6. AB 109 Program

Description: Public Safety Realignment Act transfers responsibility for supervising specific low-level inmates and parolees from the California Department of Corrections and Rehabilitation (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:	\$2,247,004
Financing:	2,247,004
Net County Cost:	0
FTE: 13.5	

District Attorney

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District Attorney Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$46,392,711	
Financing:	24,679,711	
Net County Cost:	21,713,000	
Funding Sources:		
Sales Tax	32.1%	\$14,885,414
Intergov Rev	11.5%	5,323,606
Misc State Aid	7.3%	3,408,806
Transfers	0.9%	432,711
Fed Aid Crime Ctrl	0.8%	378,974
State Aid Realignmt	0.4%	208,000
Miscellaneous Rev	0.1%	42,200
General Fund	46.8%	21,713,000
FTE:	221.5	

Public Assistance Fraud Budget

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	318,132	420,427	466,786	354,103	(112,683)
Services And Supplies	14,171	8,710	7,427	7,427	0
Expenditure Transfers	(332,303)	(294,919)	(328,530)	(328,530)	0
Expense Total	(0)	134,218	145,683	33,000	(112,683)
Net County Cost (NCC):	0	134,218	145,683	33,000	(112,683)
Allocated Positions (FTE)	1.5	1.5	1.5	1.0	(0.5)
Financial Indicators					
Salaries as % of Total Exp	0%	313%	320%	1,073%	
% Change in Total Exp		0%	9%	(77%)	
% Change in Total Rev					
% Change in NCC		0%	9%	(77%)	
Compensation Information					
Permanent Salaries	129,503	230,583	258,507	191,054	(67,453)
Temporary Salaries	60,726	0	0	0	0
Permanent Overtime	221	0	0	0	0
Deferred Comp	816	1,920	2,820	1,020	(1,800)
FICA/Medicare	12,874	15,361	16,448	11,255	(5,193)
Ret Exp-Pre 97 Retirees	456	2,560	2,560	2,560	0
Retirement Expense	43,779	73,641	82,155	61,371	(20,784)
Employee Group Insurance	24,261	39,757	48,855	32,257	(16,598)
Retiree Health Insurance	28,847	36,687	36,614	36,614	0
OPEB Pre-Pay	13,846	17,313	15,568	15,568	0
Unemployment Insurance	422	115	129	95	(34)
Workers Comp Insurance	2,382	2,490	3,130	2,309	(821)

District Attorney

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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:		\$361,530
Financing:		328,530
Net County Cost:		33,000
Funding Sources:		
Transfers	90.9%	\$328,530
General Fund	9.1%	33,000
FTE:	1.0	

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:		\$1,025,278	
Financing:		500,000	
Net Fund Cost:		525,278	
Funding Sources:			
Fines/Forfeitures	48.8%	\$500,000	
Fund Balance	51.2%	525,278	

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:		\$55,000	
Financing:		122,000	
Net Fund Cost:		(67,000)	
Funding Sources:			
Seizures	100.0%	122,000	

3. Environmental/OSHA

Description: Funds the investigation and prosecution of environmental/occupational health and safety violations. In addition, this fund supports staff professional development on subjects of environmental law.

Environmental/OSHA Summary			
Service:		Discretionary	
Level of Service:		Discretionary	
Expenditures:		\$426,898	
Financing:		426,898	
Net Fund Cost:		0	
Funding Sources:			
General Fines	100.0%	\$426,898	

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	

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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:	\$464,280		
Financing:	464,280		
Net Fund Cost:	0		
Funding Sources:			
Recording Fees	100.0%	\$464,280	

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:	\$503,000		
Financing:	503,000		
Net Fund Cost:	0		
Funding Sources:			
Public Safety Realign	100.0%	\$503,000	

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). This information is provided for illustrative purposes only and is part of the Public Safety Realignment budget shown on Page 427.

Public Safety Realignment Local Revenue Fund (AB 109) District Attorney Summary			
Service:	Mandatory		
Level of Service:	Mandatory		
Expenditures:	\$360,945		
Financing:	360,945		
Net Fund Cost:	0		
Funding Sources:			
Public Safety Realign	100.0%	\$360,945	

CAO’s Recommendation

The District Attorney’s Office FY 2019-20 Recommended Budget increases expenditure appropriations by \$2,046,709, or 4.7% and increases estimated revenue by \$969,709, or 4.2%, resulting in an increase in net County cost of \$1,077,000, or 5.2% over the FY 2018/19 Budget.

The increases to expenditure appropriations are due to projected salary and benefit increases for existing employees and the net addition of one FTE position. A listing of position changes is included in the Program Modification List at the end of this section.

The increases in estimated revenue are concentrated in two primary areas; a \$655,798 increase to estimated Proposition 172 sales tax revenue and \$142,212 in increased Public Safety Realignment revenue related to AB 109 and Post-Release Community Supervision (PRCS) operations.

The recommended budget includes additional revenue authorized by the Community Corrections Partnership for a part-time clerical position and \$150,000 for the Neighborhood Courts program to cover operating costs and one Neighborhood Court Program Director position.

The Recommended Budget includes a vacancy factor of \$615,000. A vacancy factor accounts for cost savings related to funded personnel vacancies occurring within the department during the fiscal year. In addition, the department will eliminate a half-time (0.5) vacant position identified in the "Program Modification List".

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 1.15 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 2018, the Office prosecuted over 1,800 felony cases and 5,200 misdemeanor cases, including 149 felony and 180 misdemeanor jury trials. 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. Innovations and Alternatives to Prosecution

(A) Conviction Integrity

The District Attorney's Office will establish the first ever Conviction Integrity Unit ("CIU") in

Contra Costa County. The unit will investigate wrongful conviction claims of actual innocence based on new evidence. While claims of actual innocence will be the main priority for the unit, it will also review cases where there is evidence of a significant integrity issue. The CIU will also assist in reviewing and developing practices and policies related to training, case assessment, investigations and disclosure obligations with the goal of preventing wrongful convictions in the first place. After a thorough review of each case, where appropriate, the CIU will make recommendations to the Contra Costa County District Attorney outlining the appropriate remedy.

(B) Neighborhood Community Courts

In an effort to offer smart and safe alternatives for low level non-violent misdemeanors, the District Attorney's Office will begin a Neighborhood Courts Program. In lieu of filing criminal charges, this community based pre-charging diversion program will use a restorative justice lens to resolve low-level misdemeanors and quality of life crimes. Modeled after a similar District Attorney lead program, adjudicators – comprised primarily of residents who live and work in the community where the incident occurred – hear the case and create plans that enable the participant to address harms caused to the community and parties affected by the incident. This program has the potential to reduce the number of cases making their way through the criminal justice system, saving both time and money for the courts and impacted county agencies. By keeping low-level non-violent offenders out of the criminal justice system, and keeping convictions off their record, this program will aid in preventing obstacles to obtaining employment, education, housing, and meaningful participation in the community.

(C) Mental Health

In the fall of 2018, new legislation, Penal Code Section 1001.36, created Mental Health Diversion, a discretionary pre-trial diversion procedure. Recognizing that those with mental illness need treatment to reduce the cycle of recidivism and incarceration and its impact on the criminal justice system, the workload has increased as the courts thoroughly evaluate,

District Attorney

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structure treatment and ultimately divert defendants into this program. While the procedure is still in development, defendants in criminal cases have already begun to apply for this new program. The Mental Health Diversion, even without an officially created program in Contra Costa County stands at 35 cases and continues to grow.

(D) Human Trafficking

The Human Trafficking unit's mission is to develop an effective and comprehensive approach to every type of human trafficking. The unit works 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 2019. This included addressing the Board of Supervisors on the issue and conducting training for law enforcement. The Office placed public notices throughout the County and collaborated with the City of Antioch and its business community for the 4th annual Day of Action.

2. Crime Prevention Programs **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) Contra Costa County Violence Reduction Summit

On January 8, 2019, District Attorney Diana Becton hosted the Contra Costa County Violence Reduction Summit for members of the Contra Costa County Police Chiefs Association,

the Command Operations Group and for managers and supervisors of all police agency investigative units within the County. The goals of the Summit were to discuss the development of a countywide approach to combat violent crime, to explore violence trends, the benefits of a regional approach and new legislation.

(B) 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 18 in 2018. 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.

East County

Based on the success of the Ceasefire initiative in the City of Richmond, The District Attorney's Office is involved in the development and planning of "Ceasefire" in the city of Pittsburg and Antioch. The goal is to duplicate the results seen in the City of Richmond to stem gun violence in East County.

(C) 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.

(D) Anti-Truancy Initiative

Since January 2011, the District Attorney's Office has focused on preventing crime by trying to help kids stay in school. This program focuses on increasing school attendance by sending letters to truant students, and their parents, and meeting with those individuals. A 0.5 FTE Deputy District Attorney is responsible for working with schools in the county to teach classes on bullying, gun violence, drug abuse, and gang intervention. Over the last several years, the Deputy District Attorney has taught this curriculum to over 1,000 middle school students in East County and is expanding the program to West County.

Additionally, the Deputy District Attorney is an active participant on 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.

(E) 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.

(F) 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.

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(G) Bail Reform

In January 2018, 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 risk. 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.

(H) 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 individuals 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.

3. Administrative Goals

(A) Case Management System

The Office is utilizing a relatively new case management system. 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 92% of the Office budget is allocated to salaries and benefits, therefore, reductions to the budget result in reductions to services and programs.

(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.

FY 2019-20
Program Modification List

Order	Reference to Mand/Disc List	Program Name	Service	FTE	Net County Cost Impact	Impact
1	1	Mainline Prosecution	Establish Vacancy Factor	0.0	(615,000)	Establish Vacancy Factor - equivalent to 4 clerical positions and one Deputy District Attorney.
2	5	Public Assistance Fraud	Decrease staff	(0.5)	(112,683)	Eliminate a vacant part-time Deputy District Attorney position.
3	7	AB 109	Increase Staff and program costs	1.5	174,940	Add a Neighborhood Court director and a part-time clerical position funded by AB 109.
4	7	AB 109	Revenue	0	174,940	Add AB 109 funding for Neighborhood Court director and a part-time clerical position.
			Total	1.0	(727,683)	

Justice Systems Development/Planning

Law and Justice

Summary Law and Justice Budgets

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	499,433	783,494	819,707	819,707	0
Services And Supplies	1,927,147	13,719,334	2,366,219	2,366,219	0
Fixed Assets	16,138	0	0	0	0
Expenditure Transfers	(237,858)	(43,227)	(232,069)	(232,069)	0
Expense Total	2,204,860	14,459,601	2,953,857	2,953,857	0
Revenue					
Other Local Revenue	140,324	351,493	163,857	163,857	0
State Assistance	1,065,735	1,000,000	1,000,000	1,000,000	0
Revenue Total	1,206,059	1,351,493	1,163,857	1,163,857	0
Net County Cost (NCC):	998,801	13,108,108	1,790,000	1,790,000	0
Allocated Positions (FTE)	5.0	5.0	5.0	5.0	0.0
Financial Indicators					
Salaries as % of Total Exp	23%	5%	28%	28%	
% Change in Total Exp		556%	(80%)	0%	
% Change in Total Rev		12%	(14%)	0%	
% Change in NCC		1,212%	(86%)	0%	
Compensation Information					
Permanent Salaries	308,659	482,951	520,377	520,377	0
Deferred Comp	3,205	6,420	7,440	7,440	0
FICA/Medicare	21,991	36,246	38,932	38,932	0
Ret Exp-Pre 97 Retirees	987	973	973	973	0
Retirement Expense	95,556	147,477	160,784	160,784	0
Employee Group Insurance	48,846	88,502	74,237	74,237	0
Retiree Health Insurance	10,034	10,173	10,034	10,034	0
OPEB Pre-Pay	7,275	7,275	4,317	4,317	0
Unemployment Insurance	688	241	261	261	0
Workers Comp Insurance	2,192	3,236	2,351	2,351	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/Planning is to provide administration and coordination of data systems that affect and support the entire County justice system. Besides Law and Justice Systems Development and Planning, the County Administrator's Office oversees 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 and Justice Systems Development

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	499,433	783,494	819,707	819,707	0
Services And Supplies	1,028,406	11,420,226	1,366,219	1,366,219	0
Fixed Assets	16,138	0	0	0	0
Expenditure Transfers	(237,858)	(43,227)	(232,069)	(232,069)	0
Expense Total	1,306,119	12,160,493	1,953,857	1,953,857	0
Revenue					
Other Local Revenue	140,324	351,493	163,857	163,857	0
Revenue Total	140,324	351,493	163,857	163,857	0
Net County Cost (NCC):	1,165,796	11,809,000	1,790,000	1,790,000	0
Allocated Positions (FTE)	5.0	5.0	5.0	5.0	0.0
Financial Indicators					
Salaries as % of Total Exp	38%	6%	42%	42%	
% Change in Total Exp		831%	(84%)	0%	
% Change in Total Rev		150%	(53%)	0%	
% Change in NCC		913%	(85%)	0%	
Compensation Information					
Permanent Salaries	308,659	482,951	520,377	520,377	0
Deferred Comp	3,205	6,420	7,440	7,440	0
FICA/Medicare	21,991	36,246	38,932	38,932	0
Ret Exp-Pre 97 Retirees	987	973	973	973	0
Retirement Expense	95,556	147,477	160,784	160,784	0
Employee Group Insurance	48,846	88,502	74,237	74,237	0
Retiree Health Insurance	10,034	10,173	10,034	10,034	0
OPEB Pre-Pay	7,275	7,275	4,317	4,317	0
Unemployment Insurance	688	241	261	261	0
Workers Comp Insurance	2,192	3,236	2,351	2,351	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), the Law & Justice Information System (LJIS), and the District Attorney case management system (Prosecutor by Karpel).

Law & Justice Systems Development Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$ 2,185,926	
Financing:	395,926	
Net County Cost:	1,790,000	
Funding Sources:		
Charges for Serv	7.5%	163,857
Misc Revenue	10.6%	232,069
General Fund	81.9%	1,790,000
FTE:	5.0	

Justice Systems Development/Planning

Law and Justice

Vehicle Theft Program

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Services And Supplies	898,741	2,299,108	1,000,000	1,000,000	0
Expense Total	898,741	2,299,108	1,000,000	1,000,000	0
Revenue					
State Assistance	1,065,735	1,000,000	1,000,000	1,000,000	0
Revenue Total	1,065,735	1,000,000	1,000,000	1,000,000	0
Net County Cost (NCC):	(166,995)	1,299,108	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		156%	(57%)	0%	
% Change in Total Rev		(6%)	0%	0%	
% Change in NCC		(878%)	(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), which is managed by the Office of the Sheriff.

Automated ID & Warrant Summary			
Service:			Discretionary
Level of Service:			Mandatory
Expenditures:			\$3,828,179
Financing:			1,166,179
Net Fund Cost:			2,662,000
Funding Sources:			
Fines & Forfeits	8.6%		\$ 328,534
Participant Fees	21.9%		837,645
Fund Balance	69.5%		2,662,000
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:	\$29,599,550	
Financing:	28,420,464	
Net Fund Cost:	1,179,086	
Funding Sources:		
Public Safety Realign	96.0%	\$28,420,464
Fund Balance	4.0%	1,179,086
Fund 115300 (2982)		

Justice Systems Development/Planning

Law and Justice

4. SLESF - Front Line Law Enforcement-City

Description: Within the County's Local Revenue Fund pursuant to AB 109 and AB 118, this account provides the pass-through of State Supplemental Law Enforcement funding to Contra Costa cities.

SLESF - Front Line Law Enforcement-City			
Service:			Discretionary
Level of Service:			Mandatory
Expenditures:			\$3,598,995
Financing:			3,598,995
Net Fund Cost:			0
Funding Sources:			
Misc Revenue	100.0%	\$	3,598,995
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:			\$9,898,739
Financing:			9,898,739
Net Fund Cost:			0
Funding Sources:			
Public Safety Realign	100.0%	\$	9,898,739
Fund 115300 (2981)			

6. Obscene Matter-Minors

Description: As provided by Section 311.12 of the Penal Code, fines collected from persons convicted of 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:			\$5,400
Financing:			400
Net Fund Cost:			5,000
Funding Sources:			
Fines & Forfeitures	7.4%	\$	400
Fund Balance	92.6%		5,000
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

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 planning and coordination of these systems is why the LJIS Unit exists, and under the auspices of the County Administrator's Office, in lieu of having the Justice Partners implement their own systems independently. The LJIS Manager, under the direction of the County Administrator and working with the Justice Partners, determines the priorities and sequencing of the projects.

Baseline Budget expenditures are reduced from the current year budget by \$11,316,902 due primarily to the removal of prior-year fund balance in the amount of \$10,019,000 from Law & Justice Systems Development and \$1,299,108 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.

The balance of the reduction results from a combination of adjustments:

- Salaries and benefits increases of \$36,200;

Justice Systems Development/Planning

Law and Justice

- Miscellaneous other adjustments that resulted in a net expense decrease of \$37,406.

The Recommended Budget is equivalent to the Baseline Budget.

Performance Measurement

Administrative

- Completed move to new office facility.
- Hired and trained two Programmer/Quality Assurance analysts.

Warrant Management System

- Completed contract negotiations and executed contract.
- Established business resumption plan for legacy warrant management system.
- Designed a web-based portal to restore capability of law enforcement agencies to access the Law and Justice Information System following a loss in functionality in the legacy warrant system.

District Attorney Case Management System

- Analyzed, researched, and resolved production issues; maintained system tables; supported interfaces; defined, designed, and tested bug fixes, enhancements, and reports for justice partners.
- Tested and upgraded District Attorney case management system to version 6.2.

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, designed work-around for failed gateway to the ACCJIN.

- ***Disposition Reporting*** - Analyzed and produced juvenile disposition reports.

Administrative and Program Goals

- Recruit, hire and train one additional Programmer/Quality Assurance analyst.
- Maintain business partner satisfaction through system support, consulting, and recommendations.
- Foster justice partner collaboration through technology.
- Maintain a safe work environment.

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

- Solicits bids and select replacement Probation case management system.

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.

Justice Systems Development/Planning
Law and Justice

Probation Department Summary

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	55,572,629	62,054,616	63,714,020	60,693,224	(3,020,796)
Services And Supplies	8,922,575	9,617,128	8,868,647	8,853,429	(15,218)
Other Charges	4,826,308	8,534,805	4,984,805	4,984,805	0
Expenditure Transfers	(292,274)	(218,123)	(92,765)	(92,765)	0
Expense Total	69,029,238	79,988,426	77,474,707	74,438,693	(3,036,014)
Revenue					
Other Local Revenue	15,771,467	18,664,437	15,599,669	15,599,669	0
Federal Assistance	1,639,751	1,432,762	1,900,000	1,900,000	0
State Assistance	11,211,898	13,200,216	12,939,024	12,939,024	0
Revenue Total	28,623,116	33,297,415	30,438,693	30,438,693	0
Net County Cost (NCC):	40,406,122	46,691,011	47,036,014	44,000,000	(3,036,014)
Allocated Positions (FTE)	366.5	367.5	367.5	345.5	(22.0)
Financial Indicators					
Salaries as % of Total Exp	81%	78%	82%	82%	
% Change in Total Exp		16%	(3%)	(4%)	
% Change in Total Rev		16%	(9%)	0%	
% Change in NCC		16%	1%	(6%)	
Compensation Information					
Permanent Salaries	24,056,094	28,786,969	29,943,652	28,443,487	(1,500,165)
Temporary Salaries	1,297,568	1,315,000	1,315,000	1,315,000	0
Permanent Overtime	2,823,593	811,000	811,000	811,000	0
Deferred Comp	173,303	257,580	289,036	244,036	(45,000)
Comp & SDI Recoveries	(295,686)	(47,000)	(47,000)	(47,000)	0
FICA/Medicare	672,118	656,648	673,423	672,823	(600)
Ret Exp-Pre 97 Retirees	189,632	180,717	183,313	183,313	0
Retirement Expense	18,321,183	21,873,499	21,225,574	20,201,620	(1,023,954)
Excess Retirement	74,871	147,028	147,028	147,028	0
Employee Group Insurance	3,438,095	4,599,510	4,892,480	4,533,336	(359,144)
Retiree Health Insurance	2,442,723	2,463,091	2,532,323	2,532,323	0
OPEB Pre-Pay	1,294,036	1,294,036	1,071,272	1,071,272	0
Unemployment Insurance	61,430	13,763	7,274	9,024	1,750
Workers Comp Insurance	1,616,189	311,799	1,314,327	1,220,644	(93,683)
Labor Received/Provided	(592,520)	(609,023)	(644,682)	(644,682)	0

Probation

Law and Justice

Department Description

The table on the preceding page 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	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	27,771,163	32,506,992	33,243,690	32,000,709	(1,242,981)
Services And Supplies	2,836,641	3,985,066	3,222,014	3,222,014	0
Other Charges	18,851	(40,195)	(40,195)	(40,195)	0
Expenditure Transfers	(540,583)	(365,125)	(225,092)	(225,092)	0
Expense Total	30,086,072	36,086,737	36,200,417	34,957,436	(1,242,981)
Revenue					
Other Local Revenue	9,365,497	11,341,228	9,877,039	9,877,039	0
Federal Assistance	1,064,056	432,762	1,200,000	1,200,000	0
State Assistance	891,439	1,252,398	765,397	765,397	0
Revenue Total	11,320,992	13,026,388	11,842,436	11,842,436	0
Net County Cost (NCC):	18,765,080	23,060,349	24,357,981	23,115,000	(1,242,981)
Allocated Positions (FTE)	182.0	183.0	183.0	177.0	(6.0)
Financial Indicators					
Salaries as % of Total Exp	92%	90%	92%	92%	
% Change in Total Exp		20%	0%	(3%)	
% Change in Total Rev		15%	(9%)	0%	
% Change in NCC		23%	6%	(5%)	
Compensation Information					
Permanent Salaries	12,197,378	15,066,527	15,672,640	15,028,035	(644,605)
Temporary Salaries	167,726	0	0	0	0
Permanent Overtime	221,281	75,000	75,000	75,000	0
Deferred Comp	70,628	116,520	133,656	117,456	(16,200)
Comp & SDI Recoveries	(26,211)	0	0	0	0
FICA/Medicare	317,452	379,975	379,085	378,485	(600)
Ret Exp-Pre 97 Retirees	95,720	92,717	95,313	95,313	0
Retirement Expense	9,204,962	11,327,876	10,978,891	10,551,594	(427,297)
Excess Retirement	28,477	0	0	0	0
Employee Group Insurance	1,718,029	2,249,868	2,379,687	2,266,342	(113,345)
Retiree Health Insurance	2,442,723	2,463,091	2,532,323	2,532,323	0
OPEB Pre-Pay	1,294,036	1,294,036	1,071,272	1,071,272	0
Unemployment Insurance	27,745	7,520	7,121	8,871	1,750
Workers Comp Insurance	722,437	164,790	685,289	642,605	(42,684)
Labor Received/Provided	(711,222)	(730,928)	(766,587)	(766,587)	0

Probation

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Probation Programs

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, prohibited person's relinquishment reports and assessment and recommendation reports for sentencing.
FTE: 11.0

- 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 3,200 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: 20.0

- d. **Sex Offender** - Probation staff supervise 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 previously resulted in prison sentences are also released from jail and placed on probation supervision. Those clients released from prison and jail after completing a term for violating their parole are also placed 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: 17.0

- f. **Pretrial** – 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 monitoring 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: 5.0

- 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 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. DPOs participate in and supervise offenders for the Mandatory Domestic Violence Court (MDVC) program. Additionally, Batterer's Intervention Programs are certified and monitored by one unit DPO with specialized training.
FTE: 8.0

i. DUI Enhanced Supervision Program – DUI supervision is a 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

2. Juvenile Field Services

Description: Probation staff provide juvenile delinquency investigations and reports to the Juvenile Court on approximately 2,000 matters annually. Deputy Probation Officers supervise a daily average of 700 juveniles on probation, providing informal supervision when appropriate, individualized controls, counseling, supervision, placement, and referral services to youth and their parents. Services are provided for detained youth and their families as they prepare to transition back into the community. Services are also provided to youth 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 2,000 intake and court investigations annually.
FTE: 10.0

c. Court Probation Officers – Deputy Probation Officers represent Probation in court hearings and provide appropriately related information on probation cases to the judges to assist in arriving at the appropriate disposition.
FTE: 5.0

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: 7.0

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 Non-minor 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 the Employment and Human Services Department.
FTE: 10.0

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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 partially funded through the Juvenile Justice Crime Prevention Act (JJCPA), and increases the presence of probation officers on school campuses throughout the County.
FTE: 11.0

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 for three Deputy Probation Officers is provided by the JJCPA.
FTE: 7.0

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. DPOs work collaboratively with the Reentry Services programs provided by the Contra Costa Office of Education, Bay Area Community Resources, and RYSE Youth Center.
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, data collection and quality assurance, 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:	\$35,182,528	
Financing:	12,067,528	
Net County Cost:	23,115,000	
Funding Sources:		
State	18.3%	\$6,439,659
AB109 Realignment	11.0%	3,872,096
Title IV-E	2.4%	850,000
Federal	1.9%	678,181
Transfers	0.6%	225,092
Charges for Service	0.0%	2,500
General Fund	65.7%	23,115,000
FTE:	177.0	

Juvenile Facilities Budget

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	27,801,466	29,547,625	30,470,330	28,692,515	(1,777,815)
Services And Supplies	3,632,057	2,740,370	2,465,633	2,450,415	(15,218)
Other Charges	10,200	0	0	0	0
Expenditure Transfers	248,310	147,002	132,327	132,327	0
Expense Total	31,692,032	32,434,997	33,068,290	31,275,257	(1,793,033)
Revenue					
Other Local Revenue	4,916,531	5,023,209	4,122,630	4,122,630	0
State Assistance	9,939,825	11,542,818	11,767,627	11,767,627	0
Revenue Total	14,856,356	16,566,027	15,890,257	15,890,257	0
Net County Cost (NCC):	16,835,676	15,868,970	17,178,033	15,385,000	(1,793,033)
Allocated Positions (FTE)	184.5	184.5	184.5	168.5	(16.0)
Financial Indicators					
Salaries as % of Total Exp	88%	91%	92%	92%	
% Change in Total Exp		2%	2%	(5%)	
% Change in Total Rev		12%	(4%)	0%	
% Change in NCC		(6%)	8%	(10%)	
Compensation Information					
Permanent Salaries	11,858,715	13,720,442	14,271,012	13,415,452	(855,560)
Temporary Salaries	1,129,842	1,315,000	1,315,000	1,315,000	0
Permanent Overtime	2,602,311	736,000	736,000	736,000	0
Deferred Comp	102,675	141,060	155,380	126,580	(28,800)
Comp & SDI Recoveries	(269,475)	(47,000)	(47,000)	(47,000)	0
FICA/Medicare	354,666	276,673	294,337	294,337	0
Ret Exp-Pre 97 Retirees	93,912	88,000	88,000	88,000	0
Retirement Expense	9,116,222	10,545,623	10,246,683	9,650,026	(596,657)
Excess Retirement	46,394	147,028	147,028	147,028	0
Employee Group Insurance	1,720,067	2,349,642	2,512,793	2,266,994	(245,799)
Unemployment Insurance	33,686	6,243	153	153	0
Workers Comp Insurance	893,752	147,008	629,038	578,039	(50,999)
Labor Received/Provided	118,701	121,905	121,905	121,905	0

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Juvenile Facilities Programs

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 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: 125.5

1. **Girls in Motion (GIM)** – GIM is a gender-specific, countywide effort for girls that provides 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)** – The OAYRF facility provides 100 beds for seriously delinquent boys committed by the courts. Approximately 120 youth are admitted annually for an average stay of six months.
FTE: 38.0

- 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:	\$31,275,257	
Financing:	15,890,257	
Net County Cost:	15,385,000	
Funding Sources:		
Federal	0.7%	\$232,331
State	50.1%	15,656,426
Misc Revenue	0.0%	1,500
General Fund	49.2%	15,385,000
FTE:	168.5	

Care of Court Wards Budget

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Services And Supplies	2,453,877	2,891,692	3,181,000	3,181,000	0
Other Charges	4,797,257	8,575,000	5,025,000	5,025,000	0
Expense Total	7,251,134	11,466,692	8,206,000	8,206,000	0
Revenue					
Other Local Revenue	1,489,439	2,300,000	1,600,000	1,600,000	0
Federal Assistance	575,695	1,000,000	700,000	700,000	0
State Assistance	380,634	405,000	406,000	406,000	0
Revenue Total	2,445,768	3,705,000	2,706,000	2,706,000	0
Net County Cost (NCC):	4,805,366	7,761,692	5,500,000	5,500,000	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		58%	(28%)	0%	
% Change in Total Rev		51%	(27%)	0%	
% Change in NCC		62%	(29%)	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 (STRTPs) 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:		\$8,206,000
Financing:		2,706,000
Net County Cost:		5,500,000
Funding Sources:		
Reimbursements	19.5%	\$1,600,000
Federal	8.5%	700,000
State	5.0%	406,000
General Fund	67.0%	5,500,000

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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 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:		\$4,880,523
Financing:		4,880,523
Net Fund Cost:		0
Funding Sources:		
State	100.0%	\$4,880,523

2. Probation Ward Welfare Fund

Description: Pursuant to Welfare and Institutions Code 873, provides for the 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:		\$136,337
Financing:		67,000
Net Fund Cost:		69,337
Funding Sources:		
Misc Revenue	49.1%	\$67,000
Fund Balance	50.9%	69,337

3. Community Corrections Performance Incentives Fund (CCPIF)

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 Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:		\$3,741,263
Financing:		4,573,373
Net Fund Cost:		(832,110)
Funding Sources:		
State	100.0%	\$4,573,373

CAO's Recommendation

The Probation Department's FY 2019-20 Recommended Budget decreases expenditure appropriations by \$5,549,733 or 6.9%. Additionally, the Department is anticipating decreases to estimated revenue by \$2,858,722 or 8.6%, resulting in a decrease in net County cost of \$2,691,011 or 5.8%.

The Department is anticipating a decrease in adult fines and fees due to pending State legislation which will eliminate those fees.

The Community Corrections Partnership has recommended funding increases for the AB109 programs operated by the Probation Department at the FY 2018-19 staffing levels.

The Recommended Budget includes a vacancy factor of \$1,466,389. A vacancy factor accounts for cost savings related to funded personnel vacancies occurring within the department during the fiscal year. In addition, the department will eliminate 22 vacant positions identified in the "Program Modification List". Elimination of these vacant positions will not have an impact on department operations.

Performance Measurement

1. Complete the Implementation of a Case Management System (CMS)

Probation continues to maintain the goal of obtaining a case management system. In collaboration with the County Department of Information Technology, efforts are being made to prepare a Request for Proposals and begin the process of finding an appropriate vendor.

2. 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. A pilot program of Core Correctional Practices is underway and the Department will begin using a data system to score the Risk Assessment tools.

3. 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.

4. Continued Operation of a Peer Support Program

The Contra Costa County Probation Department continues to offer a Peer Support Program to employees. 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. 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 help. The purpose of the Peer Support Program is to aid an employee during

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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.

5. 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.

6. Texting Communications

The Probation Department has partnered with Code for America to offer text communications between Adult Deputy Probation Officers and offenders. The pilot that is currently underway has proven to be effective in enhancing communication and reducing failures to report.

7. Housing

The Probation Department is working collaboratively with Health, Housing and Homeless (H3) to provide a flexible housing fund to probationers 18 years of age and up. A contract is also in place to house a youth returning to the community from the Department of Juvenile Justice.

Administrative and Program Goals

1. Implement Continuum of Care Reform (CCR)

Implementation efforts for CCR will occur in stages that began in January 2017 and will continue 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 groups 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 ensure their perspectives are incorporated throughout the duration of the case and is primary vehicle for collaboration on the assessment, case planning, and placement decisions.

2. Complete the Implementation of a Computerized Case Management System

3. Analyze All Programs for Enhancement Opportunities Presented by New Technology

In FY 2019-20, the Probation Department plans to hire an Administrative Services Assistant II. The primary role of this new position is to assist in the collection of data with the goal of ensuring Probation programs are effective. The new position will also work collaboratively with the Office and Reentry and Justice.

4. Continue to Develop Best Practices

As a standardized case management system comes on line, the Probation Department will use it to measure and validate programming.

5. Continue to Enhance the Department Juvenile Justice Crime Prevention Act and Youthful Offender Block Grant Consolidated Annual Plan

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FY 2019/20 **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	(69,480)	Increase Vacancy Factor - this will have a minimal impact on department operations.
2	4	Juvenile Hall	Increase Vacancy Factor	0.0	(162,832)	Increase Vacancy Factor - this will have a minimal impact on department operations.
3	8	Adult Investigation & Supervision	Decrease staff	(2.0)	(297,623)	Eliminate two Deputy Probation Officer positions. This will have a minimal impact on department operations.
4	13	Juvenile Investigation/ Supervision/ Special Services	Decrease staff	(4.0)	(756,528)	Eliminate four Deputy Probation Officer positions. This will result in higher caseload numbers.
5	14	Field Support Services	Decrease staff	(1.0)	(119,350)	Eliminate one clerical position. This will have a minimal impact on department operations.
6	4	Juvenile Hall	Decrease staff	(9.0)	(942,539)	Eliminate nine Juvenile Institution Officer positions. The population at the Juvenile Hall is historically low and we expect this will have a minimal impact on department operations. If the population increases, staffing will be reevaluated.

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Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
7	5	Orin Allen Youth Rehabilitation Facility	Decrease staff	(6.0)	(672,444)	Eliminate five Juvenile Institution Officer positions and one Deputy Probation Officer position. The population at the Ranch is historically low and we expect this will have a minimal impact on department operations. If the population increases, staffing will be reevaluated.
8	4	Juvenile Hall	Decrease operating expenses	0.0	(15,218)	Reduce funding for operating expenses will require additional operational efficiencies but we expect this will have minimal impact on department operations.
			Total	(22.0)	(3,036,014)	

Public Defender Summary

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	23,005,180	25,098,188	27,138,222	27,505,652	367,430
Services And Supplies	3,281,164	3,249,890	3,592,613	3,627,624	35,011
Other Charges	15	0	0	0	0
Expenditure Transfers	(178,722)	(435,854)	(17,159)	(17,159)	0
Expense Total	26,107,637	27,912,224	30,713,676	31,116,117	402,441
Revenue					
Other Local Revenue	2,954,294	3,498,343	4,098,664	4,501,105	402,441
Federal Assistance	164,934	180,412	20,878	20,878	0
State Assistance	67,591	52,979	52,134	52,134	0
Revenue Total	3,186,818	3,731,734	4,171,676	4,574,117	402,441
Net County Cost (NCC):	22,920,819	24,180,490	26,542,000	26,542,000	0
Allocated Positions (FTE)	115.3	137.1	137.1	138.1	1.0
Financial Indicators					
Salaries as % of Total Exp	88%	90%	88%	88%	
% Change in Total Exp		7%	10%	1%	
% Change in Total Rev		17%	12%	10%	
% Change in NCC		5%	10%	0%	
Compensation Information					
Permanent Salaries	13,903,505	15,279,978	17,313,287	17,680,717	367,430
Temporary Salaries	1,235,962	1,126,775	329,000	329,000	0
Permanent Overtime	2,528	0	0	0	0
Deferred Comp	128,140	132,096	167,221	167,221	0
Comp & SDI Recoveries	(30,918)	0	0	0	0
FICA/Medicare	1,028,879	1,018,275	1,168,957	1,168,957	0
Ret Exp-Pre 97 Retirees	45,946	52,543	52,543	52,543	0
Retirement Expense	4,422,298	4,825,578	5,308,628	5,308,628	0
Excess Retirement	30,584	23,677	23,677	23,677	0
Employee Group Insurance	1,309,243	1,741,575	1,779,996	1,779,996	0
Retiree Health Insurance	546,182	550,416	573,748	573,748	0
OPEB Pre-Pay	217,825	217,825	234,551	234,551	0
Unemployment Insurance	33,600	21,994	8,803	8,803	0
Workers Comp Insurance	131,407	107,454	177,812	177,812	0

Public Defender

Law and Justice

Department Description

1. Administration

Description: Provides management, administrative support, and oversight of all Departmental functions.

FTE: 9.0

Administration Summary	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$4,387,955
Financing:	0
Net Fund Cost:	4,387,955
FTE: 9.0	

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:	\$1,906,911
Financing:	0
Net Fund Cost:	1,906,911
FTE: 13.0	

3. Criminal Defense

Description: Provides mandated legal representation, advice and investigative services to indigent adults and juveniles charged with criminal offenses.

FTE: 77.6

Criminal Defense Summary

Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$16,996,218
Financing:	999,574
Net Fund Cost:	15,996,644
FTE: 77.6	

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: 16.0

Alternate Defender Summary

Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$4,250,489
Financing:	0
Net Fund Cost:	4,250,489
FTE: 16.0	

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: 22.5

- 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 (Arraignment 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 number 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:		\$31,133,276
Financing:		4,591,276
Net County Cost:		26,542,000
Funding Sources:		
Public Safety Realignmt	11.9%	\$3,720,105
Grants & Donations	2.5%	781,000
Intergov Revenue	0.2%	73,012
Transfers	0.1%	17,159
General Fund	85.3%	26,542,000
FTE:	138.1	

AB 109 Program Summary	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$3,720,105
Financing:	3,720,105
Net Fund Cost:	0
FTE:	22.5

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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). This information is provided for illustrative purposes only and is part of the Public Safety Realignment budget shown on Page 427.

Public Safety Realignment Local Revenue Fund (AB 109) Public Defender Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:		\$360,945
Financing:		360,945
Net Fund Cost:		0
Funding Sources:		
Intergov Revenue	100.0%	\$360,945

CAO's Recommendation

The Public Defender's FY 2019-20 Recommended Budget increases expenditure appropriations by \$3,203,893 or 11.5%, and increases estimated revenue by \$842,383 or 22.6%, resulting in an increase in net County cost of \$2,361,510 or 9.8% over the FY 2018-19 Budget.

The increase in expenditure appropriations are due to projected salary and benefit increases for existing positions and the net increase of one (1.0) position. A listing of position changes is outlined in the Program Modification List at the end of this section.

The increases in estimated revenue is primarily due to a \$591,662 increase in Public Safety Realignment revenue related to AB 109 and Post-Release Community Supervision (PRCS) operations.

The Recommended Budget includes additional public safety realignment revenue authorized by the Community Corrections Partnership (CCP) for existing positions and operating costs for existing programs. The CCP also recommended funding an additional Deputy Public Defender and Legal Assistant for the Failure to Appear (FTA) Reduction program which were previously funded through a grant program. Additionally, the Public Protection Committee has recommended funding two (2.0) full-time Social Workers to assist individuals with pretrial release and reentry support needs. The cost for the additional positions and operating expenses total \$402,441 and is 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

Launched Stand Together Contra Costa

On March 1, 2019, Stand Together Contra Costa will celebrate our one-year launch anniversary. During this fiscal year, we have continued our partnerships with Catholic Charities of the East Bay, Monument Impact, Jewish Family and Community Services, Faith in Action – East Bay, Bay Area Community Resources (formerly "OCO"), and the International Institute of the Bay Area. Our rapid response hotline, community education, and due process services have all been in continuous operation since launch. We are on pace to meet or exceed our project deliverables during FY 2019-20. We have hosted 64 events throughout Contra Costa County during this fiscal year, spread throughout our three community hubs (East County, Central County, and West County). Events include workshops, presentations, and trainings, and usually include free legal consultations. In addition to the 64 events that we have hosted, we have presented or tabled at 55 additional events put on by schools or other partnering organizations throughout the county. Our legal services staff have completed 594 legal consultations and are on pace to significantly

exceed our deliverables target. In addition to these consultations, our legal team has provided direct representation to immigrants in 62 cases so far during this fiscal year. Our website can be found at www.standtogethercontracosta.org.

In addition to being on pace to exceed our project deliverables this year, STCC was able to work closely with county and local CBOs to address several challenges. For example, STCC played an instrumental role in the transition process resulting from the termination of the ICE contract at West County Detention Facility. Once the ending of the ICE contract was announced, the Sheriff's Office and the Office of the Public Defender coordinated closely to facilitate increased access to legal due process screenings for detainees and their families before they were transferred to other facilities throughout the country. In addition, the responsiveness and trust that the county has built with immigrant families by virtue of Stand Together Contra Costa was leveraged when the county was faced with the proposed changes to the federal "public charge" definition. STCC was able to quickly partner with Contra Costa Health Services, EHSD, and the Community Clinic Consortium to engage in a rapidly mobilized public education campaign targeted toward immigrant families in Contra Costa. Finally, in the coming months we anticipate that we will begin to add census education as an integral part of our events and workshops.

Begin Youthful Offender Parole Hearings (YOPH); investigate and collect mitigation evidence for upcoming hearings

Due to recent changes in the law, the Public Defender's Office now provides specialized representation to individuals serving prison terms who are eligible for early parole under Youth Offender Parole (YOP) statutes. The YOP team currently consists of a senior full-time attorney and mitigation investigator, with assistance when available from legal assistants and seasonal in-house social work interns. These cases are highly complex and often require the use of outside forensic experts as part of the defense team. As the clients are housed in facilities throughout the state, communicating with the clients is a time-intensive endeavor.

The team's work involves visiting the clients, collecting records, speaking to family and other contacts, developing mitigation, preparing reports for the court and the Department of Corrections, and litigating the cases in court. During the 2018-19 fiscal year, the team contacted all 385 inmates committed from Contra Costa County eligible for YOP and is currently representing 223 of those inmates.

Manage new, expanded bail hearings required by the Humphrey decision

In 2018, the First District Court of Appeal issued a decision in the case of *In re Humphrey*. The ruling fundamentally altered the way courts approach bail determinations in criminal cases. Based on the due process and equal protection clauses of the state and federal constitutions, the Humphrey case ruled that judges must make an individualized determination of a defendant's ability to pay cash bail rather than rely on bail schedules and inquire into whether "less restrictive alternatives to detention" could adequately protect the public. The Humphrey Court recognized that the right to pre-trial release on affordable bail rose to the level of a "fundamental constitutional right."

To uphold and protect the constitutional rights of our clients, the Humphrey decision required the Department to conduct new and expanded bail hearings for clients who are detained in custody on a pre-trial basis. Accordingly, the Department has staffed two full-time attorneys in a newly created bail unit. The bail unit also draws on the resources of the Department's legal assistants and social worker to assist in effectively representing clients.

Over the course of 2018, the bail unit filed motions contesting the pre-trial detention of over 575 clients. The unit conducted bail hearings for over 450 of those clients. For cases that proceeded to hearing, the bail unit's success rate exceeded 55%. In other words, more than half of the clients on whose behalf we litigated bail issues were able to secure pre-trial release or were able to take advantage of early, beneficial resolutions to their cases.

Public Defender

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While the legal landscape surrounding bail is ever-changing (the California Supreme Court is in the process of reviewing the scope of the Humphrey decision and SB 10 is in the process of being implemented), there is no question that courts will need to continue to make detention and bail decisions on an individualized basis. This, in turn, requires the Department to effectively represent clients in bail hearings and provide adequate staffing and resources to our bail unit.

Oversee the design and launch of the juvenile office at the Walnut Creek courthouse

This project is taking longer than originally anticipated. While much progress has been made on design and plans for building out the space, we now expect to launch our new juvenile office in the coming fiscal year.

Administrative and Program Goals

- Provide Leadership in designing and implementing Mental Health Diversion under AB 1810
- Launch the new Public Defender Holistic Juvenile Defense Office in Walnut Creek
- Address the new pretrial detention hearing process and requirements under California Supreme Court's Humphrey Decision
- Address the new obligations to provide representation for former clients eligible for resentencing under SB 1437 (revision of the felony murder rule)
- Participate in the design and implementation of a Capstone Project to reduce racial and ethnic disparities in juvenile justice

Public Defender
Law and Justice

FY 2019-20
Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	3	Criminal Defense	Salaries and Benefits	(1.0)	(137,266)	Eliminate a half-time Deputy Public Defender and a half-time Legal Assistant due to reduced grant funding.
2	3	Criminal Defense	Grant Revenue	0	(137,266)	Reduce MERP grant funding.
3	3	Criminal Defense	Salaries and Benefits	(2.0)	(175,434)	Eliminate one Deputy Public Defender and one Legal Assistant for the Failure to Appear (FTA) Program due to reduced DOJ grant funding. This will have no impact on the department as these positions will be funded by AB 109.
4	3	Criminal Defense	Grant Revenue	0	(175,434)	Lost DOJ grant funding. This will have no impact on the department as these positions will be funded by AB 109.
5	4	AB 109 Public Safety Realignment	Salaries and Benefits	2.0	175,434	Fund one Deputy Public Defender and one Legal Assistant for the Failure to Appear (FTA) Program lost from DOJ grant (AB 109 funding).
6	4	AB 109 Public Safety Realignment	Salaries and Benefits and operating costs	2.0	227,007	Add two Social Worker positions to provide client support as recommended by the Public Protection Committee (AB 109).
7	4	AB 109 Public Safety Realignment	AB 109 Revenue	0.0	402,441	Increase in operating expense fully offset by additional AB 109 funding recommended by the Community Corrections Partnership and the Public Protection Committee.
			Total	1.0	0	

Public Safety Realignment

Law and Justice

Public Safety Realignment Summary

2011 Local Revenue Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Expenditure Transfers	163,857,264	176,285,496	184,644,028	184,644,028	0
Expense Total	163,857,264	176,285,496	184,644,028	184,644,028	0
Revenue					
Other Local Revenue	385,803	1,500,000	0	0	0
State Assistance	164,615,065	173,095,145	183,464,942	183,464,942	0
Revenue Total	165,000,868	174,595,145	183,464,942	183,464,942	0
Net County Cost (NCC):	(1,143,603)	1,690,351	1,179,086	1,179,086	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		8%	5%	0%	
% Change in Total Rev		6%	5%	0%	
% Change in NCC		(248%)	(30%)	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 and Justice

Law Enforcement Services Summary

Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$61,827,242
Financing:	60,648,156
Net Fund Cost:	1,179,086
Funding Sources:	
State Aid	
Realignment	98.1% \$60,648,156
Fund Balance	1.9% 1,179,086

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

Support Services Summary

Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$122,816,786
Financing:	122,816,786
Net Fund Cost:	0
Funding Sources:	
State Aid	
Realignment	100.0% \$122,816,786

CAO's Recommendation

The FY 2019-20 Recommended Budget projects a countywide allocation of \$183,464,942 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. In addition, the Recommended Budget includes \$1,179,086 in one-time fund balance appropriated for various services.

The Recommended Budget represents a \$8,869,797 or 5.1%, increase from the FY 2018-19 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.

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 and 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	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	203,649,788	211,605,283	217,689,248	217,689,248	0
Services And Supplies	23,502,434	22,191,088	20,956,793	20,956,793	0
Other Charges	431,075	1,220,469	1,218,059	1,218,059	0
Fixed Assets	1,680,480	3,336,226	3,184,976	3,184,976	0
Expenditure Transfers	3,656,910	3,749,535	3,798,134	3,798,134	0
Expense Total	232,920,688	242,102,602	246,847,210	246,847,210	0
Revenue					
Other Local Revenue	67,206,731	73,795,018	73,818,007	73,818,007	0
Federal Assistance	7,448,530	6,896,878	1,504,939	1,504,939	0
State Assistance	70,969,034	70,806,264	73,799,264	73,799,264	0
Revenue Total	145,624,294	151,498,160	149,122,210	149,122,210	0
Net County Cost (NCC):	87,296,394	90,604,442	97,725,000	97,725,000	0
Allocated Positions (FTE)					
	1038.5	1035.5	1035.5	1035.5	0.0
Financial Indicators					
Salaries as % of Total Exp	87%	87%	88%	88%	
% Change in Total Exp		4%	2%	0%	
% Change in Total Rev		4%	(2%)	0%	
% Change in NCC		4%	8%	0%	
Compensation Information					
Permanent Salaries	90,425,972	98,236,175	105,079,897	105,079,897	0
Temporary Salaries	1,616,308	1,567,061	1,567,061	1,567,061	0
Permanent Overtime	16,387,685	11,402,738	10,262,653	10,262,653	0
Deferred Comp	126,899	263,040	293,940	293,940	0
Comp & SDI Recoveries	(518,463)	(464,000)	(464,000)	(464,000)	0
FICA/Medicare	3,188,365	3,122,846	3,256,163	3,256,163	0
Ret Exp-Pre 97 Retirees	638,331	697,816	697,816	697,816	0
Retirement Expense	61,899,625	66,328,074	66,910,930	66,910,930	0
Excess Retirement	39,183	0	0	0	0
Employee Group Insurance	12,772,416	13,563,577	14,481,375	14,481,375	0
Retiree Health Insurance	8,739,956	8,951,926	8,746,780	8,746,780	0
OPEB Pre-Pay	2,818,517	2,818,517	3,828,405	3,828,405	0
Unemployment Insurance	237,616	35,035	43,881	43,881	0
Workers Comp Insurance	5,277,379	5,082,477	2,984,347	2,984,347	0

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	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	107,210,443	108,855,055	112,560,454	112,560,454	0
Services And Supplies	11,691,755	11,235,878	10,939,209	10,939,209	0
Other Charges	408,472	955,017	952,607	952,607	0
Fixed Assets	1,222,573	1,969,852	1,924,602	1,924,602	0
Expenditure Transfers	3,619,400	3,251,583	3,411,055	3,411,055	0
Expense Total	124,152,643	126,267,385	129,787,927	129,787,927	0
Revenue					
Other Local Revenue	37,429,117	39,332,802	40,327,819	40,327,819	0
Federal Assistance	849,451	2,329,598	1,370,939	1,370,939	0
State Assistance	39,775,664	39,537,169	41,162,169	41,162,169	0
Revenue Total	78,054,232	81,199,569	82,860,927	82,860,927	0
Net County Cost (NCC):	46,098,410	45,067,817	46,927,000	46,927,000	0
Allocated Positions (FTE)	503.5	502.5	502.5	502.5	0.0
Financial Indicators					
Salaries as % of Total Exp	86%	86%	87%	87%	
% Change in Total Exp		2%	3%	0%	
% Change in Total Rev		4%	2%	0%	
% Change in NCC		(2%)	4%	0%	
Compensation Information					
Permanent Salaries	46,854,310	48,938,192	51,991,031	51,991,031	0
Temporary Salaries	1,048,836	1,045,187	1,045,187	1,045,187	0
Permanent Overtime	6,479,506	4,902,714	4,862,629	4,862,629	0
Deferred Comp	88,637	154,980	182,340	182,340	0
Comp & SDI Recoveries	(149,869)	(457,000)	(457,000)	(457,000)	0
FICA/Medicare	1,833,961	1,802,579	1,899,860	1,899,860	0
Ret Exp-Pre 97 Retirees	316,752	376,090	376,090	376,090	0
Retirement Expense	30,164,499	31,364,177	31,620,009	31,620,009	0
Excess Retirement	39,183	0	0	0	0
Employee Group Insurance	6,309,861	6,504,010	7,048,741	7,048,741	0
Retiree Health Insurance	8,739,956	8,951,926	8,746,780	8,746,780	0
OPEB Pre-Pay	2,818,517	2,818,517	3,828,405	3,828,405	0
Unemployment Insurance	119,262	13,158	17,078	17,078	0
Workers Comp Insurance	2,547,032	2,440,524	1,399,305	1,399,305	0

Sheriff-Coroner

Law and Justice

Description: Supports the basic law enforcement functions of the Sheriff's Office: patrol, investigations, criminalistics, communications, support services and administrative control.

1. Administrative Services Bureau

Description: Provides leadership and management of the department, including general administration, personnel matters, budgetary control, enforcement of operational standards, training and internal affairs.

FTE: 57.0

Administrative Services Bureau Summary

Service:	Discretionary
Level of Service:	Discretionary
Expenditures:	\$27,810,326
Financing:	1,697,980
Net County Cost:	26,112,346

FTE: 57.0

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 \$39,608,930 related to Proposition 172 sales tax revenue for use in the Field Operations Bureau.

FTE: 225.0

(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:	\$54,499,549
Financing:	68,697,976
Net County Cost:	(14,198,427)

FTE: 225.0

- 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:	\$13,552,791
Financing:	1,523,610
Net County Cost:	12,029,181
FTE:	55.0

of physical evidence and for the examination of crime scenes for the collection and reservation of evidence in criminal cases.

(2) The Controlled Substance Analysis/Drug, Alcohol and Toxicology Unit has three major functions: the analysis of controlled substances seized by law enforcement officers; the analysis of blood, breath, and urine samples for the presence of alcohol 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:	\$15,655,861
Financing:	7,457,125
Net County Cost:	8,198,736
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 Criminalistics Laboratory 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

- 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: \$130,888,163
Financing: 83,961,163
Net County Cost: 46,927,000

Funding Sources:

Sales Tax	30.3%	\$39,608,930
Charges for Serv	21.0%	27,432,985
Reimbursements	9.2%	12,018,693
State Aid	1.2%	1,553,239
Federal Aid	1.0%	1,370,939
Transfers	0.8%	1,100,236
Misc. Revenue	0.5%	694,641
Fines/Forfeitures	0.1%	150,000
Licenses & Permits	0.0%	31,500
General Fund	35.9%	46,927,000

FTE: 502.5

Technical Services Division

Service: Mandatory
Level of Service: Discretionary

Expenditures: \$19,369,636
Financing: 4,584,472
Net County Cost: 14,785,164

FTE: 101.0

Sheriff Contract Services Budget

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	18,875,883	20,653,914	21,852,226	21,852,226	0
Services And Supplies	161,107	189,845	189,812	189,812	0
Other Charges	829	0	0	0	0
Fixed Assets	0	9,162	9,162	9,162	0
Expenditure Transfers	(795,196)	(521,952)	(613,829)	(613,829)	0
Expense Total	18,242,624	20,330,969	21,437,371	21,437,371	0
Revenue					
Other Local Revenue	19,309,376	20,330,969	21,437,371	21,437,371	0
Revenue Total	19,309,376	20,330,969	21,437,371	21,437,371	0
Net County Cost (NCC):	(1,066,752)	0	0	0	0
Allocated Positions (FTE)	119.0	120.0	120.0	120.0	0.0
Financial Indicators					
Salaries as % of Total Exp	103%	102%	102%	102%	
% Change in Total Exp		11%	5%	0%	
% Change in Total Rev		5%	5%	0%	
% Change in NCC		(100%)	(100%)	0%	
Compensation Information					
Permanent Salaries	8,971,365	10,060,632	11,102,034	11,102,034	0
Temporary Salaries	406,719	230,000	230,000	230,000	0
Permanent Overtime	1,050,570	828,527	828,527	828,527	0
Deferred Comp	1,365	24,900	37,020	37,020	0
Comp & SDI Recoveries	(50,596)	(7,000)	(7,000)	(7,000)	0
FICA/Medicare	283,635	255,005	289,391	289,391	0
Ret Exp-Pre 97 Retirees	65,148	56,500	56,500	56,500	0
Retirement Expense	6,252,241	7,158,281	7,307,057	7,307,057	0
Employee Group Insurance	1,345,178	1,494,914	1,671,547	1,671,547	0
Unemployment Insurance	23,111	5,074	5,619	5,619	0
Workers Comp Insurance	527,146	547,080	331,531	331,531	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: 86.0

Court Security Services	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$16,716,359
Financing:	16,716,359
Net County Cost:	0
FTE:	86.0

Facility Security Contracts	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$5,422,571
Financing:	5,422,571
Net County Cost:	0
FTE:	34.0

Sheriff Contract Services Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$22,138,930
Financing:		22,138,930
Net County Cost:		0
Funding Sources:		
Reimbursements	75.5%	\$16,716,359
Charges for Serv	21.3%	4,721,012
Transfers	3.2%	701,559
FTE:		120.0

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	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	71,241,797	75,995,848	77,089,955	77,089,955	0
Services And Supplies	8,714,496	7,669,240	6,797,796	6,797,796	0
Other Charges	19,704	166,415	166,415	166,415	0
Fixed Assets	52,494	517,047	411,047	411,047	0
Expenditure Transfers	469,826	625,712	654,851	654,851	0
Expense Total	80,498,318	84,974,262	85,120,064	85,120,064	0
Revenue					
Other Local Revenue	8,739,101	12,289,982	10,261,474	10,261,474	0
Federal Assistance	6,422,866	4,517,280	84,000	84,000	0
State Assistance	29,720,331	29,969,590	31,337,590	31,337,590	0
Revenue Total	44,882,298	46,776,852	41,683,064	41,683,064	0
Net County Cost (NCC):	35,616,020	38,197,410	43,437,000	43,437,000	0
Allocated Positions (FTE)	391.0	388.0	388.0	388.0	0.0
Financial Indicators					
Salaries as % of Total Exp	89%	89%	91%	91%	
% Change in Total Exp		6%	0%	0%	
% Change in Total Rev		4%	(11%)	0%	
% Change in NCC		7%	14%	0%	
Compensation Information					
Permanent Salaries	31,901,799	36,367,183	38,997,233	38,997,233	0
Temporary Salaries	124,049	236,500	236,500	236,500	0
Permanent Overtime	8,201,727	5,193,373	4,093,373	4,093,373	0
Deferred Comp	27,282	70,980	62,100	62,100	0
Comp & SDI Recoveries	(317,651)	0	0	0	0
FICA/Medicare	978,532	976,434	974,287	974,287	0
Ret Exp-Pre 97 Retirees	235,334	238,150	238,150	238,150	0
Retirement Expense	23,226,538	25,748,328	25,941,584	25,941,584	0
Employee Group Insurance	4,731,490	5,194,566	5,354,356	5,354,356	0
Unemployment Insurance	87,727	15,362	19,678	19,678	0
Workers Comp Insurance	2,044,971	1,954,973	1,172,694	1,172,694	0

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:	\$30,291,984
Financing:	148,004
Net County Cost:	30,143,980
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: 131.0

West County Detention Facility Summary	
Service:	Mandatory
Level of Service:	Mandatory
Expenditures:	\$26,524,788
Financing:	61,272
Net County Cost:	26,463,516
FTE:	131.0

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:	\$5,488,110
Financing:	1,500
Net County Cost:	5,486,610
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: 23.0

Custody Alternative Facility Summary	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$4,542,219
Financing:	450,000
Net County Cost:	4,092,219
FTE: 23.0	

AB 109 Program Summary	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$8,945,148
Financing:	8,945,148
Net County Cost:	0
FTE: 31.0	

5. Custody Services Administration

Description: Provides inmate classification and other detention management services. The Custody Services Administration budget includes estimated revenue of \$31,053,975 related to Proposition 172 sales tax revenue for use in the Custody Services Bureau, including all adult detention facilities.

FTE: 15.0

Custody Services Administration Summary	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$3,498,579
Financing:	32,171,416
Net County Cost:	(28,672,837)
FTE: 15.0	

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: 31.0

7. Detention Transportation

Description: Provides inmate transportation between detention facilities and the Courts.

FTE: 24.0

Detention Transportation Summary	
Service:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$5,927,013
Financing:	3,500
Net County Cost:	5,923,513
FTE: 24.0	

Custody Services Bureau Summary		
Service:	Mandatory	
Level of Service:	Mandatory	
Expenditures:	\$85,217,840	
Financing:	41,780,840	
Net County Cost:	43,437,000	
Funding Sources:		
Sales Tax	36.4%	\$31,053,975
Reimbursements	11.1%	9,448,474
Charges for Serv	0.9%	807,000
State Aid	0.3%	283,615
Transfers	0.1%	97,776
Federal Revenue	0.1%	84,000
Misc. Revenue	0.0%	6,000
General Fund	51.0%	43,437,000
FTE: 388.0		

Sheriff-Coroner

Law and Justice

Coroner Budget

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	2,329,189	2,250,189	2,340,613	2,340,613	0
Services And Supplies	1,050,435	995,476	992,527	992,527	0
Other Charges	183	0	0	0	0
Expenditure Transfers	49,609	52,832	52,860	52,860	0
Expense Total	3,429,417	3,298,496	3,386,000	3,386,000	0
Revenue					
Other Local Revenue	200,344	185,000	185,000	185,000	0
Revenue Total	200,344	185,000	185,000	185,000	0
Net County Cost (NCC):	3,229,073	3,113,496	3,201,000	3,201,000	0
Allocated Positions (FTE)	9.0	9.0	9.0	9.0	0.0
Financial Indicators					
Salaries as % of Total Exp	68%	68%	69%	69%	
% Change in Total Exp		(4%)	3%	0%	
% Change in Total Rev		(8%)	0%	0%	
% Change in NCC		(4%)	3%	0%	
Compensation Information					
Permanent Salaries	1,009,761	1,035,578	1,113,197	1,113,197	0
Temporary Salaries	4,536	27,374	27,374	27,374	0
Permanent Overtime	176,463	94,500	94,500	94,500	0
Deferred Comp	440	480	0	0	0
Comp & SDI Recoveries	(347)	0	0	0	0
FICA/Medicare	20,613	18,751	20,106	20,106	0
Ret Exp-Pre 97 Retirees	9,621	6,200	6,200	6,200	0
Retirement Expense	900,864	853,767	884,387	884,387	0
Employee Group Insurance	144,503	157,630	161,252	161,252	0
Unemployment Insurance	2,634	521	561	561	0
Workers Comp Insurance	60,101	55,389	33,036	33,036	0

Description: Determines the cause of death, specifically in the area of homicide, suicide, accidental and unexplained natural deaths. Coroner's deputies are on duty 24 hours a day, 7 days a week, and remove the deceased from place of death. A fee is in effect for the removal of deceased persons. This division has very little flexibility in reducing personnel expenditures and maintaining an around-the-clock presence. The Coroner is responsible for the operation of the County Morgue, the functions of which are mandated by state law.

FTE: 9.0

Coroner Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$3,386,000	
Financing:	185,000	
Net County Cost:	3,201,000	
Funding Sources:		
Removal Fee/Reports	4.6%	\$155,000
Misc. Revenue	0.9%	30,000
General Fund	94.5%	3,201,000
FTE:	9.0	

Sheriff-Coroner

Law and Justice

Office of Emergency Services Budget

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	3,992,476	3,850,278	3,846,000	3,846,000	0
Services And Supplies	1,884,641	2,100,648	2,037,449	2,037,449	0
Other Charges	1,886	99,037	99,037	99,037	0
Fixed Assets	405,413	840,165	840,165	840,165	0
Expenditure Transfers	313,270	341,360	293,197	293,197	0
Expense Total	6,597,686	7,231,489	7,115,848	7,115,848	0
Revenue					
Other Local Revenue	1,528,793	1,656,265	1,606,343	1,606,343	0
Federal Assistance	176,212	50,000	50,000	50,000	0
State Assistance	1,473,038	1,299,505	1,299,505	1,299,505	0
Revenue Total	3,178,044	3,005,770	2,955,848	2,955,848	0
Net County Cost (NCC):	3,419,642	4,225,719	4,160,000	4,160,000	0
Allocated Positions (FTE)	16.0	16.0	16.0	16.0	0.0
Financial Indicators					
Salaries as % of Total Exp	61%	53%	54%	54%	
% Change in Total Exp		10%	(2%)	0%	
% Change in Total Rev		(5%)	(2%)	0%	
% Change in NCC		24%	(2%)	0%	
Compensation Information					
Permanent Salaries	1,688,737	1,834,589	1,876,401	1,876,401	0
Temporary Salaries	32,168	28,000	28,000	28,000	0
Permanent Overtime	479,418	383,624	383,624	383,624	0
Deferred Comp	9,175	11,700	12,480	12,480	0
FICA/Medicare	71,623	70,078	72,520	72,520	0
Ret Exp-Pre 97 Retirees	11,476	20,876	20,876	20,876	0
Retirement Expense	1,355,484	1,203,522	1,157,894	1,157,894	0
Employee Group Insurance	241,384	212,458	245,480	245,480	0
Unemployment Insurance	4,882	920	944	944	0
Workers Comp Insurance	98,130	84,511	47,782	47,782	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

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:	\$1,269,706
Financing:	32,500
Net County Cost:	1,237,206
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:	\$2,778,535
Financing:	215,000
Net County Cost:	2,563,535
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:	\$1,338,843
Financing:	1,338,843
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

Sheriff-Coroner

Law and Justice

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:		\$7,115,848
Financing:		2,955,848
Net County Cost:		4,160,000
Funding Sources:		
Intergovernmental	22.0%	\$1,565,505
Charges for Serv	19.1%	1,358,843
Misc. Revenue	0.4%	31,500
General Fund	58.5%	4,160,000
FTE: 16.0		

Miscellaneous Programs (Non-General Fund)

1. Central Identification Bureau

Description: Provides for operation of the statewide Automated Fingerprint Identification System (AFIS) for all law enforcement agencies in the County. Monies budgeted in this fund will be spent pursuant to direction of the Random Access Network Board.

Central Identification Bureau Summary			
Service:		Discretionary	
Level of Service:		Mandatory	
Expenditures:		\$2,437,000	
Financing:		2,437,000	
Net Fund Cost:		0	
Funding Sources:			
Intergovernmental	90.3%	\$2,200,000	
Misc. Revenue	8.2%	201,000	
Use of Money	1.5%	36,000	

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:		\$22,000	
Financing:		22,000	
Net Fund Cost:		0	
Funding Sources:			
General Fines	95.5%	\$21,000	
Use of Money	4.5%	1,000	

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:		\$77,000	
Financing:		77,000	
Net Fund Cost:		0	
Funding Sources:			
Intergovernmental	93.5%	\$72,000	
Use of Money	6.5%	5,000	

4. County 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 Capital Projects Summary			
Service:		Discretionary	
Level of Service:		Discretionary	
Expenditures:		\$173,000	
Financing:		173,000	
Net Fund Cost:		0	
Funding Sources:			
Transfers	92.5%	\$160,000	
Use of Money	7.9%	12,000	
Charges for Serv	0.6%	1,000	

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5. 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:	\$100,000	
Financing:	108,000	
Net Fund Cost:	0	
Funding Sources:		
Seizures	94.4%	\$102,000
Use of Money	5.6%	6,000

6. 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:	\$1,428,000	
Financing:	1,341,000	
Net Fund Cost:	87,000	
Funding Sources:		
Miscellaneous	91.5%	\$1,306,000
Charges for Svc	2.4%	34,000
Use of Money	0.1%	1,000
Fund Balance	6.1%	87,000
FTE:	6.0	

7. Supplemental Law Enforcement Services Funds (SLESF) – Front Line Enforcement and Jail Operations

Description: As provided by AB 3229 (Chapter 134, Statutes of 1996), the State supplements otherwise available funding for local public safety services (COPS). These funds are used for jail operations and enhancement of Patrol Division services including the Air Support Unit. SLESF is now subsumed under the County's Local Revenue Fund pursuant to AB 109 Public Safety Realignment.

SLESF-Front Line Enforcement and Jail Operations Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$917,000	
Financing:	917,000	
Net Fund Cost:	0	
Funding Sources:		
Public Safety Realignment	100.0%	\$917,000

8. 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:		\$15,000
Financing:		15,000
Net Fund Cost:		0
Funding Sources:		
Fines	74.0%	\$11,095
Charges for Svc	20.2%	3,025
Use of Money	5.9%	880

9. 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:		\$16,046,724
Financing:		16,046,724
Net Fund Cost:		0
Funding Sources:		
Public Safety Realignment	100.0%	\$16,046,724

Sheriff-Coroner

Law and Justice

Law Enforcement Training Center Enterprise Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	1,641,818	1,919,440	1,973,307	1,973,307	0
Services And Supplies	174,868	296,180	297,874	297,874	0
Other Charges	228,575	197,779	167,503	167,503	0
Expenditure Transfers	150,638	52,698	67,695	67,695	0
Expense Total	2,195,900	2,466,098	2,506,379	2,506,379	0
Revenue					
Other Local Revenue	1,912,092	2,286,098	2,326,379	2,326,379	0
State Assistance	277,207	180,000	180,000	180,000	0
Revenue Total	2,189,299	2,466,098	2,506,379	2,506,379	0
Net County Cost (NCC):	6,601	0	0	0	0
Allocated Positions (FTE)	17	17	17	17	0
Financial Indicators					
Salaries as % of Total Exp	75%	78%	79%	79%	
% Change in Total Exp		12%	2%	0%	
% Change in Total Rev		13%	2%	0%	
% Change in NCC		(100%)	0%	0%	
Compensation Information					
Permanent Salaries	722,836	910,859	959,921	959,921	0
Temporary Salaries	203,921	300,000	240,000	240,000	0
Permanent Overtime	270,640	220,000	280,000	280,000	0
Deferred Comp	0	1,800	1,800	1,800	0
Comp & SDI Recoveries	(640)	0	0	0	0
Vacation/Sick Leave Accrual	2,144	0	0	0	0
FICA/Medicare	72,846	70,594	74,814	74,814	0
Ret Exp-Pre 97 Retirees	1,908	2,638	2,638	2,638	0
Retirement Expense	212,415	255,856	257,962	257,962	0
Employee Group Insurance	102,459	120,504	134,070	134,070	0
Unemployment Insurance	2,656	461	489	489	0
Workers Comp Insurance	50,633	36,727	21,613	21,613	0

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

LETC Enterprise Fund		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$2,506,379	
Financing:	2,506,379	
Net Fund Cost:	0	
Funding Sources:		
Misc. Revenue	55.5%	\$1,391,981
Charges for Svc	37.3%	934,398
Intergovernmental	7.2%	180,000
FTE:	17.0	

CAO's Recommendation

The Recommended Budget includes an increase in expenditure appropriations by \$4.7 million, or 2.0%, and decreases estimated revenue by \$2.3 million, or 1.6%, resulting in an increase in net county cost of \$7.1 million, or 7.9%, over the FY 2018-19 Budget.

The Recommended Budget includes an existing vacancy factor of \$5,656,326. A vacancy factor accounts for cost savings related to funded personnel vacancies occurring within the department during the fiscal year. The vacancy factor remains unchanged from the FY 2018-19 Budget and is included in County Patrol, which is consistent with FY 2018-19 Budget. 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.

The Recommended Budget also includes a decrease of \$4.4 million in Federal revenue due to the cancelation of a contract to hold Immigration and Customs Enforcement (ICE) detainees at the West County Detention Facility. The estimated revenue also includes an estimated increase to Proposition 172 sales tax revenue of \$3.1 million, from \$67.5 million to \$70.6 million. Proposition 172 revenue funds core patrol and custody services within the Sheriff's Office budget.

Note: *The County Administrator has developed recommendations based on service level impacts communicated by the Office of the Sheriff-Coroner. It is acknowledged that the Sheriff-Coroner is an elected official and has ultimate discretion on how to best deploy resources within his department using appropriations allocated by the Board of Supervisors.*

Performance Measurement

The Sheriff's Office is committed to providing the highest quality police services throughout the unincorporated communities of the County. The Office remains committed to our mission to recruit, hire and train the most qualified staff in response to the ever-present vacancy rate created by the shortage of experienced police officers in the job market.

The Sheriff has implemented two important progressive training initiatives that will continue into this fiscal year, Implicit Bias Training and Crisis Intervention De-escalation. Implicit Bias training will be given to all Sheriff 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 personnel.

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 several Incident Command System operations trainings and participate in three all hazards Emergency Operations Center tabletop exercises and one Emergency Operations Center functional activation exercise in 2019. The Community Warning System will continue to expand outreach efforts to all community members through increased targeted multi-media and collaboration with local partners with the goal of increasing community engagement and understanding of the system. The Emergency Services Support Unit will strive to provide equipment and personnel support for law enforcement and search and rescue mutual aid requests throughout Contra Costa County and the State of California.

The Office continues to seek out opportunities to collaborate with other agencies and community partners to align forces to better meet the needs of the community we serve. Currently patrol staffing levels are not at the level needed to facilitate new programs. However, the Office remains committed to taking an active role in these partnerships as staffing levels improve.

Sheriff-Coroner

Law and Justice

Administrative and Programs Goals

The Office of the Sheriff is committed to the following goals for FY 2019-20:

- 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 unplanned disasters affecting the citizens of Contra Costa County and surrounding areas.
- Become an active partner in the County's Mental Health Evaluation Team (MHET) to reduce violent law enforcement encounters with the mentally ill by working together with County Behavioral Health specialists to increase mental health services and thereby decrease the incarceration rate of the mentally ill.
- Provide unincorporated Contra Costa County with the highest level of law enforcement services possible while remaining within budgetary constraints.

Superior Court Related Functions

Law and Justice

Summary Superior Court Related Functions

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	935,402	878,928	926,537	926,537	0
Services And Supplies	1,617,403	1,900,196	1,139,849	1,139,849	0
Other Charges	15,450,306	15,545,942	15,451,000	15,451,000	0
Expenditure Transfers	0	20,000	0	0	0
Expense Total	18,003,111	18,345,066	17,517,386	17,517,386	0
Revenue					
Other Local Revenue	6,195,920	5,943,066	6,115,386	6,115,386	0
State Assistance	145,255	177,000	82,000	82,000	0
Revenue Total	6,341,175	6,120,066	6,197,386	6,197,386	0
Net County Cost (NCC):	11,661,936	12,225,000	11,320,000	11,320,000	0
Financial Indicators					
Salaries as % of Total Exp	5%	5%	5%	5%	
% Change in Total Exp		2%	(5%)	0%	
% Change in Total Rev		(3%)	1%	0%	
% Change in NCC		5%	(7%)	0%	
Compensation Information					
Temporary Salaries	206,143	148,000	148,000	148,000	0
FICA/Medicare	15,770	0	10,000	10,000	0
Unemployment Insurance	454	0	450	450	0
Workers Comp Insurance	1,814	0	1,500	1,500	0
Labor Received/Provided	711,222	730,928	766,587	766,587	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

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Trial Court Programs

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	935,402	878,928	926,537	926,537	0
Services And Supplies	1,434,002	1,674,696	933,849	933,849	0
Other Charges	15,450,306	15,545,942	15,451,000	15,451,000	0
Expenditure Transfers	0	20,000	0	0	0
Expense Total	17,819,710	18,119,566	17,311,386	17,311,386	0
Revenue					
Other Local Revenue	6,195,920	5,943,066	6,115,386	6,115,386	0
State Assistance	145,255	177,000	82,000	82,000	0
Revenue Total	6,341,175	6,120,066	6,197,386	6,197,386	0
Net County Cost (NCC):	11,478,535	11,999,500	11,114,000	11,114,000	0
Financial Indicators					
Salaries as % of Total Exp	5%	5%	5%	5%	
% Change in Total Exp		2%	(4%)	0%	
% Change in Total Rev		(3%)	1%	0%	
% Change in NCC		5%	(7%)	0%	
Compensation Information					
Temporary Salaries	206,143	148,000	148,000	148,000	0
FICA/Medicare	15,770	0	10,000	10,000	0
Unemployment Insurance	454	0	450	450	0
Workers Comp Insurance	1,814	0	1,500	1,500	0
Labor Received/Provided	711,222	730,928	766,587	766,587	0

Description: Provides 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

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Trial Court Programs Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$17,311,386
Financing:		6,197,386
Net County Cost:		11,114,000
Funding Sources:		
Charges for Serv	21.6%	\$ 3,745,444
Fine/Forfs/Penalties	13.5%	2,345,692
Intergov Revenue	0.5%	82,000
Lics/Perm/Franchises	0.1%	24,250
General Fund	64.2%	11,114,000

Superior Court Related Functions

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Civil Grand Jury

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Services And Supplies	139,869	155,500	156,000	156,000	0
Expense Total	139,869	155,500	156,000	156,000	0
Net County Cost (NCC):	139,869	155,500	156,000	156,000	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		11%	0%	0%	
% Change in Total Rev					
% Change in NCC		11%	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

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Criminal Grand Jury

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Services And Supplies	43,532	70,000	50,000	50,000	0
Expense Total	43,532	70,000	50,000	50,000	0
Net County Cost (NCC):	43,532	70,000	50,000	50,000	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		61%	(29%)	0%	
% Change in Total Rev		0%	0%	0%	
% Change in NCC		61%	(29%)	0%	

Description: Examines evidence presented by the District Attorney and returns criminal indictments directly to the Superior Court.

Criminal Grand Jury Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$50,000	
Financing:	0	
Net County Cost:	50,000	
Funding Sources:		
General Fund	100.0%	\$50,000

Superior Court Related Functions

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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 and for maintenance of criminal justice facilities.

Criminal Justice Facility Construction			
Service:			Discretionary
Level of Service:			Mandatory
Expenditures:			\$ 950,365
Financing:			950,365
Net Fund Cost:			0
Funding Sources:			
Fines & Forfeit	99.4%		\$944,965
Investment Earnings	0.6%		5,400
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 and for the County's share of emergency maintenance costs for shared courthouse facilities.

Superior Court Related Functions

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Courthouse Construction			
Service:		Discretionary	
Level of Service:		Mandatory	
Expenditures:		\$	806,550
Financing:			806,550
Net Fund Cost:			0
Funding Sources:			
Fines & Forfeit	98.0%	\$790,210	
Investment Earnings	2.0%	16,340	
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.

Family Law Center – Debt Service			
Service:		Discretionary	
Level of Service:		Mandatory	
Expenditures:		\$2,129,142	
Financing:			
Net Fund Cost:		2,129,142	
Funding Sources:			
Fund Balance	100.0%	\$2,129,142	
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.

Baseline revenues are increased slightly (1%) based on current year projections but it should be noted that fines and forfeitures revenue has shown a steady decline since FY 2010-11. Indeed, revenues have declined by nearly a third in just the last five years. The Court, which operates the court-ordered debt collection program, has attributed the decline to a combination of new legislation and policies affecting the assessment of fines and penalties.

The State-mandated amnesty and driver's license hold release programs were active from October 2015 through April 3, 2017. The driver's license holds were released upon payment of a fraction of the balance owed. Many of the individuals enrolled in the amnesty and/or driver license hold release programs defaulted on their payment plans after their first or second installment, leaving the Court's collection agency without any real tools to collect further payments.

Effective June 27, 2017, Assembly Bill (AB) 103 repealed the Court's authority to report Failure to Appear (FTP) violations to the Department of Motor Vehicles (DMV) pursuant to California Vehicle Code (CVC) sections 40509 and 40509.5. The new law also repealed DMV's authority to suspend a person's driving privilege based upon notice of an FTP violation pursuant to CVC section 13365. Though the bill was effective in June 2017, the Presiding Judge of Contra Costa implemented the changes in May 2016 in anticipation of this legislative change and due to potential exposure to litigation. AB 103 removed the incentive for defendants to pay their traffic dockets in full, as their license status is now unaffected by their unpaid tickets. Similarly, the amnesty and driver's license hold release programs released holds on licenses with remittance of first payment, and without the balances being paid in full. Without holds on

Superior Court Related Functions

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their driver's licenses or negative reporting to the credit bureaus (which were stopped around 2015 by then Attorney-General Kamala Harris), there is little left to incentivize paying in full.

As part of the County's AB 109 anti-recidivism efforts, the Contra Costa County Public Defender has also launched a program to send text messages to their clients to remind them of court dates. This has also served to decrease fines for failure to appear for court hearings.

Lastly, the California Rules of Court were updated in 2017 to require trial courts to determine a defendant's ability to pay, if requested by the defendant (CRC 4.335). The County and Court worked together to implement this new policy, but it has led to the further reduction of balances of fines and fees, and collections. Defendants are now able to request ability-to-pay hearings any time they experience a change in financial circumstance.

The Baseline expenditures are decreased from the current year budget by a net amount of \$827,680, reflecting:

- a decrease of \$30,000 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.
- a decrease of \$450,000 in the provision for court-appointed counsel in homicide cases.
- a decrease of \$300,000 in the provision for outside attorney and witness fees for capital cases.
- a decrease in the cost of revenue collection of \$65,000.
- an increase of \$47,600 in compensation costs for four deputy probation officers assigned to the Superior Court under the 1992 Court Probation Officer Program, and clerks assigned to capital cases.
- a decrease of \$20,000 in the provision for the criminal grand jury.
- miscellaneous other adjustments comprising a net decrease of \$10,280.

The Recommended Budget is equivalent to the Baseline budget, and includes General Fund appropriations in the amount of \$15.2 million for

transfer to the State to subsidize the cost of the local Superior Court, and \$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 worked cooperatively to formalize policies related to access and use of confidential criminal justice information and collaborated on programs to improve criminal justice program policies and procedures, such as mental health pre-trial diversion.

Administrative and Program Goals

In fiscal year 2019-2020, 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	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	93,282,111	101,962,809	109,541,171	110,925,446	1,384,275
Services And Supplies	9,651,877	9,594,860	10,918,708	10,921,324	2,616
Other Charges	5,828,642	6,083,935	5,886,712	5,886,712	0
Fixed Assets	939,428	1,990,341	1,327,600	1,327,600	0
Expenditure Transfers	17,383,517	18,128,118	18,909,766	18,909,766	0
Expense Total	127,085,576	137,760,063	146,583,957	147,970,848	1,386,891
Revenue					
Other Local Revenue	133,267,061	135,499,722	144,924,210	145,836,738	912,528
Federal Assistance	110,070	408,341	1,244,110	1,244,110	0
State Assistance	851,664	890,000	890,000	890,000	0
Revenue Total	134,228,795	136,798,063	147,058,320	147,970,848	912,528
Net Fund Cost (NFC):	(7,143,219)	962,000	(474,363)	0	474,363
Allocated Positions (FTE)					
	360.6	397.6	397.6	404.6	7.0
Financial Indicators					
Salaries as % of Total Exp	73%	74%	75%	75%	
% Change in Total Exp		8%	6%	1%	
% Change in Total Rev		2%	8%	1%	
% Change in NFC		(113%)	(149%)	(100%)	
Compensation Information					
Permanent Salaries	37,539,490	44,255,551	47,814,300	48,547,925	733,625
Temporary Salaries	429,886	300,000	300,000	300,000	0
Permanent Overtime	12,066,655	10,856,620	12,626,700	12,638,020	11,320
Deferred Comp	34,606	65,460	65,460	70,860	5,400
Comp & SDI Recoveries	(553,444)	0	0	0	0
FICA/Medicare	752,071	844,083	913,886	924,688	10,802
Retirement Expense	25,561,030	27,979,168	29,948,430	30,390,413	441,983
Excess Retirement	89,969	90,000	140,000	140,000	0
Employee Group Insurance	5,496,963	5,936,341	6,713,653	6,838,926	125,273
Retiree Health Insurance	5,134,168	5,252,000	5,170,250	5,170,250	0
OPEB Pre-Pay	1,959,289	1,959,289	2,208,123	2,208,123	0
Unemployment Insurance	(22)	0	0	0	0
Workers Comp Insurance	4,771,450	4,424,296	3,640,369	3,696,241	55,872

Contra Costa County FPD

Special District

Department Description

The preceding table represents information, in aggregate, summarizing expenditures and revenue for the fire suppression/emergency medical response crews, fire prevention bureau, communications center, apparatus shop, training section, emergency medical services office, and administration functions section.

Major Department Responsibilities

The Contra Costa County Fire Protection District (CCCYPD) 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.

CCCYPD Operating Fund Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$147,970,848
Financing:		147,970,848
Net Fund Cost:		0
Funding Sources:		
Property Taxes	88.0%	\$130,204,300
Charges for Svcs	7.3%	10,766,348
Intergovernmental	3.5%	5,133,810
Misc. Revenue	1.3%	1,866,390
FTE: 404.6		

Contra Costa County Fire Protection District – EMS Transport Summary

CCCFPD EMS TRANSPORT FUND	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	1,193,506	2,450,572	2,614,921	3,103,352	488,431
Services And Supplies	37,716,018	58,361,769	40,820,219	40,820,219	0
Other Charges	789,364	887	201,039	201,039	0
Fixed Assets	211,169	420,000	1,300,000	1,300,000	0
Expenditure Transfers	4,468,223	2,756,600	1,716,390	1,716,390	0
Expense Total	44,378,280	63,989,828	46,652,569	47,141,000	488,431
Revenue					
Other Local Revenue	49,946,668	47,500,000	52,200,000	52,200,000	0
State Assistance	760,838	0	0	0	0
Revenue Total	50,707,506	47,500,000	52,200,000	52,200,000	0
Net Fund Cost (NFC):	(6,329,226)	16,489,828	(5,547,431)	(5,059,000)	488,431
Allocated Positions (FTE)	7.0	11.0	11.0	12.0	1.0
Financial Indicators					
Salaries as % of Total Exp	3%	4%	6%	7%	
% Change in Total Exp		44%	(27%)	1%	
% Change in Total Rev		(6%)	10%	0%	
% Change in NFC		(361%)	(134%)	(9%)	
Compensation Information					
Permanent Salaries	655,077	1,400,367	1,429,563	1,772,657	343,094
Permanent Overtime	108,329	85,000	210,000	210,000	0
Deferred Comp	0	3,840	3,600	5,400	1,800
FICA/Medicare	10,930	20,615	32,582	37,557	4,975
Ret Exp-Pre 97 Retirees	3,136	0	0	0	0
Retirement Expense	250,591	632,315	669,154	764,329	95,175
Employee Group Insurance	90,833	169,269	163,977	181,632	17,655
Unemployment Insurance	1,689	0	0	0	0
Workers Comp Insurance	72,922	139,165	106,045	131,777	25,732

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:	\$47,141,000	
Financing:	52,200,000	
Net Fund Cost:	(5,059,000)	
Funding Sources:		
Cost Recovery	100.0%	\$47,141,000
FTE:	12.0	

Contra Costa County FPD

Special District

Non-Operating Funds

Non-operating fund budget units include developer fee accounts that are restricted to capital needs necessitated by growth, Pension Obligation Bond (POB) Debt Service and Stabilization fund budget units that were created pursuant to the issuance of pension obligation bonds in July 2005, and the EMS Transport Fund (reported on the previous page) created in 2015 to track expenditures and reimbursement revenue associated with the provision of ambulance service.

Pittsburg Special Fund		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$167,706
Financing:		100
Net Fund Cost:		167,606
Funding Sources:		
Fund Balance	99.9%	\$167,606
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 Capital Outlay Fund		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$54,502
Financing:		20,000
Net Fund Cost:		34,502
Funding Sources:		
Fund Balance	63.3%	\$34,502
Developer Fees	36.7%	20,000

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 New Development Fee Fund		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$662,806
Financing:		70,000
Net Fund Cost:		592,806
Funding Sources:		
Fund Balance	89.4%	\$592,806
Developer Fees	10.6%	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:	\$15,206,431		
Financing:	1,030,724		
Net Fund Cost:	14,175,707		
Funding Sources:			
Fund Balance	93.2%	\$14,175,707	
Reimbursements	6.8%	1,030,724	

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:	\$19,575,740		
Financing:	2,608,318		
Net Fund Cost:	16,967,422		
Funding Sources:			
Fund Balance	86.7%	\$16,967,422	
Transfers	13.3%	2,603,318	
Use of Money	0.0%	5,000	

CAO's Recommendation

The FY 2019-20 Recommended Budget provides for the funding of 26 fire stations, 28 fully functional engine/truck companies, one limited functionality squad, 404.6 FTEs in the District's General Operating Fund, and 12 FTEs in the District's EMS Transport Fund.

The budget includes funding for negotiated wage adjustments, benefit cost increases, reopening and restaffing newly constructed Fire Station 16 in the City of Lafayette, adding a fourth firefighter to certain truck companies (partially offset by federal grant funding), continuing to staff a 24/7 hazardous materials team, building and grounds maintenance and repair projects, routine capital and non-capital equipment replacement, and increased POB debt service payments.

The District is primarily funded by property tax revenues. In FY 2018-19, the District experienced a 6.6% growth in secured property assessed valuation and a 6.4% growth in total assessed valuation. This represents the sixth 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 2019-20 Recommended Budget anticipates a 5% growth in secured property assessed valuation and revenue from the continued unwinding of the redevelopment areas. The budget also anticipates the continuation of relatively new revenue sources, such as the fire-based emergency medical services (EMS) first responder fee, sales tax for enhanced EMS services in the City of San Pablo, and cost recovery for certain negligent incidents.

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 2019-20, the employer Safety Tier A base rate decreases slightly from 73.66% to 72.89%. 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 FY 2019-20, the actual employer contribution increases by about \$1.3 million due primarily to the increase in retirement compensable pay.

The FY 2019-20 Recommended Budget is balanced and requires no use of fund balance. The District continues to meet its Board adopted policy to maintain a minimum reserve of 10% of general operating fund budgeted expenditures.

On January 1, 2016, the District became the County's exclusive operator of emergency ambulance service (not including the areas covered by the Moraga-Orinda Fire Protection District and the San Ramon Valley Fire Protection District). Thus far, the cost of providing the new service has been fully offset by the collection of ambulance service fees.

Performance Measurement

During FY 2018-19, the District:

- Responded to 78,862 incidents in calendar year (CY) 2018. This represents a 7% increase in call volume compared to CY 2017.
- Conducted 19,515 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 2018. This represents a 53% increase compared to CY 2017.
- Continued to reposition and add internal resources to effectively manage, both operationally and financially, the emergency ambulance program.
- Completed construction of new Fire Station 16 in the City of Lafayette. Reopened and staffed Fire Station 16.
- Initiated construction work on a new Fire Station 70 in the City of San Pablo.
- Completed the site layout for a new Fire Station 9 at the Buchanan Field Airport.
- Completed the site layout for a new Fire Station 86 on Goble Drive in Bay Point.
- Updated the fee schedule for dispatcher service subscribers.
- Updated the Fire Prevention Bureau fee schedule.
- Updated the emergency ambulance service fee schedule.
- Continued to train and deploy 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.
- Continued much needed facility and grounds maintenance projects, such as painting, roofing, and asphalt repair.
- Hired and conducted Firefighter Recruit Academies 52 and 53.
- 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 the cost reports for FY 2017-18 Ground Emergency Medical Transportation (GEMT) reimbursement for emergency ambulance service provided to Medi-Cal Fee-For-Service recipients.

Contra Costa County FPD

Special District

- Received several grant awards, including a three-year staffing grant to add a fourth firefighter to certain truck companies.

Administrative and Program Goals

During FY 2019-20, the District will:

- Continue to reposition and add internal resources to effectively manage, both operationally and financially, the emergency ambulance program.
- Begin staffing a 24/7 air ambulance through a public-private partnership agreement.
- Complete the construction of a new Fire Station 70 in the City of San Pablo.
- Secure long-term funding for additional fire station construction projects.
- Initiate construction work on a new Fire Station 9 in Pacheco and a new Fire Station 86 in Bay Point.
- Update fire-based EMS first responder 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 54.
- Continue to develop our relationship with AMR in an effort to maximize our operational efficiency and continue delivering 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 2019-20
Program Modification List

Order	Reference to Mand/Disc List	Program Name	Service	FTE	Net Fund Cost Impact	Impact
1	N/A	Operations	Fire Prevention	4.0	474,363	Adds one (1) Firefighter-Recruit position, one (1) Fire Education Coordinator, and two (2) Building Plan Checker I positions.
2	N/A	Operations	EMS	3.0	912,528	Adds three (3) Fire Captain positions fully offset by charges for services.
3	N/A	Operations	EMS – Revenue	0.0	912,528	Increased charges for services.
			Total General Operating Fund	7.0	474,363	
4	N/A	EMS Transport Fund	Administration	1.0	488,431	Adds one (1) Medical Director-Exempt position.
			Total EMS Transport Fund	1.0	488,431	

Crockett-Carquinez FPD
Special District

Dean Colombo, Fire Chief

Crockett-Carquinez Fire Protection District Summary

Crockett-Carquinez FPD Operating Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	217,031	255,701	255,637	255,637	0
Services And Supplies	270,942	665,811	233,939	233,939	0
Other Charges	134,140	122,536	122,424	122,424	0
Fixed Assets	333,518	0	0	0	0
Expense Total	955,631	1,044,048	612,000	612,000	0
Revenue					
Other Local Revenue	647,647	608,676	608,500	608,500	0
Federal Assistance	14,608	0	0	0	0
State Assistance	62,291	3,500	3,500	3,500	0
Revenue Total	724,546	612,176	612,000	612,000	0
Net Fund Cost (NFC):	231,084	431,872	0	0	0
Financial Indicators					
Salaries as % of Total Exp	23%	24%	42%	42%	
% Change in Total Exp		9%	(41%)	0%	
% Change in Total Rev		(16%)	(0%)	0%	
% Change in NFC		87%	(100%)	0%	
Compensation Information					
Permanent Salaries	33,403	38,000	0	0	0
Temporary Salaries	157,304	193,451	255,637	255,637	0
Deferred Comp	20	0	0	0	0
FICA/Medicare	20,599	18,500	0	0	0
Retirement Expense	215	350	0	0	0
Employee Group Insurance	3,282	3,300	0	0	0
Unemployment Insurance	439	700	0	0	0
Workers Comp Insurance	1,768	1,400	0	0	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:		\$612,000
Financing:		612,000
Net Fund Cost:		0
Funding Sources:		
Property Taxes	89.8%	\$549,660
Other Revenues	7.8%	47,415
Charges for Svcs	2.4%	14,925

CAO's Recommendation

The FY 2019-20 Recommended Budget reflects a decrease of \$432,048 in expenditures, which is primarily composed of fund balance appropriated in FY 2018-19.

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 2018-19. This year, the District is holding an academy for the first time which will include a physical agility test, formal interviews, DOJ background, and a medical clearance. We have expanded our reach beyond the confines of our district to expand the availability of crews for day crew and out of county coverage
- The District received a \$10,000 donation from Phillips 66 to replace four (4) Thermal Imaging Cameras and partially pay for a Forcible Entry Prop in FY 2018-2019.
- The District provided mutual aid services to fight wildfires throughout the State, including Butte, Tehama, Solano counties in FY 2018-19. The District also provided a greater degree of mutual aid to neighboring districts especially Contra Costa County Fire Protection District.

- The District transitioned its command staff with the retirement of the Chief and the Deputy Chief. This included the creation of three cadres with specific missions (facilities, mobile equipment, and training). With these inner departmental teams, the District hopes to improve performance and efficiency.

Administrative and Program Goals

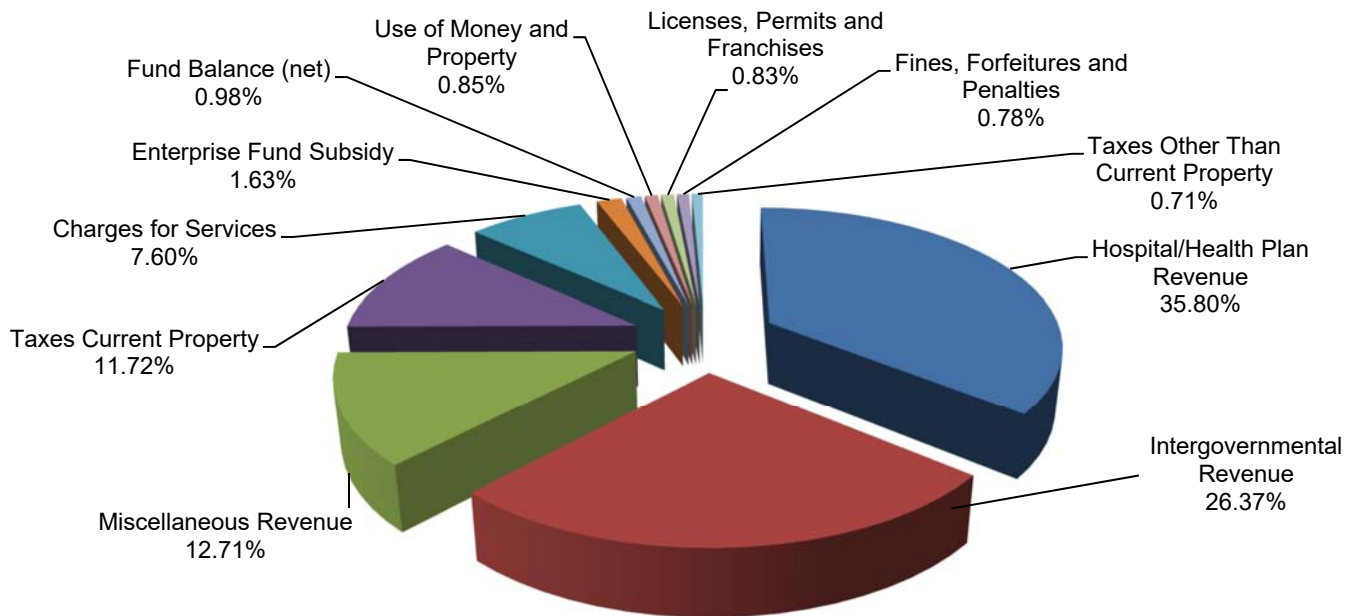
- Continue recruiting Paid-on-Call personnel.
- Continue pursuing donations and grants to help supplement funding for apparatus and equipment needs.
- Place an order for a new aerial fire apparatus on a 5-10 year payment plan. The District will be seeking grants and assistance from local industry and the Bay Area Air Quality Management District.
- Replace the roof on the garage behind Station 78.
- Remove and replace Asbestos floor in Station 78. The District will apply for a grant through the Crockett-Community Foundation to help with the Asbestos/Floor project.

The image shows a large, modern conference room. In the foreground, there are many rows of blue plastic chairs with metal frames, arranged in a tiered fashion facing towards the back of the room. The back of the room features a stage area with a wooden podium and a large, dark rectangular screen or display unit mounted on the wall. The walls are made of vertical wood slats, and the ceiling has a complex, geometric design with recessed lighting. The overall atmosphere is professional and contemporary.

County of Contra Costa Summary Information

ALL COUNTY FUNDS

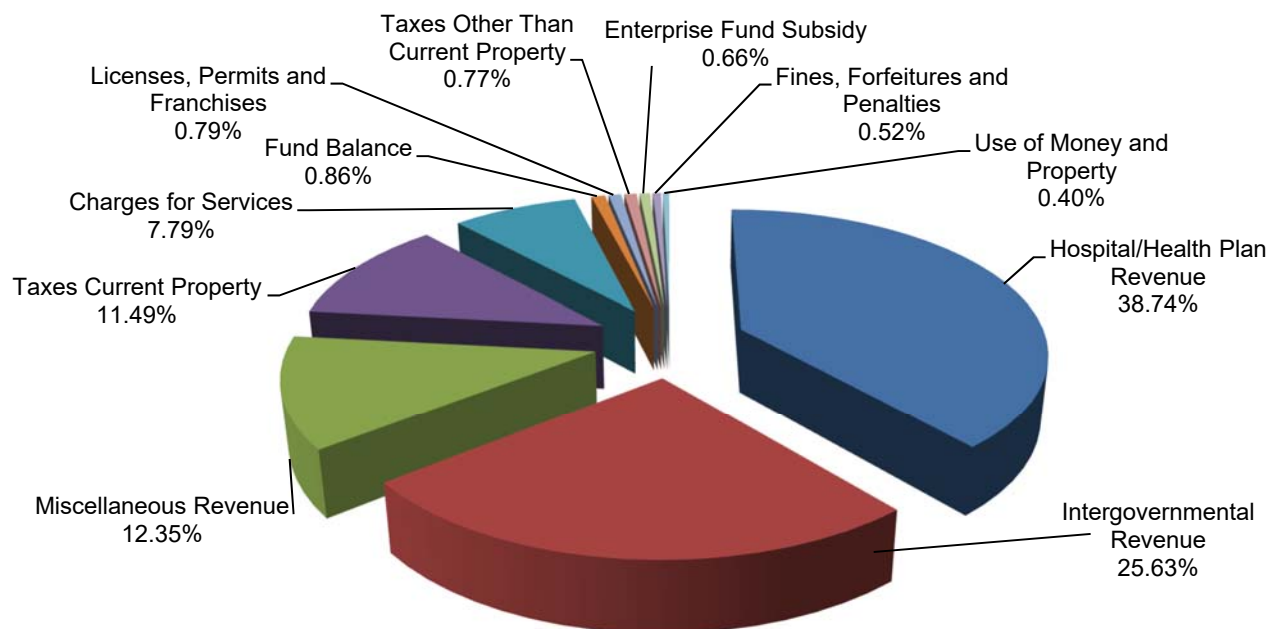
FY 2019-2020 Recommended Sources



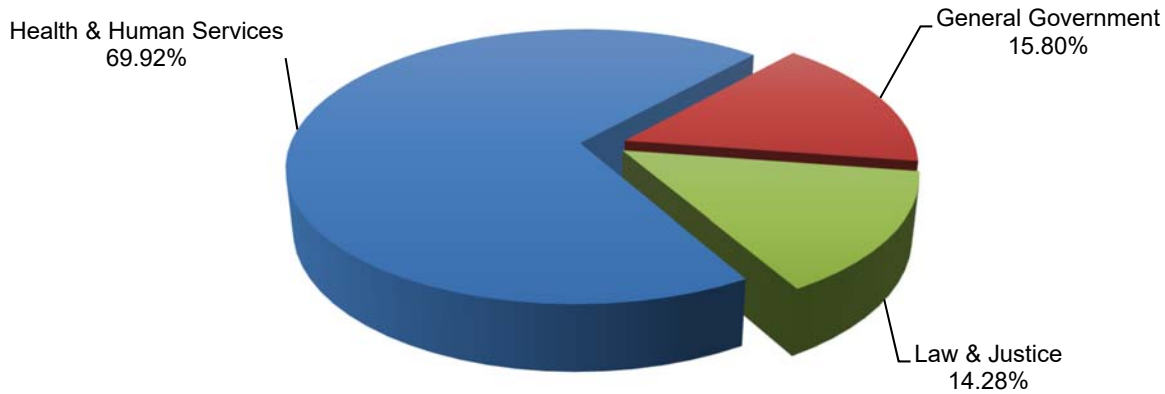
Source of Funds	Recommended FY 2019-20	Percent of Total
Hospital/Health Plan Revenue	\$1,324,228,608	35.80%
Intergovernmental Revenue	975,271,918	26.37%
Miscellaneous Revenue	470,103,283	12.71%
Taxes Current Property	433,410,610	11.72%
Charges for Services	281,096,568	7.60%
Enterprise Fund Subsidy	60,345,000	1.63%
Fund Balance (net)	36,421,629	0.98%
Use of Money and Property	31,493,392	0.85%
Licenses, Permits and Franchises	30,821,132	0.83%
Fines, Forfeitures and Penalties	28,879,978	0.78%
Taxes Other Than Current Property	26,424,882	0.71%
TOTAL RECOMMENDED SOURCES	\$3,698,497,000	100.00%

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 2019-2020
Recommended Requirements**

Use of Funds	2015-16 Actuals	2016-17 Actuals	2017-18 Actuals	2018-19 Budget	Recommended FY 2019-20	Percent of Total
Health and Human Services	\$2,174,954,651	\$2,390,101,826	\$2,520,789,772	\$2,515,718,242	\$2,586,096,942	69.92%
General Government	394,386,687	418,537,995	463,470,888	619,694,558	584,339,306	15.80%
Law and Justice	440,829,538	465,874,059	484,479,138	554,042,315	528,060,752	14.28%
Total Requirements	\$3,010,170,876	\$3,274,513,881	\$3,468,739,798	\$3,689,455,115	\$3,698,497,000	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

	2016-17 Actuals	2017-18 Actuals	2018-19 Budget	2019-20 Recommended	2019-20 Change
General Government	246,397,459	272,813,811	359,411,445	300,364,820	(59,046,625)
Health & Human Services	767,144,057	800,265,664	886,789,380	967,526,894	80,737,514
Law & Justice	389,049,143	406,854,548	444,689,817	437,206,263	(7,483,554)
Subtotal General Fund	1,402,590,660	1,479,934,023	1,690,890,642	1,705,097,977	14,207,335
County Law Enfrmt-Cap Proj Fund	312	405	3,478,707	173,000	(3,305,707)
Recorder Modernization Fund	1,792,465	1,480,510	11,183,729	10,864,000	(319,729)
Court/Clerk Automation Fund	0	0	78	0	(78)
Fish and Game Fund	64,871	68,611	466,673	141,670	(325,003)
Land Development Fund	3,048,171	3,248,159	3,156,101	3,261,100	104,999
Criminalistics Lab Fund	4	6	189,523	22,000	(167,523)
Survey Monument Preservation Fund	65,814	78,489	741,875	754,679	12,805
Crim Justice Facility Construct Fund	601,972	665,371	1,796,661	950,365	(846,296)
Courthouse Construct Fund	364,230	242,856	1,979,990	806,550	(1,173,440)
Road Fund	43,204,893	50,327,040	50,821,948	73,409,577	22,587,629
Transportation Improvement Fund	2,696,744	2,314,056	3,701,865	3,698,500	(3,365)
Drainage Area 9 Fund	848	1,323	272,014	9,000	(263,014)
Private Activity Bond Fund	578,648	665,833	1,225,000	1,240,620	15,620
Affordable Housing Spec Rev Fund	4	154	325,000	397,000	72,000
Navy Trans Mitigation Fund	83,095	116,217	5,639,419	5,302,260	(337,159)
Tosco/Solano Trns Mitig Fund	229	424	166,636	7,000	(159,636)
Child Development Fund	25,637,309	28,538,001	29,593,301	31,900,000	2,306,699
HUD NSP Fund	550,000	0	1,092,191	760,000	(332,191)
Used Oil Recycling Grant Fund	26,835	46,833	367,952	93,280	(274,672)
Conservation & Development Fund	24,001,510	24,199,082	33,360,213	34,242,000	881,787
CDD/PWD Joint Review Fee Fund	367,932	425,363	1,217,450	701,000	(516,450)
Drainage Deficiency Fund	112	140	2,403,849	2,563,018	159,169
Public Works Fund	1,600,551	1,080,502	2,568,848	1,001,000	(1,567,848)
DA Consumer Protection Fund	1,480,280	1,107,527	3,895,315	1,025,278	(2,870,037)
Domestic Violence Victim Asst Fund	129,300	149,682	198,372	290,000	91,628
Dispute Resolution Program Fund	246,921	185,605	180,000	180,000	0
Zero Tolerance- Domestic Violence Fund	524,910	598,633	974,727	648,000	(326,727)
DA Revenue Narcotics Fund	47,546	47,037	686,980	55,000	(631,980)
DA Environment/OSHA Fund	1,057,216	464,799	1,486,533	426,898	(1,059,635)
DA Forfeiture-Fed-DOJ Fund	25,457	170,125	61,844	16,800	(45,044)
Walden Green Maintenance Fund	60,261	47,928	240,128	228,994	(11,134)
R/Estate Fraud Prosecution Fund	1,091,574	433,016	560,000	464,280	(95,720)
CCC Dept Child Support Svcs Fund	18,495,951	18,489,056	18,321,636	20,383,000	2,061,364

ALL COUNTY FUNDS**Total Requirements Summary by Fund**

	2016-17 Actuals	2017-18 Actuals	2018-19 Budget	2019-20 Recommended	2019-20 Change
Emergency Med Services Fund	1,486,246	1,861,310	2,158,103	1,543,305	(614,798)
AB75 Tobacco Tax Fund	0	0	-6	0	6
Traffic Safety Fund	9,005	7	381,980	15,000	(366,980)
Public Protection-Spec Rev Fund	920,006	1,007,120	3,783,094	3,828,179	45,085
Sheriff Nar Forfeit-ST/Local Fund	94,831	386	315,706	100,000	(215,706)
Sheriff Forfeit-Fed-DoJ Fund	4	139,507	374,645	6,000	(368,645)
Sup Law Enforcement Services Fund	8,049,738	7,322,089	11,702,137	9,899,518	(1,802,619)
Sheriff Forfeit-Fed Treasury Fund	4	7	226,089	2,000	(224,089)
PROP 63 MH Services Fund	38,221,901	40,473,083	50,513,394	54,751,349	4,237,955
Prisoners Welfare Fund	1,442,651	1,136,104	3,924,451	1,428,000	(2,496,451)
Probation Officers Special Fund	128,873	117,072	185,433	136,337	(49,096)
Automated Sys Development Fund	200,000	200,000	200,000	200,000	0
Property Tax Admin Fund	0	0	3,019,512	3,019,512	0
County Local Rev Fund	155,785,496	163,857,264	176,285,496	184,644,028	8,358,532
Obscene Matter-Minors Fund	0	0	5,781	5,400	(381)
IHSS Public Authority Fund	2,328,236	2,055,856	2,365,588	2,343,000	(22,588)
DNA Identification Fund	300,000	235,130	508,258	270,000	(238,258)
Comm Corr Performance Inctv Fund	3,452,823	2,902,548	6,254,969	3,741,263	(2,513,706)
NO Rich Wst&Rcvy Mitigation Fee Fund	463,167	343,866	1,531,112	755,250	(775,862)
L/M HSG Asset Fd-LMI Fund	376,120	808,593	11,255,150	11,255,150	0
Bailey Rd Mntc Surcharge Fund	187,357	100,150	2,662,416	2,861,614	199,198
Home Investment Ptnrshp Act Fund	2,562	-2,562	1,079,545	500,000	(579,545)
CASP Cert & training Fund	0	0	12,092	17,092	5,000
County Library Fund	28,193,295	29,207,247	42,181,835	34,856,000	(7,325,835)
Casey Library Gift Fund	845	50	256,131	500	(255,631)
Hercules/Rodeo Crock A of B	0	47,555	8,708	5,000	(3,708)
West County Area of Benefit	34,176	18,125	5,000	41,000	36,000
North Richmond AOB	86,742	254,826	105,500	100,600	(4,900)
Martinez Area of Benefit	231,216	13,119	117,500	81,000	(36,500)
Briones Area of Benefit	24	187	76,100	125,638	49,538
Central Co Area/Benefit	-3,725	26,178	280,000	11,000	(269,000)
So Walnut Creek Area of Benefit	1,020	236,561	30,100	10,100	(20,000)
Alamo Area of Benefit	25,296	25,929	251,000	10,200	(240,800)
South Co Area of Benefit	607,112	192,270	280,000	200,700	(79,300)
East County Area of Benefit	815,433	334,934	1,000,200	1,000,400	200
Bethel Island Area of Benefit	22,531	13,341	10,000	10,100	100
County Childrens Fund	159,328	241,730	407,122	185,000	(222,122)

County Summary Information

ALL COUNTY FUNDS

Total Requirements Summary by Fund

	2016-17 Actuals	2017-18 Actuals	2018-19 Budget	2019-20 Recommended	2019-20 Change
Animal Benefit Fund	176,259	188,481	935,148	455,000	(480,148)
CO-Wide Gang and Drug Fund	382,904	179,689	903,401	77,000	(826,401)
Livable Communities Fund	49,427	506,818	892,135	1,905,098	1,012,963
ARRA HUD Building Insp NPP Fund	759,165	637,247	1,061,391	804,700	(256,691)
Retirement UAAL Bond Fund	38,484,360	40,114,901	37,305,314	43,600,399	6,295,085
Ret Litigation Stlmnt Debt Svc Fund	2,759,911	2,759,911	2,759,911	2,759,911	0
Family Law Ctr-Debt Svc Fund	0	0	2,129,142	2,129,142	(0)
Central Identify Bureau Fund	3,431,573	3,672,037	2,746,392	2,437,000	(309,392)
SPRW Fund	691,235	240,240	4,293,633	5,354,498	1,060,865
RD Development Discovery Bay Fund	61,219	2,876,707	701,000	200,300	(500,700)
Road Improvement Fee Fund	1,898,339	8,187,238	3,600,000	5,545,000	1,945,000
Rd Development Rich/El Sobrante	38,995	86,885	81,000	10,100	(70,900)
Road Development Bay Point	444,756	100,721	155,000	100,800	(54,200)
Rd Development Pacheco Area	12,861	28,261	10,000	10,400	400
Airport Enterprise Fund	5,046,434	5,340,566	6,902,782	10,420,215	3,517,433
Sheriff Law Enforcement Training Fund	1,314,742	2,195,900	2,466,098	2,506,379	40,281
Childcare Enterprise Fund	0	0	74,089	74,000	(89)
Hospital Enterprise Fund	570,286,840	610,315,015	626,057,584	670,038,932	43,981,348
HMO Enterprise Fund	787,303,322	835,926,941	708,503,066	639,284,840	(69,218,226)
HMO Enterprise -Comm Plan Fund	75,459,132	73,931,576	74,972,774	75,249,836	277,062
Major Risk Med Insurance Fund	0	46,043	0	0	0
Fleet Internal Service Fund	11,853,469	13,108,235	15,905,912	16,460,369	554,457
Subtotal Non-General Fund	1,871,923,220	1,988,805,774	1,998,564,473	1,993,399,023	(5,165,450)
Total Requirements - All County Funds	3,274,513,881	3,468,739,798	3,689,455,115	3,698,497,000	9,041,885

ALL COUNTY FUNDS**Summary**

	2016-17 Actuals	2017-18 Actuals	2018-19 Budget	2019-20 Recommended	2019-20 Change
SOURCES					
Taxes Current Property	382,178,273	403,508,923	410,973,351	433,410,610	22,437,259
Taxes Other Than Cur Prop	29,353,178	28,126,947	27,404,882	26,424,882	(980,000)
License/Permit/Franchises	30,516,189	33,179,210	28,412,712	30,821,132	2,408,420
Fines/Forfeits/Penalties	33,208,340	30,708,775	18,664,074	28,879,978	10,215,904
Use Of Money & Property	18,245,584	23,923,625	14,183,582	31,493,392	17,309,810
Intergovernmental Revenue	836,366,684	851,064,794	915,417,998	975,271,918	59,853,921
Charges For Services	243,117,354	257,294,041	278,849,272	281,096,568	2,247,295
Miscellaneous Revenue	367,985,406	398,241,508	444,966,228	470,103,283	25,137,055
Hospital/Hlth Plan Enterprise Funds	1,432,207,130	1,523,875,505	1,385,876,639	1,324,228,608	(61,648,031)
Enterprise Fund Subsidy	27,436,066	26,074,359	23,656,785	60,345,000	36,688,215
Total Revenue	3,400,614,204	3,575,997,688	3,548,405,523	3,662,075,371	113,669,848
Fund Balance (net)	(126,100,324)	(107,257,891)	141,049,592	36,421,629	(31,823,442)
TOTAL SOURCES	3,274,513,881	3,468,739,798	3,689,455,115	3,698,497,000	81,846,406
REQUIREMENTS					
Salaries And Benefits	1,216,797,475	1,303,157,328	1,418,988,674	1,491,374,605	72,385,931
Services And Supplies	1,426,230,946	1,506,559,826	1,584,323,438	1,607,574,893	23,251,455
Other Charges	441,527,564	470,524,429	422,608,281	367,058,891	(55,549,390)
Fixed Assets	29,535,790	42,071,332	70,528,656	44,432,445	(26,096,211)
Expenditure Transfers	160,422,105	146,426,883	185,006,066	178,056,166	(6,949,900)
Provisions For Contingencies	0	0	8,000,000	10,000,000	2,000,000
TOTAL REQUIREMENTS	3,274,513,881	3,468,739,798	3,689,455,115	3,698,497,000	9,041,885
Allocated Positions (FTE)	9,490	9,387	9,467	9,388	(79)

County Summary Information

ALL COUNTY AND DISTRICTS MAJOR FUNDS

Major Fund: CONTRA COSTA FIRE

Summary

	2016-17 Actuals	2017-18 Actuals	2018-19 Budget	2019-20 Recommended	2019-20 Change
SOURCES					
Taxes Current Property	110,596,574	116,983,072	121,019,400	130,204,300	9,184,900
Taxes Other Than Cur Prop	-313,116	-389,177	0	0	0
License/Permit/Franchises	0	0	0	0	0
Fines/Forfeits/Penalties	0	2,495	0	0	0
Use Of Money & Property	1,508	2,116	200	5,100	4,900
Intergovernmental Revenue	10,324,763	4,866,659	3,955,841	5,133,810	1,177,969
Charges For Services	55,372,588	59,126,311	56,538,722	63,056,348	6,517,626
Miscellaneous Revenue	18,155,677	22,044,459	21,022,218	5,500,432	(15,521,786)
Total Revenue	194,137,994	202,635,934	202,536,381	203,899,990	1,363,609
Fund Balance	(22,764,108)	(15,791,222)	46,690,105	26,879,043	(19,811,062)
TOTAL SOURCES	171,373,886	186,844,712	249,226,486	230,779,033	(18,447,453)
REQUIREMENTS					
Salaries And Benefits	88,010,281	94,475,617	118,779,100	133,604,438	14,825,338
Services And Supplies	44,918,244	47,367,895	68,205,533	51,806,831	(16,398,702)
Other Charges	17,868,566	20,436,263	37,365,375	21,295,302	(16,070,073)
Fixed Assets	2,581,626	2,713,197	3,991,760	3,446,306	(545,454)
Expenditure Transfers	17,995,168	21,851,740	20,884,718	20,626,156	(258,562)
Provisions For Contingencies	0	0	0	0	0
TOTAL REQUIREMENTS	171,373,886	186,844,712	249,226,486	230,779,033	(18,447,453)
Allocated Positions (FTE)	353	368	409	417	8

ALL COUNTY AND DISTRICTS MAJOR FUNDS**Major Fund: HMO ENTERPRISE FUND****Summary**

	2016-17 Actuals	2017-18 Actuals	2018-19 Budget	2019-20 Recommended	2019-20 Change
SOURCES					
External Health Plan Revenue	792,172,322	856,040,008	708,503,066	639,284,840	(69,218,226)
Total Revenue	792,172,322	856,040,008	708,503,066	639,284,840	(69,218,226)
Fund Balance	(4,869,000)	(20,113,067)	0	0	0
TOTAL SOURCES	787,303,322	835,926,941	708,503,066	639,284,840	(69,218,226)
REQUIREMENTS					
Salaries and Benefits	23,088,600	25,749,557	26,796,529	27,952,892	1,156,363
Services and Supplies	614,999,843	641,656,389	597,091,462	611,331,948	14,240,486
Other Charges	149,214,879	168,520,995	84,615,075	0	(84,615,075)
TOTAL REQUIREMENTS	787,303,322	835,926,941	708,503,066	639,284,840	(69,218,226)
 Allocated Positions (FTE)	 194	 194	 180	 180	 0

County Summary Information

ALL COUNTY AND DISTRICT MAJOR FUNDS

Major Fund: HOSPITAL ENTERPRISE FUND

Summary

	2016-17 Actuals	2017-18 Actuals	2018-19 Budget	2019-20 Recommended	2019-20 Change
SOURCES					
Medicare Patient Services	41,861,975	44,511,789	42,376,870	43,212,568	835,698
Medi-Cal Patient Services	238,186,661	320,172,013	280,312,003	299,209,084	18,897,081
Health Plan Patient Services	164,810,672	100,810,806	148,480,213	114,617,883	(33,862,330)
Private Pay Patient Services	9,920,628	10,279,766	10,308,146	11,346,312	1,038,166
Interdept Patient Services	6,189,168	4,034,614	4,773,496	3,809,780	(963,716)
Other Hospital Revenues	67,722,717	76,032,558	83,680,253	81,004,424	(2,675,829)
Charges To Gen Fund Units	27,957,707	30,911,347	28,997,279	29,833,610	836,331
External Health Plan Revenue	8,794,285	7,919,820	6,557,557	29,727,197	23,169,640
Enterprise Fund Subsidy	23,699,778	22,088,071	19,670,497	56,358,712	36,688,215
Schools Funds Revenue	901,270	919,362	901,270	919,362	18,092
Total Revenue	590,044,860	617,680,147	626,057,584	670,038,932	43,981,348
Fund Balance	(19,758,021)	(7,365,131)	0	0	0
TOTAL SOURCES	570,286,840	610,315,015	626,057,584	670,038,932	43,981,348
REQUIREMENTS					
Salaries And Benefits	362,115,802	397,249,997	407,755,625	435,843,653	28,088,028
Services And Supplies	207,892,467	211,918,138	201,674,797	210,662,286	8,987,489
Other Charges	278,570	1,146,880	12,631,095	13,021,063	389,968
Fixed Assets	(0)	0	3,996,067	10,511,930	6,515,863
TOTAL REQUIREMENTS	570,286,840	610,315,015	626,057,584	670,038,932	43,981,348
 Allocated Positions (FTE)	 2,475	 2,285	 2,351	 2,351	 0

ALL COUNTY AND DISTRICT MAJOR FUNDS**ALL NON-MAJOR FUNDS****Summary**

	2016-17 Actuals	2017-18 Actuals	2018-19 Budget	2019-20 Recommended	2019-20 Change
SOURCES					
Other Hospital Revenues	1,916,816	2,259,476	1,916,804	1,703,881	(212,923)
External Health Plan Revenue	71,728,633	69,983,250	69,069,682	69,559,667	489,985
Enterprise Fund Subsidy	3,736,288	3,986,288	3,986,288	3,986,288	0
Major Risk Med Ins Revenue	44,276	695	0	0	0
Taxes Current Property	26,445,675	27,908,156	28,673,351	30,410,610	1,737,259
Taxes Other Than Cur Prop	(71,541)	(89,005)	(75,118)	(75,118)	0
License/Permit/Franchises	17,737,015	20,708,995	17,894,124	18,983,168	1,089,044
Fines/Forfeits/Penalties	5,400,889	5,749,867	4,824,364	4,996,968	172,604
Use Of Money & Property	8,242,545	8,340,282	7,105,032	9,966,151	2,861,119
Intergovernmental Revenue	294,149,555	298,025,431	330,606,523	365,340,967	34,734,444
Charges For Services	18,811,914	22,279,719	21,274,911	21,448,418	173,507
Miscellaneous Revenue	91,980,910	103,676,049	113,425,749	121,332,622	7,906,873
Total Revenue	540,122,975	562,829,202	598,701,710	647,653,622	48,951,912
Fund Balance (net)	(25,789,916)	(20,265,384)	65,302,112	36,421,629	(28,880,483)
TOTAL SOURCES	514,333,059	542,563,818	664,003,823	684,075,251	20,071,428
REQUIREMENTS					
Salaries And Benefits	69,111,744	73,942,408	85,055,922	89,567,787	4,511,865
Services And Supplies	121,484,069	131,742,457	186,131,556	194,614,029	8,482,473
Other Charges	67,513,617	71,018,820	77,937,099	77,815,931	(121,168)
Fixed Assets	1,534,278	988,987	9,264,208	10,618,816	1,354,608
Expenditure Transfers	254,689,352	264,871,146	305,615,037	311,458,688	5,843,651
TOTAL REQUIREMENTS	514,333,059	542,563,818	664,003,823	684,075,251	20,071,428
 Allocated Positions (FTE)	 709	 733	 709	 710	 1

ALL COUNTY AND DISTRICTS MAJOR FUNDS

Major Fund: GENERAL FUND - All Functional Groups

Summary

	2016-17 Actuals	2017-18 Actuals	2018-19 Budget	2019-20 Recommended	2019-20 Change
SOURCES					
Taxes Current Property	355,732,598	375,600,768	382,300,000	403,000,000	20,700,000
Taxes Other Than Cur Prop	29,424,719	28,215,952	27,480,000	26,500,000	(980,000)
License/Permit/Franchises	12,779,175	12,470,215	10,518,588	11,837,964	1,319,376
Fines/Forfeits/Penalties	27,807,452	24,958,909	13,839,710	23,883,010	10,043,300
Use Of Money & Property	10,003,039	15,583,343	7,078,550	21,527,241	14,448,691
Intergovernmental Revenue	542,217,129	553,039,363	584,811,474	609,930,951	25,119,477
Charges For Services	224,305,439	235,014,322	257,574,361	259,648,150	2,073,788
Miscellaneous Revenue	276,004,496	294,565,459	331,540,479	348,770,661	17,230,182
Total Revenue	1,478,274,047	1,539,448,331	1,615,143,163	1,705,097,977	89,954,814
Net Fund Cost	(75,683,387)	(59,514,308)	75,747,479	0	(75,747,479)
TOTAL SOURCES	1,402,590,660	1,479,934,023	1,690,890,642	1,705,097,977	14,207,335
REQUIREMENTS					
Salaries And Benefits	762,481,329	806,215,365	899,380,597	938,010,273	38,629,676
Services And Supplies	481,854,567	521,242,842	599,425,622	590,966,630	(8,458,992)
Other Charges	224,520,499	229,837,734	247,425,012	276,221,897	28,796,885
Fixed Assets	28,001,512	41,082,346	57,268,381	23,301,699	(33,966,682)
Expenditure Transfers	(94,267,247)	(118,444,263)	(120,608,971)	(133,402,522)	(12,793,551)
Provisions For Contingencies	0	0	8,000,000	10,000,000	2,000,000
TOTAL REQUIREMENTS	1,402,590,660	1,479,934,023	1,690,860,642	1,705,097,977	14,207,335
 Allocated Positions (FTE)	 6,112	 6,175	 6,227	 6,146	 (80)

ALL COUNTY AND DISTRICTS MAJOR FUNDS**Major Fund: GENERAL FUND - *General Government Functional Group*****Summary**

	2016-17 Actuals	2017-18 Actuals	2018-19 Budget	2019-20 Recommended	2019-20 Change
SOURCES					
Taxes Current Property	355,732,598	375,600,768	382,300,000	403,000,000	20,700,000
Taxes Other Than Cur Prop	29,424,719	28,215,952	27,480,000	26,500,000	(980,000)
License/Permit/Franchises	10,859,842	10,600,698	8,705,952	10,008,214	1,302,262
Fines/Forfeits/Penalties	23,907,324	21,314,841	10,619,000	20,704,999	10,086,000
Use Of Money & Property	9,539,281	15,097,053	6,627,799	21,092,917	14,465,118
Intergovernmental Revenue	28,613,576	22,297,650	28,346,874	27,783,233	(563,641)
Charges For Services	95,556,667	95,607,271	98,732,230	100,783,705	2,051,475
Miscellaneous Revenue	54,751,995	69,555,987	62,416,691	65,184,752	2,768,061
Total Revenue	608,386,004	638,290,219	625,228,545	675,057,820	49,829,275
Net Fund Cost	361,988,544	365,476,407	265,817,100	374,693,000	108,875,900
TOTAL SOURCES	246,397,459	272,813,811	359,411,445	300,364,820	(59,046,625)
REQUIREMENTS					
Salaries And Benefits	125,636,626	129,997,101	155,554,254	163,167,612	7,613,358
Services And Supplies	146,801,663	165,287,746	201,974,878	181,437,128	(20,537,750)
Other Charges	41,468,782	47,967,437	51,025,540	48,987,717	(2,037,823)
Fixed Assets	20,152,537	38,690,326	52,773,059	18,763,423	(34,009,636)
Expenditure Transfers	(87,662,148)	(109,128,798)	(109,916,286)	(121,991,060)	(12,074,774)
Provisions For Contingencies	0	0	8,000,000	10,000,000	2,000,000
TOTAL REQUIREMENTS	246,397,459	272,813,811	359,411,445	300,364,820	(59,046,625)
 Allocated Positions (FTE)	 1,080	 1,112	 1,135	 1,134	 0

County Summary Information

ALL COUNTY AND DISTRICTS MAJOR FUNDS

Major Fund: **GENERAL FUND - Health and Human Services Functional Group**

Summary

	2016-17 Actuals	2017-18 Actuals	2018-19 Budget	2019-20 Recommended	2019-20 Change
SOURCES					
License/Permit/Franchises	191,575	178,872	155,746	174,000	18,254
Fines/Forfeits/Penalties	910,135	973,209	753,078	659,118	(93,960)
Use Of Money & Property	463,758	486,291	450,751	434,324	(16,427)
Intergovernmental Revenue	407,067,419	419,124,339	444,302,347	471,193,525	26,891,178
Charges For Services	85,850,548	97,948,637	113,666,353	114,261,304	594,951
Miscellaneous Revenue	156,812,366	167,140,247	203,589,577	219,734,623	16,145,046
Total Revenue	651,295,800	685,851,595	762,917,852	806,456,894	43,539,042
Net Fund Cost	115,848,257	114,414,069	123,871,528	161,070,000	115,848,257
TOTAL SOURCES	767,144,057	800,265,664	886,789,380	967,526,894	80,737,514
REQUIREMENTS					
Salaries And Benefits	327,128,704	346,215,732	394,041,261	415,870,307	21,829,046
Services And Supplies	284,763,189	304,156,668	333,951,576	359,426,579	25,475,003
Other Charges	160,640,108	161,107,630	171,050,986	205,478,852	34,427,866
Fixed Assets	1,940,884	695,402	1,080,096	1,293,300	213,204
Expenditure Transfers	(7,328,827)	(11,909,768)	(13,334,540)	(14,542,144)	(1,207,605)
TOTAL REQUIREMENTS	767,144,057	800,265,664	886,789,380	967,526,894	80,737,514
 Allocated Positions (FTE)	 3,231	 3,244	 3,249	 3,189	 (60)

ALL COUNTY AND DISTRICTS MAJOR FUNDS**Major Fund: GENERAL FUND - *Law and Justice Functional Group*****Summary**

	2016-17 Actuals	2017-18 Actuals	2018-19 Budget	2019-20 Recommended	2019-20 Change
SOURCES					
License/Permit/Franchises	1,727,758	1,690,645	1,656,890	1,655,750	(1,140)
Fines/Forfeits/Penalties	2,989,992	2,670,859	2,467,632	2,518,892	51,260
Intergovernmental Revenue	0	0	0	0	0
Charges For Services	106,536,135	111,617,375	112,162,254	110,954,194	(1,208,060)
Miscellaneous Revenue	42,898,224	41,458,413	45,175,779	44,603,141	(572,638)
Total Revenue	218,592,243	215,306,517	226,996,766	223,583,263	(3,413,503)
Net Fund Cost	170,456,900	191,548,030	217,693,051	213,623,000	(4,070,051)
TOTAL SOURCES	389,049,143	406,854,548	444,689,817	437,206,263	(7,483,554)
REQUIREMENTS					
Salaries And Benefits	309,716,000	330,002,532	349,785,083	358,972,354	9,187,271
Services And Supplies	50,289,715	51,798,427	63,499,168	50,102,923	(13,396,245)
Other Charges	22,411,609	20,762,666	25,348,486	21,755,328	(3,593,158)
Fixed Assets	5,908,091	1,696,618	3,415,226	3,244,976	(170,250)
Expenditure Transfers	723,728	2,594,304	2,641,854	3,130,682	488,828
TOTAL REQUIREMENTS	389,049,143	406,854,548	444,689,817	437,206,263	(7,483,554)
 Allocated Positions (FTE)	 1,800	 1,820	 1,844	 1,824	 (20)

County Summary Information

GENERAL FUND

Summary of Expenditures and Revenues with Compensation Information

General Fund	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Change
Expense					
Salaries And Benefits	806,215,365	899,380,597	942,193,697	938,010,273	(4,183,424)
Services And Supplies	521,242,842	599,425,622	590,907,977	590,966,630	58,653
Other Charges	229,837,734	247,425,012	276,221,897	276,221,897	0
Fixed Assets	41,082,346	57,268,381	23,301,699	23,301,699	0
Provisions For Contingencies	(0)	8,000,000	10,000,000	10,000,000	0
Expenditure Transfers	(118,444,263)	(120,608,971)	(133,324,337)	(133,402,522)	(78,185)
Expense Total	1,479,934,023	1,690,890,642	1,709,300,933	1,705,097,977	(4,202,956)
Revenue					
Other Local Revenue	925,958,369	987,379,201	1,021,427,983	1,022,534,970	1,106,987
Federal Assistance	256,534,745	284,998,484	296,008,106	296,008,106	0
State Assistance	356,955,217	372,913,919	386,728,318	386,554,901	(173,417)
Revenue Total	1,539,448,331	1,645,291,605	1,704,164,407	1,705,097,977	933,570
Net County Cost (NCC):	(59,514,308)	45,599,037	5,136,526	0	(5,136,526)
Allocated Positions (FTE)	6,174.9	6,227.0	6,165.0	6,146.5	(18.5)
Financial Indicators					
Salaries as % of Total Expense	54%	53%	55%	55%	
% Change in Total Expense		14%	1%	(0%)	
% Change in Total Rev		7%	4%	0%	
% Change in NCC		(177%)	(89%)	(100%)	
Compensation Information					
Permanent Salaries	427,410,163	491,517,637	523,764,259	521,319,175	(2,445,084)
Temporary Salaries	16,125,214	9,362,904	9,102,261	9,102,261	0
Permanent Overtime	23,939,631	15,630,243	15,321,910	15,321,910	0
Deferred Comp	3,744,793	5,035,726	5,681,684	5,631,156	(50,528)
Hourly Physician Salaries	179,030	158,954	86,174	86,174	0
Perm Physicians Salaries	2,541,944	4,581,940	4,644,956	4,644,956	0
Perm Physicians Addnl Duty Pay	19,178	16,934	40,490	40,490	0
Comp & SDI Recoveries	(1,860,361)	(1,820,800)	(1,707,734)	(1,707,734)	0
FICA/Medicare	27,669,237	31,445,815	33,089,765	33,065,028	(24,737)
Ret Exp-Pre 97 Retirees	1,880,555	2,077,689	2,108,443	2,108,443	0
Retirement Expense	181,267,089	205,918,650	209,318,534	208,175,714	(1,142,820)
Excess Retirement	187,075	170,705	174,505	174,505	0
Employee Group Insurance	60,001,433	73,579,930	83,341,909	82,910,272	(431,637)
Retiree Health Insurance	30,207,673	30,709,192	30,493,217	30,493,217	0
OPEB Pre-Pay	13,766,197	13,807,986	13,135,114	13,135,114	0
Unemployment Insurance	1,033,887	299,898	250,560	252,133	1,573
Workers Comp Insurance	18,146,304	16,887,195	13,347,648	13,257,457	(90,191)
Labor Received/Provided	(43,676)	0	0	0	0

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 2019-20 is \$492,550,000 or 29% of the County's total General Fund estimated revenue. The following table compares the recommendation for distribution of General Purpose and Debt Service Revenue among Departments to the previous year's recommendation. The FY 2018-19 Recommended Budget did not distribute the \$2.5 million in Debt Service revenue, it was programmed for reserves.

Changes in Overall Share of General Purpose Revenue

	2018-19 Recommended	Share of Total	2019-20 Recommended	Share of Total
Agriculture-Weights/Measures	2,531,000	0.6%	2,500,000	0.5%
Animal Services	4,699,000	1.0%	4,500,000	0.9%
Assessor	16,000,000	3.6%	16,250,000	3.3%
Auditor-Controller	4,158,000	0.9%	3,500,000	0.7%
Board Of Supervisors	7,270,000	1.6%	7,060,000	1.4%
Capital Improvements	16,500,000	3.7%	16,500,000	3.3%
Central Support Services:	6,891,000	1.5%	6,990,000	1.4%
Clerk-Recorder Elections	5,000,000	1.1%	6,868,000	1.4%
Conflict Defense Services	5,007,000	1.1%	6,000,000	1.2%
Conservation & Development	785,000	0.2%	785,000	0.2%
Contingency Reserve	10,000,000	2.2%	10,000,000	2.0%
County Administrator	7,060,000	1.6%	7,420,000	1.5%
County Counsel	3,000,000	0.7%	2,000,000	0.4%
Crockett-Rodeo Revenues	560,000	0.1%	560,000	0.1%
Debt Service	(2,500,000)	(0.6%)	(2,500,000)	(0.5%)
Department Of Information Technology:	95,000	<0.1%	95,000	0.0%
District Attorney	20,550,000	4.6%	21,746,000	4.4%
Employee/Retiree Benefits	5,500,000	1.2%	5,500,000	1.1%
Employment and Human Services	26,910,000	6.0%	26,913,000	5.5%
Health Services	96,505,000	21.6%	134,636,000	27.3%
Human Resources	3,511,000	0.8%	3,200,000	0.6%
Justice System Development/Planning	1,790,000	0.4%	1,790,000	0.4%
Probation	46,300,000	10.3%	44,000,000	8.9%
Public Defender	23,932,000	5.3%	26,542,000	5.4%
Public Works	26,973,000	6.0%	27,000,000	5.5%
Sheriff-Coroner	90,350,000	20.2%	97,725,000	19.8%
Superior Court Related Functions	12,225,000	2.7%	11,320,000	2.3%
Treasurer-Tax Collector	2,403,000	0.5%	2,450,000	0.5%
Veterans Service	1,117,000	0.2%	1,200,000	0.2%
General Purpose Revenue	447,622,000	100.0%	492,550,000	100.0%

County Summary Information

GENERAL PURPOSE REVENUE DISTRIBUTION (continued)

The following table compares the Recommended Budget's share of General Purpose and Debt Service 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 \$5.1 million in the FY 2019-20 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 539.

Comparison of Share between Baseline Request and Recommended Budget

	2019-20 Baseline	Share of Total	2019-20 Recommended	Share of Total
Agriculture-Weights/Measures	2,427,412	0.5%	2,500,000	0.5%
Animal Services	4,500,000	0.9%	4,500,000	0.9%
Assessor	16,990,736	3.4%	16,250,000	3.3%
Auditor-Controller	3,791,849	0.8%	3,500,000	0.7%
Board Of Supervisors	7,104,254	1.4%	7,060,000	1.4%
Capital Improvements	16,500,000	3.3%	16,500,000	3.3%
Central Support Services	6,990,000	1.4%	6,990,000	1.4%
Clerk-Recorder Elections	6,868,000	1.4%	6,868,000	1.4%
Conflict Defense Services	6,000,000	1.2%	6,000,000	1.2%
Conservation & Development	785,000	0.2%	785,000	0.2%
Contingency Reserve	10,000,000	2.0%	10,000,000	2.0%
County Administrator	7,420,000	1.5%	7,420,000	1.5%
County Counsel	2,000,000	0.4%	2,000,000	0.4%
Crockett-Rodeo Revenues	560,000	0.1%	560,000	0.1%
Debt Service	(2,500,000)	(0.5%)	(2,500,000)	(0.5%)
Department Of Information Technology	95,000	<0.1%	95,000	<0.1%
District Attorney	22,473,683	4.5%	21,746,000	4.4%
Employee/Retiree Benefits	5,500,000	1.1%	5,500,000	1.1%
Employment and Human Services	26,913,000	5.4%	26,913,000	5.5%
Health Services	134,636,000	27.1%	134,636,000	27.3%
Human Resources	3,568,578	0.7%	3,200,000	0.6%
Justice System Development/Planning	1,790,000	0.4%	1,790,000	0.4%
Probation	47,036,014	9.5%	44,000,000	8.9%
Public Defender	26,542,000	5.3%	26,542,000	5.4%
Public Works	27,000,000	5.4%	27,000,000	5.5%
Sheriff-Coroner	97,725,000	19.6%	97,725,000	19.8%
Superior Court Related Functions	11,320,000	2.3%	11,320,000	2.3%
Treasurer-Tax Collector	2,450,000	0.5%	2,450,000	0.5%
Veterans Service	1,200,000	0.2%	1,200,000	0.2%
	497,686,526 ¹	100.0%	492,550,000	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.

GENERAL PURPOSE REVENUE DISTRIBUTION (Continued)

As shown below, the majority of General Purpose and Debt Service Revenue is allocated to a handful of County Departments/Program areas; in fact, 83.5% of our General Purpose and Debt Service 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

	2019-20 Baseline	Share of Total	2019-20 Recommended	Share of Total	
Health Services	134,636,000	27.1%	134,636,000	27.3%	83.5%
Sheriff-Coroner	97,725,000	19.6%	97,725,000	19.8%	
Probation	47,036,014	9.5%	44,000,000	8.9%	
Public Works	27,000,000	5.4%	27,000,000	5.5%	
Employment and Human Services	26,913,000	5.4%	26,913,000	5.5%	
Public Defender	26,542,000	5.3%	26,542,000	5.4%	
District Attorney	22,473,683	4.5%	21,746,000	4.4%	
Capital Improvements	16,500,000	3.3%	16,500,000	3.3%	
Assessor	16,990,736	3.4%	16,250,000	3.3%	
Superior Court Related Functions	11,320,000	2.3%	11,320,000	2.3%	17.0%
Contingency Reserve	10,000,000	2.0%	10,000,000	2.0%	
County Administrator	7,420,000	1.5%	7,420,000	1.5%	
Board Of Supervisors	7,104,254	1.4%	7,060,000	1.4%	
Central Support Services:	6,990,000	1.4%	6,990,000	1.4%	
Clerk-Recorder Elections	6,868,000	1.4%	6,868,000	1.4%	
Conflict Defense Services	6,000,000	1.2%	6,000,000	1.2%	
Employee/Retiree Benefits	5,500,000	1.1%	5,500,000	1.1%	
Animal Services	4,500,000	0.9%	4,500,000	0.9%	
Auditor-Controller	3,791,849	0.8%	3,500,000	0.7%	
Human Resources	3,568,578	0.7%	3,200,000	0.6%	
Agriculture-Weights/Measures	2,427,412	0.5%	2,500,000	0.5%	
Treasurer-Tax Collector	2,450,000	0.5%	2,450,000	0.5%	
County Counsel	2,000,000	0.4%	2,000,000	0.4%	
Justice System Development/Planning	1,790,000	0.4%	1,790,000	0.4%	
Veterans Service	1,200,000	0.2%	1,200,000	0.2%	
Conservation & Development	785,000	0.2%	785,000	0.2%	
Crockett-Rodeo Revenues	560,000	0.1%	560,000	0.1%	
Department Of Information Technology	95,000	<.1%	95,000	<.1%	
Debt Service	(2,500,000)	(0.5%)	(2,500,000)	(0.5%)	
	497,686,526 ¹	100.0%	492,550,000	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

APPROPRIATIONS BY DEPARTMENT

All Funds

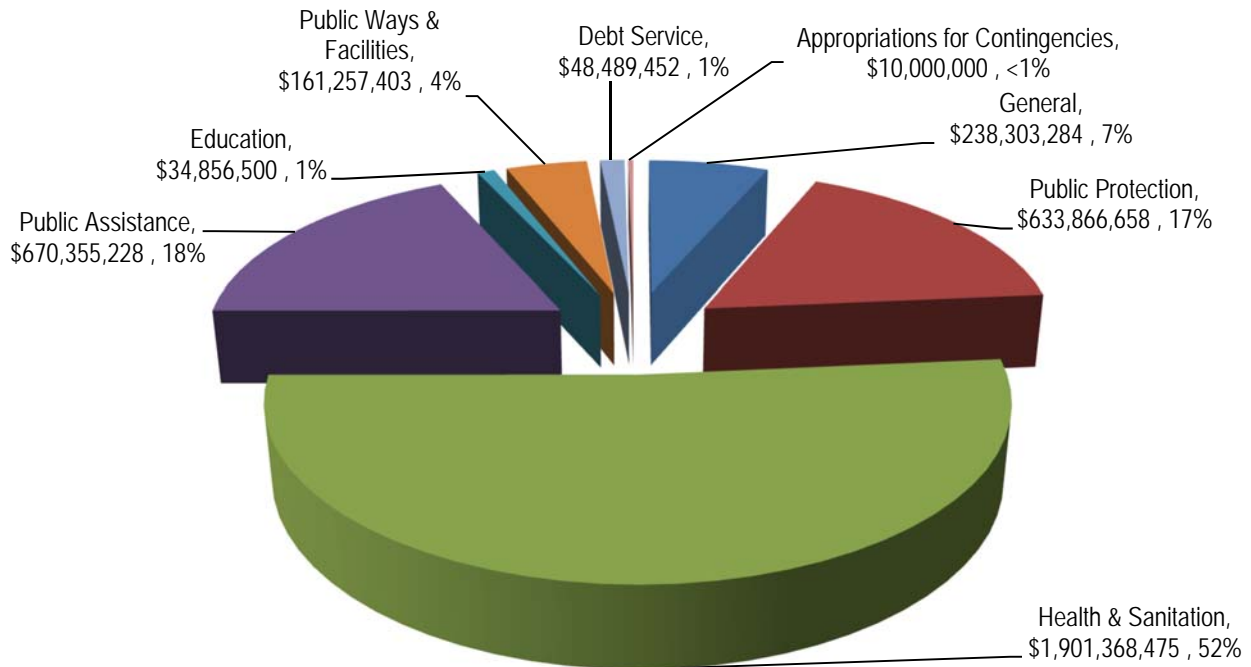
The following table shows total appropriations by Department regardless of the funding source. Please note that several Departments – such as the Library and Child Support Services – do not appear in the preceding charts because they do not receive any General Purpose Revenue.

	2019-20 Baseline	2019-20 Recommended	Difference
County Departments			
Agriculture-Weights/Measures	7,057,729	6,957,000	(100,729)
Animal Services	12,795,000	12,795,000	0
Assessor	21,652,757	20,912,021	(740,736)
Auditor-Controller	10,557,143	10,265,294	(291,849)
Board Of Supervisors	8,280,829	8,280,829	0
Capital Improvements	18,256,915	18,256,915	0
Central Support Services:	13,855,649	13,811,395	(44,254)
Child Support Services	19,435,516	20,383,000	947,484
Clerk-Recorder Elections	27,215,268	27,215,268	0
Conservation & Development	71,142,082	71,142,082	0
Contingency Reserve	10,000,000	10,000,000	0
County Administrator	18,476,719	18,589,819	113,100
County Counsel	7,377,850	7,377,850	0
Conflict Defense Services	6,000,000	6,000,000	0
Crockett-Rodeo Revenues	560,000	560,000	0
Debt Service	48,489,452	48,489,452	0
Department Of Information Technology	8,506,729	8,506,729	0
District Attorney	49,036,999	48,484,256	(552,743)
Employee/Retiree Benefits	5,500,000	5,500,000	0
Employment and Human Services	516,684,596	516,829,000	144,404
Health Services	1,927,926,156	1,927,926,156	0
Human Resources	11,901,782	11,533,204	(368,578)
Justice System Development/Planning	10,836,431	10,836,431	0
Library	34,856,500	34,856,500	0
Probation	86,232,830	83,196,816	(3,036,014)
Public Defender	30,713,676	31,116,117	402,441
Public Safety Realignment	184,644,028	184,644,028	0
Public Works	254,520,236	254,792,238	272,002
Sheriff-Coroner	254,530,589	254,530,589	0
Superior Court Related Functions	17,517,386	17,517,386	0
Treasurer-Tax Collector	5,678,625	5,678,625	0
Veterans Service	1,513,000	1,513,000	0
Total County	3,701,752,472	3,698,497,000	(3,255,472)
Special Districts			
CCC Fire Protection District	182,251,142	183,638,033	1,386,891
CCCFPD EMS Transport Fund	46,652,569	47,141,000	488,431
Crockett/Carquinez Fire	612,000	612,000	0
Special Districts (Other Than Fire)	205,705,516	205,705,516	0
Appropriations Grand Total	4,136,973,699	4,135,593,550	(1,380,150)

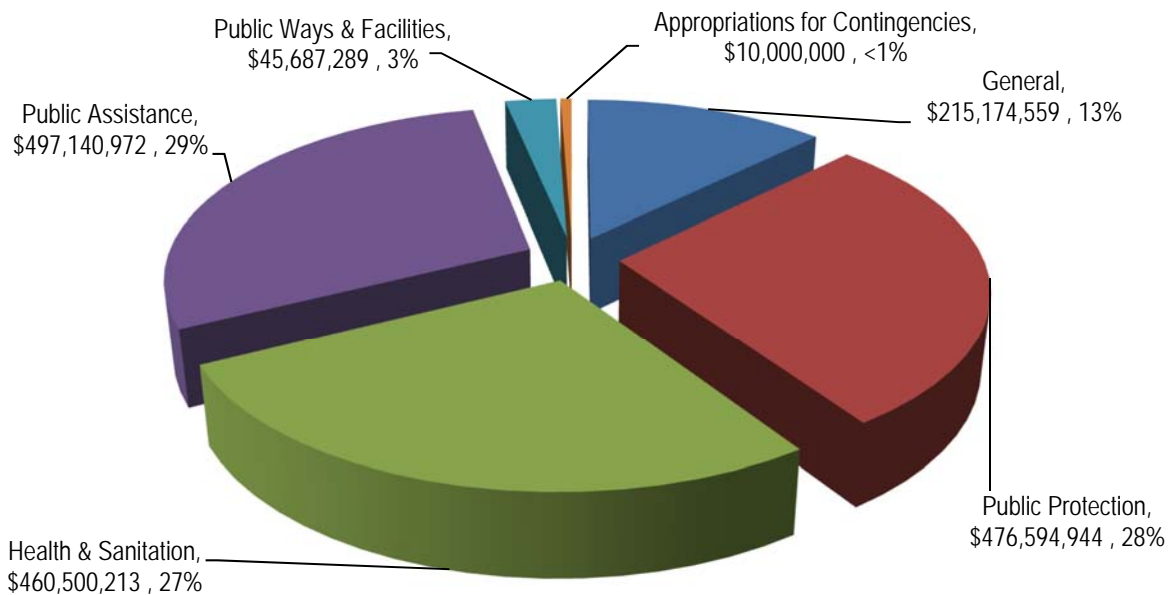
APPROPRIATIONS BY STATE FUNCTION CODE

Many Departments provide more than one area of service. The charts below categorize total County Appropriations by State Function Code.

ALL FUNDS: \$3.69 Billion



GENERAL FUND: \$1.70 Billion



County Summary Information

POSITION SUMMARY

All County Funds

The table below provides FTE positions for all funds for two prior years (2016-17 and 2017-18 Actuals), current year (2018-19 Budget), Projected Year (2019-20 Baseline), and for the 2019-20 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 had a decrease of 1 FTE, Board of Supervisors/Merit Board had a decrease of 0.5 FTE, Child Support an increase of 9 FTE, County Administrator a decrease of 1 FTE, District Attorney has an increase of 1 FTE, Employment and Human Services has a net increase of 1 FTE (after elimination of 67 vacant/unfunded positions), Human Resources a decrease of 2 FTE, Probation a decrease of 22 FTE, Public Defender an increase of 1 FTE, Public Works an increase of 3 FTE, Contra Costa County Fire Protection District an increase of 7 FTE, and CCC Fire Protection District EMS Transport increase of 1 FTE.

	2016-17 Actuals	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Net Change
County Departments						
Agriculture-Weights/Measures	40.6	44.2	44.6	44.6	43.6	(1.0)
Animal Services	84.0	89.0	77.0	77.0	77.0	0.0
Assessor	122.0	122.0	122.0	122.0	122.0	0.0
Auditor-Controller	57.0	60.0	60.0	60.0	60.0	0.0
Board Of Supervisors	31.5	31.5	32.3	32.3	31.8	0.5
Central Support Services	43.0	43.0	44.0	44.0	44.0	0.0
Child Support Services	171.0	171.0	144.0	144.0	153.0	9.0
Clerk-Recorder Elections	82.5	82.5	82.5	82.5	82.5	0.0
Conservation & Development	170.0	173.0	177.0	177.0	177.0	0.0
County Administrator	33.5	34.0	35.0	34.0	35.0	1.0
County Counsel	50.0	50.0	52.0	52.0	52.0	0.0
Dept of Information Technology	79.0	82.0	84.0	84.0	84.0	0.0
District Attorney	205.5	205.5	221.5	221.5	222.5	1.0
Employ't and Human Services	2,234.0	2,009.0	1,971.5	1,902.5	1,903.5	1.0
Health Services	3,778.1	3,825.0	3,917.0	3,917.1	3,917.1	0.0
Human Resources	48.0	52.0	52.0	52.0	50.0	(2.0)
Justice System Dev/Planning	3.0	5.0	5.0	5.0	5.0	0.0
Library	194.4	197.8	200.7	200.7	200.7	0.0
Probation	356.5	366.5	367.5	367.5	345.5	(22.0)
Public Defender	109.3	115.3	137.1	137.1	138.1	1.0
Public Works	507.8	527.8	542.8	542.8	545.8	3.0
Sheriff-Coroner	1,050.1	1,061.5	1,058.5	1,058.5	1,058.5	0.0
Treasurer-Tax Collector	29.5	29.5	29.5	29.5	29.5	0.0
Veterans Service	9.5	9.5	9.5	9.5	9.5	0.0
Total County FTE	9,489.7	9,386.6	9,467.0	9,397.0	9,387.5	(9.5)
Special Districts						
CCC Fire District-Consolidated	352.6	360.6	397.6	397.6	404.6	7.0
CCCFPD Ems Transport Fund	0.0	7.0	11.0	11.0	12.0	1.0
Special Districts (Not Fire)	16.0	17.0	17.0	17.0	17.0	0.0
All Funds FTE	9,858.3	9,771.2	9,892.6	9,822.6	9,821.1	(1.5)

POSITION SUMMARY

General Fund

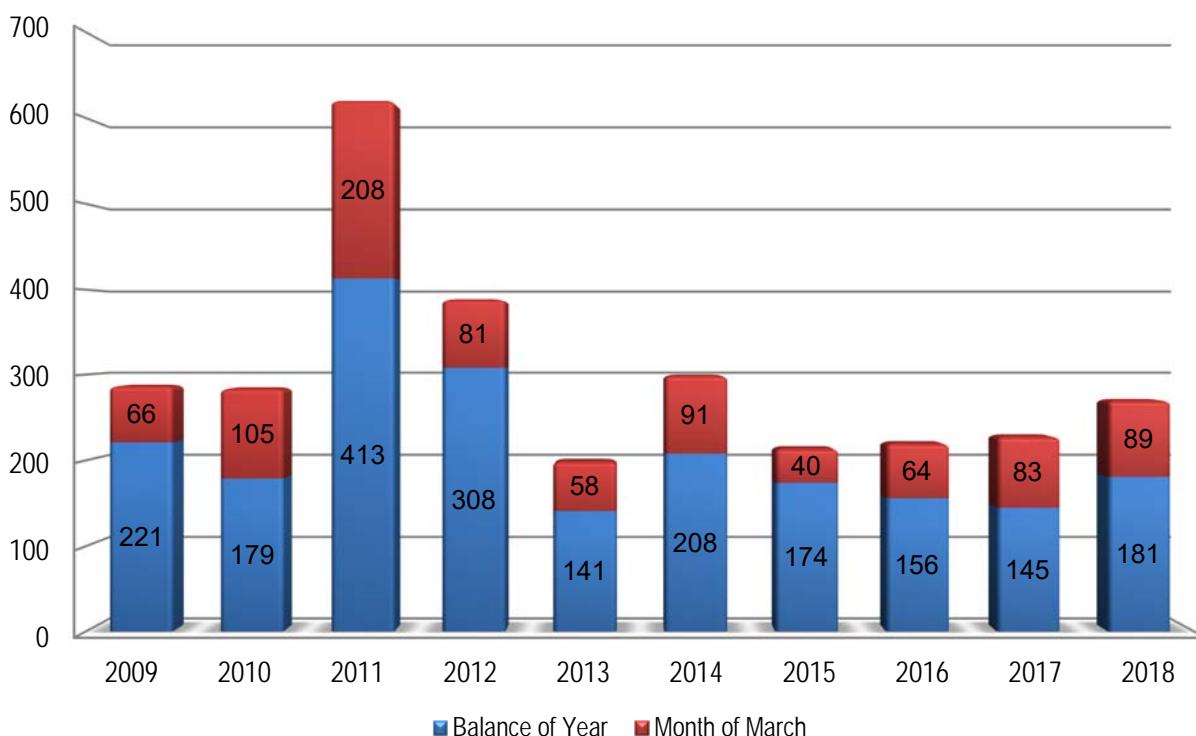
The table below provides FTE positions for the General Fund for two prior years (2016-17 and 2017-18 Actuals), current year (2018-19 Budget), Projected Year (2019-20 Baseline), 2019-20 Recommended Budget, and net change from Baseline to Recommended. These figures are independently rounded by Department.

	2016-17 Actuals	2017-18 Actuals	2018-19 Budget	2019-20 Baseline	2019-20 Recommended	Net Change
General Fund Departments						
Agriculture-Weights/Measures	40.6	44.2	44.6	44.6	43.6	(1.0)
Animal Services	84.0	89.0	77.0	77.0	77.0	0.0
Assessor	122.0	122.0	122.0	122.0	122.0	0.0
Auditor-Controller	57.0	60.0	60.0	60.0	60.0	0.0
Board Of Supervisors	31.5	31.5	32.3	32.3	31.8	(0.5)
Central Support Services	43.0	43.0	44.0	44.0	44.0	0.0
Clerk-Recorder Elections	71.5	71.5	71.5	71.5	71.5	0.0
Conservation & Development	2.0	2.0	3.0	3.0	3.0	0.0
County Administrator	33.5	34.0	35.0	34.0	35.0	1.0
County Counsel	50.0	50.0	52.0	52.0	52.0	0.0
Dept Of Information Tech	79.0	82.0	84.0	84.0	84.0	0.0
District Attorney	205.5	205.5	221.5	221.5	222.5	1.0
Employment and Human Svc	2,112.0	1,888.0	1,853.5	1,792.5	1,793.5	1.0
Health Services	1,109.3	1,346.1	1,385.7	1,385.7	1,385.7	0.0
Human Resources	48.0	52.0	52.0	52.0	50.0	(2.0)
Justice System Dev/Planning	3.0	5.0	5.0	5.0	5.0	0.0
Probation	356.5	366.5	367.5	367.5	345.5	(22.0)
Public Defender	109.3	115.3	137.1	137.1	138.1	1.0
Public Works	472.8	489.8	504.8	504.8	507.8	3.0
Sheriff-Coroner	1,042.1	1,038.5	1,035.5	1,035.5	1,035.5	0.0
Treasurer-Tax Collector	29.5	29.5	29.5	29.5	29.5	0.0
Veterans Service	9.5	9.5	9.5	9.5	9.5	0.0
Total General Fund FTEs	6,111.5	6,174.9	6,227.0	6,165.0	6,146.5	(18.5)

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 2009-2018

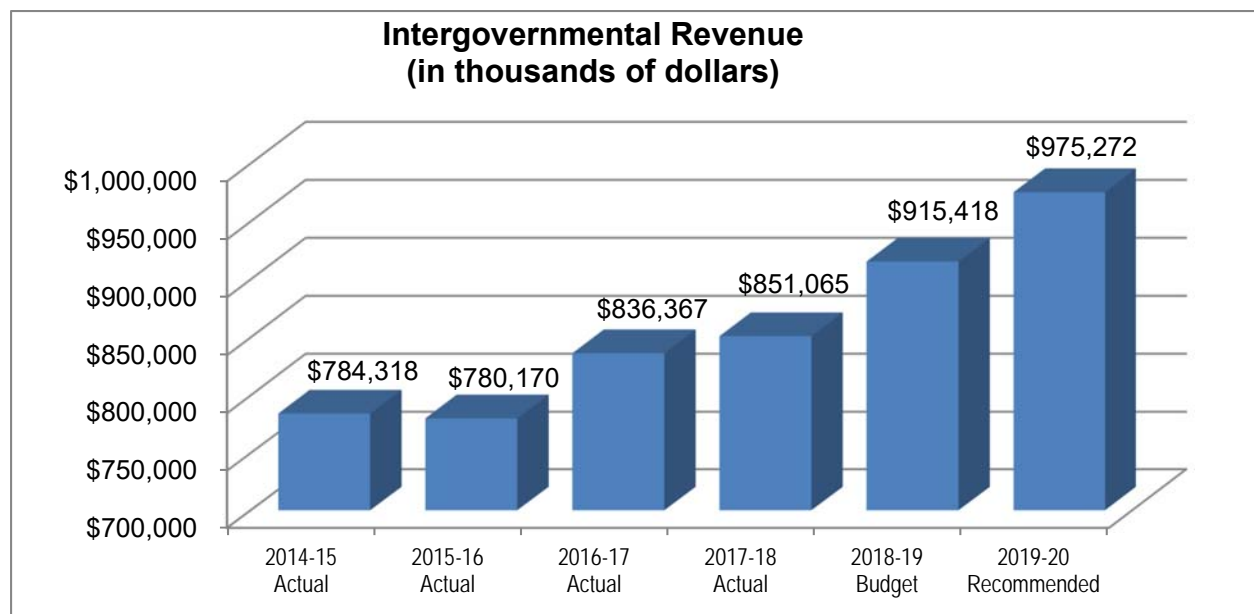


DISCUSSION OF MAJOR REVENUE SOURCES

All County Funds

Intergovernmental Revenue: \$975.2 Million/26.6% 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 (\$235.2 million): Contra Costa's total Realignment-Sales Tax revenue is budgeted at \$235.2 million, 75.3% 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 \$8.1 billion to local governments to fund various criminal justice, mental health and social services programs in the current year and \$8.4 billion is estimated in the FY 2019-20. In FY 2019-20, Contra Costa County's share of community corrections base allocation will be increased; however, while our "Base" is increasing in FY 2019-20 over FY 2018-19, 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 2019-20, based on current estimates in the Governor's January Proposed Budget.

DISCUSSION OF MAJOR REVENUE SOURCES

All County Funds

Intergovernmental Revenue *(continued)*

Federal Aid (\$237.2 million): The County is projecting to receive federal aid for a variety of programs in FY 2019-20. The largest source provides support for CalWorks and CalFresh in the Employment and Human Services Department (\$87.1 million), which is distributed based in part on caseload, program allocation and time studies. Some of the other programs are: adoptions (\$8.3 million), child boarding homes (\$10.5 million), community services administration (\$33.0 million), other Federal aid (\$11.0 million), employment and training (\$7.5 million), family maintenance (\$9.7 million), miscellaneous federal health projects (\$15.6 million), highway construction monies (\$17.3 million), and HUD Block Grants (\$14.0 million).

State Aid Public Safety Services (\$85.5 million): The half-cent public safety tax was approved by the voters in 1993 to permanently extend a temporary state tax that had been enacted to offset the state's fiscal crisis. The state controller forwards the revenue to each county on the basis of that county's share of statewide taxable sales. The county auditor then distributes to its local agencies via a formula based on the amount of property tax lost to previous state expropriations by ERAF (Educational Revenue Augmentation Funding). Revenues can only be used for specified public safety purposes. In Contra Costa they are allocated to the departments of the Sheriff and District Attorney. The County's sales tax consultants project that these revenues will increase in FY 2019-20 due to an increase in Proposition 172 statewide sales tax receipts. The increase over the current year budgeted figures is \$3.7 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 \$8.1 billion to local governments to fund various criminal justice, mental health and social services programs in the current year and \$8.4 billion is estimated in the FY 2019-20. Contra Costa's total Realignment – Mental Health is budgeted at \$27.6 million for FY 2019-20. 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. There is no growth expected in FY 2019-20.

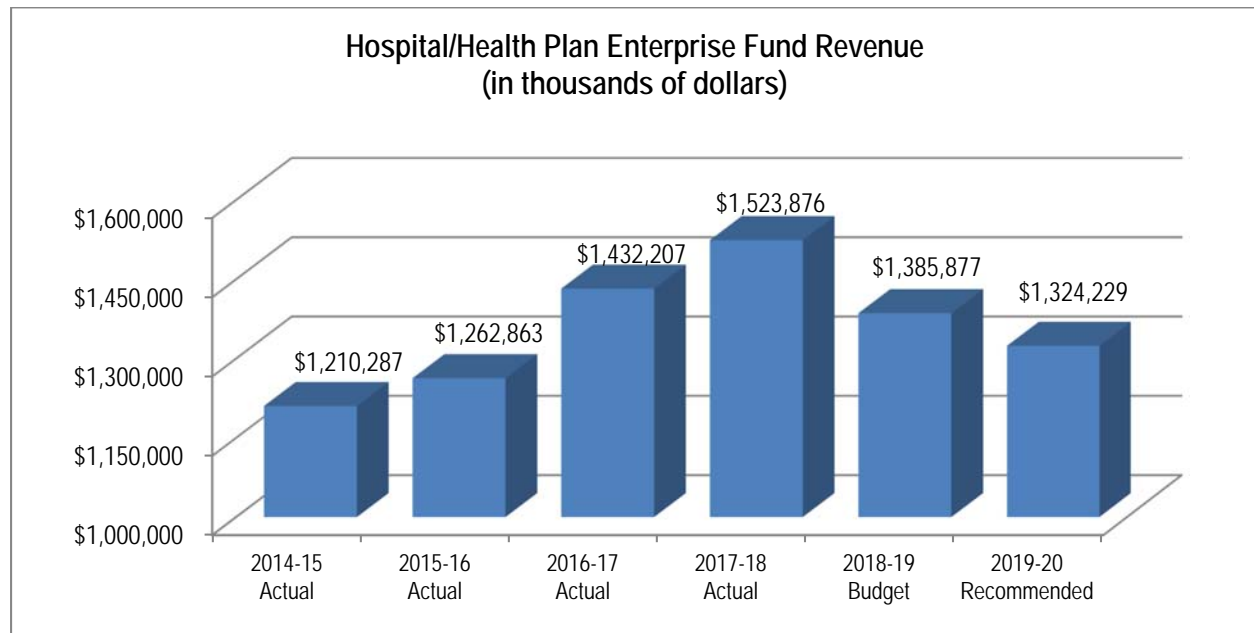
Title IV-D Revenues (\$20.3 million): Child Support Services is projecting to receive just over \$20 million in Federal Family Support funds in FY 2019-20. This is a Federal funding source and is projected by the Child Support Services Department based upon performance and current year expenses, due mainly to flat expenditures; projected revenue growth is flat as well.

DISCUSSION OF MAJOR REVENUE SOURCES

All County Funds

Hospital/Health Plan Revenue: \$1.324 Billion/36.16% 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 (\$639.2 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 (\$299.2 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 Federally Qualified Health Center all-inclusive rate per visit inclusive of the physician component. 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.

DISCUSSION OF MAJOR REVENUE SOURCES

All County Funds

Hospital/Health Plan Revenue *(continued)*

Health Plan Reimbursement (\$114.6 million): The revenue is for Inpatient and Outpatient managed care services reimbursed on a capitated basis. The revenue forecast is based on anticipated enrollment consistent with State wide trends coupled with utilization rates per thousand (for both days and visits). The member projection and volume estimates are then combined with the anticipated payment rate to arrive at the budget amount.

Miscellaneous Hospital Revenue (\$82.7 million): The County Hospital and Clinics are expected to receive in excess of \$82.7 million in miscellaneous revenues in FY 2019-20. This revenue source varies drastically from year to year. In FY 2015-16 actual revenues from these sources were \$53.6 million and in FY 2017-18 they were \$78.2 million. The largest source of these revenues is from Public Hospital Redesign and Incentive in Medi-Cal (PRIME). The revenues are projected from a variety of sources within the Health Services Finance unit.

Contra Costa Health Plan Premiums (\$67.2 million): The budgeted revenue anticipates enrollment of the Commercial members into the County managed care plan. The member months are based upon historical trends and adjusted for product additions or deletions. The resultant number of months is multiplied by the average prior period rate per month to produce the budgeted revenue.

Medicare Reimbursement (\$43.2 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.

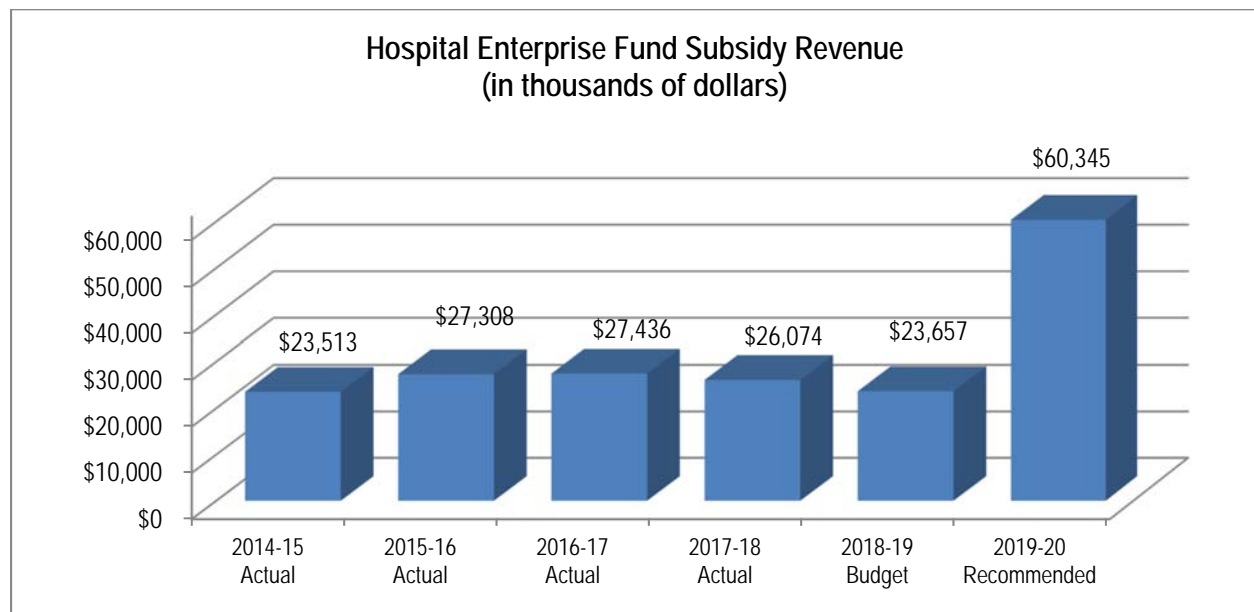
Medicare Outpatient services are paid by APC (Ambulatory Payment Classification) codes. Each code is assigned a value by CMS (Centers for Medicare and Medicaid Services) and these codes are adjusted by locality. The APC codes are determined by the CPT (Current Procedural Terminology) code billed for 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.

DISCUSSION OF MAJOR REVENUE SOURCES

All County Funds

Enterprise Fund Subsidy: \$60.3 Million/1.6% 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 (\$56.3 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 had been reduced significantly over the last five years primarily related to the implementation of the ACA. Beginning in early fiscal year 2018-19 the ACA membership and related revenue peaked and began to decline. The ACA impact coupled with new labor agreement costs created a need for additional subsidy. To adjust to the new volume and cost forecasts, and to avoid program reductions, the General Fund subsidy to the programs has been increased to \$60.3 million. A strategic plan is under development to address the growth slowdown. The subsidy reduction in FY 2014-15 was temporary and due to the recognition of start-up revenues related to the ACA.

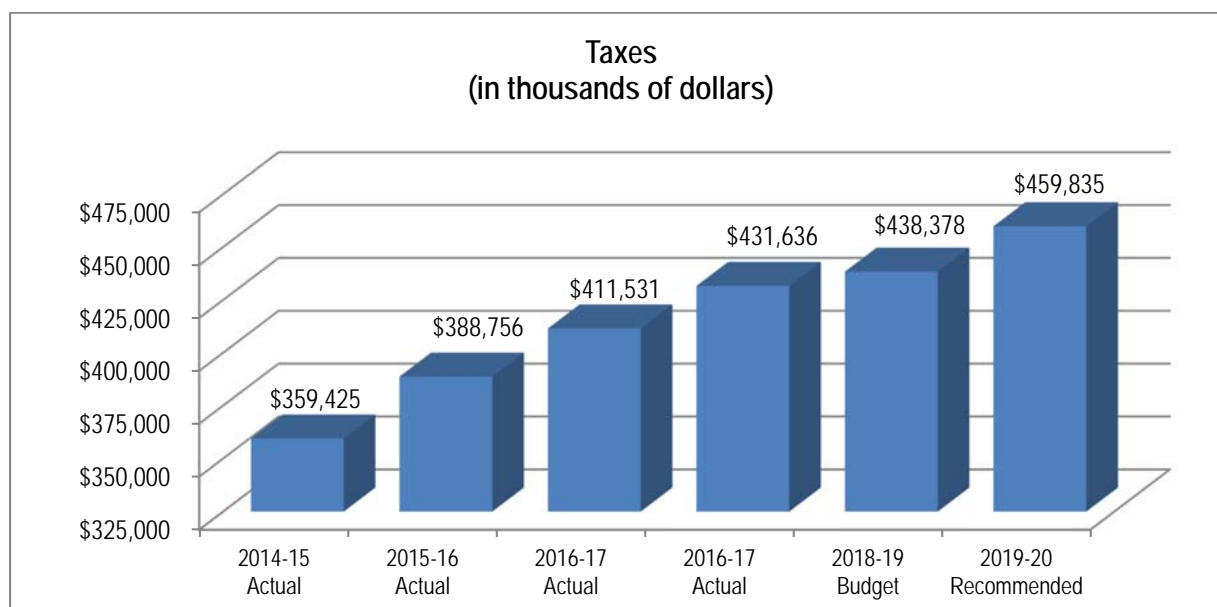
Health Plan Subsidy (\$3.9 million): Historically, the County General Fund has provided a general fund subsidy to the County health plan (Enterprise Fund III) for the In-Home Supportive Services population. These revenues are allocated from projected property tax revenues and are set as a fixed dollar amount. The subsidy has remained constant over the past five years.

DISCUSSION OF MAJOR REVENUE SOURCES

All County Funds

Taxes: \$459.8 Million/12.56% 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 (\$279.8 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.

DISCUSSION OF MAJOR REVENUE SOURCES

All County Funds

Taxes Revenue *(continued)*

Property Tax In-Lieu of Vehicle License Fees (\$133.5 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 2019-20 based on property tax projections.

Sales and Use Tax/In-Lieu Sales and Use Tax (\$14.0 million): Sales tax is the responsibility of the seller, and the local portion is generally allocated to the jurisdiction where the seller's sales office, order desk or cash register is located. Use tax is levied upon the purchaser; and normally applies either when title to the merchandise has passed at a point outside of California, or when the item(s) sold are affixed to real property as part of a construction contract. Because these transactions are not tied to a permanent, in-state place of business the use tax is normally distributed via the county allocation pools and shared among all jurisdictions in that county. In-Lieu Sales and Use Tax are those taxes transferred to a county or a city from a Sales and Use Tax Compensation Fund or an Educational Revenue Augmentation Fund. These revenues replaced the 0.25% of the Bradley-Burns sales and use tax that were previously credited to the general funds of all cities and counties but are now being used for debt service payment of State Economic recovery bonds. This funding mechanism became known as the "Triple Flip".

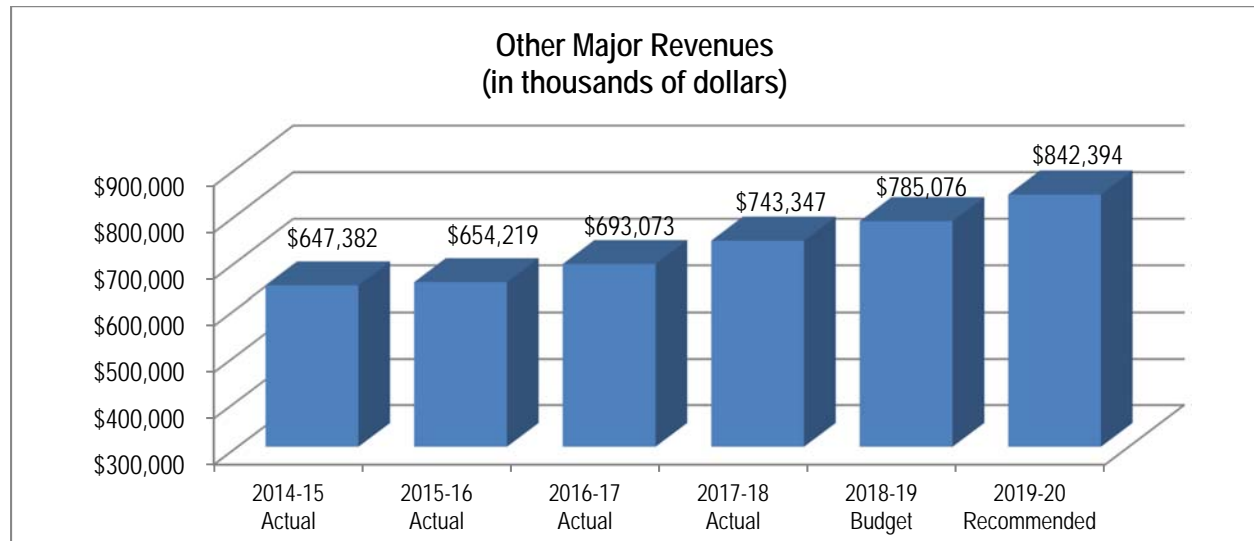
The Governor's FY 2014-15 state budget included a supplemental payment of \$1.6 billion to allow the 2004 Economic Recovery Bonds to be paid off earlier than originally planned. Based on our review of historical annual Triple Flip reconciliations, all past takeaways have been properly trued up and no additional amounts are due to local/county agencies. Starting with monthly advances in March 2016 (representing sales activity starting January 1, 2016) and thereafter, Bradley-Burns allocations reverted to the original 1% amount. Due to the increase in monthly cash flow, many agencies experienced a one-time bump in recorded accrued revenues for the 2015-16 fiscal year when compared to the 2014-15 fiscal year. Contra Costa relies on a consulting firm to project Sales and Use Tax. The FY 2019-20 Recommended Budget includes a slight decline in net sales taxes.

DISCUSSION OF MAJOR REVENUE SOURCES

All County Funds

Other Major Revenues: \$842.3 Million/23.00% 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 (\$30.8 million): The majority of the County's revenues in this category come from construction permits (\$15.4 million), franchise fees (\$8.5 million), landfill surcharges (\$2.4 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 (\$28.8 million): The majority of the County's fines are from general fines (\$3.6 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 (\$20 million). Allocations from the Tax Losses Reserve fund to the General fund are based upon total funds available over the statutory minimum and level transfer sustainability.

DISCUSSION OF MAJOR REVENUE SOURCES

All County Funds

Other Major Revenues *(continued)*

Use of Money and Property (\$31.4 million): These revenues are generated from monies earned on cash deposits, bond proceeds 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 \$23.9 million from earnings on investments, \$4.4 million from aviation operations/rent and concessions from the Buchanan Airport, and \$1.5 million from rent on real estate and office space. Earnings from use of money and property have grown significantly, due to increased investments and higher interest rates.

Charges for Services (\$281.0 million): Eleven of the 84 revenue sources in this category account for over 75% of the revenue. The largest is Medi-Cal for mental health services (\$81.4 million), which is projected based upon trend as well as State contract. Contract law enforcement services accounts for \$25.3 million and are based upon current contracts to cover projected actual expenditures. Building maintenance services costs account for \$42.0 million, \$5.5 for city contracts for animal services, and \$12.0 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 \$16.8 million from health inspection fees, \$8.4 million in recording fees, \$8.0 million in assessment collections, \$7.4 million from planning and engineering services, \$5.6 for communication services, and \$5.4 million for miscellaneous current services in FY 2019-20. These revenue projections are based upon recent County trends.

Miscellaneous Revenue (\$470. million): Over \$376.8 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 (\$12.2 million). 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 2019-20 and are based upon planned future projects. The second largest miscellaneous revenues at \$48.1 million are contributions from other funds. Of this amount, \$43.6 million is budgeted for the principal and interest costs for the Pension Obligation Bonds for employee retirement liabilities (\$43.6 million) and to fund the Retirement Litigation debt services repayment (\$2.7 million). Projected funds are calculated per the established debt schedules and allocated across projected employee payroll based upon recent experience (see Debt Service, page 125). Note that the FY 2017-18 Actuals includes \$22.5 million in general fund balance allocated for the West County Reentry Treatment and Housing facility grant match and \$3.1 million in AB109 related capital projects (see Public Safety Realignment, page 427).

County Summary Information

REVENUES BY TYPE

All County Funds

	2016-17 Actuals	2017-18 Actuals	2018-19 Budget	2019-20 Recommended	2019-20 Change
Medicare Contr Allowance	(134,258,742)	(138,515,228)	0	0	0
Medicare RHS/IP	176,120,717	183,027,017	42,376,870	43,212,568	835,698
Medicare Patient Services	41,861,975	44,511,789	42,376,870	43,212,568	835,698
Medi-Cal Contr Allowance	92,470,316	176,683,722	0	0	0
Medi-Cal RHS/IP	145,716,345	143,488,291	280,312,003	299,209,084	18,897,081
Medi-Cal Patient Services	238,186,661	320,172,013	280,312,003	299,209,084	18,897,081
Health Plan Contr Allowance	(248,053,250)	(299,708,804)	0	0	0
Health Plan RHS/IP	412,863,922	400,519,610	148,480,213	114,617,883	(33,862,330)
Health Plan Patient Services	164,810,672	100,810,806	148,480,213	114,617,883	(33,862,330)
Bad Debt Allowance	(34,145,214)	(40,471,670)	0	0	0
Commercial RHS/IP	35,090,068	37,366,064	10,308,146	11,346,312	1,038,166
Individual RHS/IP	8,975,775	13,385,372	0	0	0
Private Pay Patient Services	9,920,628	10,279,766	10,308,146	11,346,312	1,038,166
Interdepartmental Contr Allowance	(1,302,041)	(1,943,408)	0	0	0
Interdepartmental RHS/IP	7,491,209	5,978,022	4,773,496	3,809,780	(963,716)
Interdepartmental Patient Svcs	6,189,168	4,034,614	4,773,496	3,809,780	(963,716)
Other Contr Allowance	(1,033,311)	(675,187)	0	0	0
Other RHS/IP	1,033,311	675,187	0	0	0
Other Patient Services	(0)	0	0	0	0
Cafeteria Receipts	114,284	287,071	129,958	439,938	309,980
Education & Training Charges	21,043	15,786	15,768	10,994	(4,774)
Gain on Dsp SI-Fixed Assets	2,200	3,000	0	0	0
Grants & Donations	11,383,793	12,097,017	11,397,703	16,267,006	4,869,303
Interfund Trans-PFA/Hospital	11,407,292	8,818	0	0	0
Medical Records Charges	193,297	184,114	177,439	185,140	7,701
Miscellaneous Hospital Revenue	37,188,837	49,135,602	66,566,023	58,745,935	(7,820,088)
Occupancy & Rental Charges	62,084	96,897	80,666	80,709	43
Other External Hospital Rev	2,086,484	2,367,376	2,086,484	1,811,781	(274,703)
SB 1732-MCAL CRRP Reimbursement	7,180,219	14,096,353	5,143,016	5,166,802	23,786
Other Hospital Revenues	69,639,533	78,292,034	85,597,057	82,708,305	(2,888,752)
Charges to A/DA/Mental Health	25,584,481	28,816,136	27,113,469	27,874,287	760,818
Charges to Environmental Health	675,772	675,772	675,772	675,772	0
Charges to Public Health	527,000	200,000	0	0	0
Charges to Other County Depts	1,170,454	1,219,439	1,208,038	1,283,551	75,513
Charges To Gen Fund Units	27,957,707	30,911,347	28,997,279	29,833,610	836,331
CC Health Plan Premiums	62,497,379	59,462,718	61,539,424	67,230,236	5,690,812
Interest Earnings	3,501,726	4,404,457	2,164,550	1,819,153	(345,397)

REVENUES BY TYPE**All County Funds**

	2016-17 Actuals	2017-18 Actuals	2018-19 Budget	2019-20 Recommended	2019-20 Change
Medi-Care Fed Premiums	2,971,198	3,048,501	2,732,592	0	(2,732,592)
Other External Plan Rev	4,127,229	5,402,879	3,633,116	1,510,278	(2,122,838)
PHP/Medi-Cal Premiums	792,172,322	856,040,008	708,503,066	639,284,840	(69,218,226)
Realignment VLF Revenue	7,123,013	5,584,516	4,063,128	28,727,197	24,664,069
St Aid Realignment-Health-Ent	302,373	0	1,494,429	0	(1,494,429)
External Health Plan Revenue	872,695,240	933,943,078	784,130,305	738,571,704	(45,558,601)
Health Plan Subsidy	3,736,288	3,986,288	3,986,288	3,986,288	0
Hospital Subsidy	23,699,778	22,088,071	19,670,497	56,358,712	36,688,215
Enterprise Fund Subsidy	27,436,066	26,074,359	23,656,785	60,345,000	36,688,215
Interest Income	287	695	0	0	0
Supplemental State Payments	43,989	0			
Major Risk Med Ins Revenue	44,276	695	0	0	0
Bond Interest	24,324	40,963	24,324	40,963	16,639
Rentals and Leases	876,946	878,399	876,946	878,399	1,453
Schools Funds Revenue	901,270	919,362	901,270	919,362	18,092
Equip Replacement Release	0	0	148,442	0	(148,442)
Fund Balance Available	0	0	31,675,000	0	(31,675,000)
Fund Balance	0	0	31,823,442	0	(31,823,442)
Prop Taxes-Current Secured	242,924,300	257,518,324	259,443,795	279,820,607	20,376,812
Prop Taxes-Current Unsecured	7,669,460	7,786,167	7,210,926	7,509,924	298,998
Prop Tax-In Lieu of VLF	116,815,583	123,383,456	129,550,000	133,500,000	3,950,000
Prop Tax-Supplemental	6,574,627	5,960,673	6,232,890	4,032,890	(2,200,000)
Prop Tax-Unitary	8,194,303	8,860,304	8,535,740	8,547,189	11,449
Taxes Current Property	382,178,273	403,508,923	410,973,351	433,410,610	22,437,259
Aircraft Tax	436,466	565,208	380,000	400,000	20,000
Prop Taxes-Prior-Secured	(593,711)	(557,244)	(661,923)	(661,923)	0
Prop Taxes-Prior-Unsecured	248,746	(14,695)	25,949	25,949	0
Prop Tax-Prior Supplemental	(375,309)	(323,901)	(439,144)	(439,144)	0
Real Property Transfer Tax	10,117,454	10,860,298	10,000,000	10,000,000	0
Sales and Use Tax	16,146,859	14,267,394	15,000,000	14,000,000	(1,000,000)
Transient Occupancy Tax	3,372,674	3,329,887	3,100,000	3,100,000	0
Taxes Other Than Cur Prop	29,353,178	28,126,947	27,404,882	26,424,882	(980,000)
Animal Licenses	1,665,135	1,610,809	1,600,000	1,600,000	0
Business Licenses	755,868	767,091	545,715	663,192	117,477
Construction Permits	13,914,710	16,624,713	14,613,931	15,495,128	881,197
Franchise	1,972,418	2,123,114	1,000,000	2,000,000	1,000,000
Franchises	5,303,187	4,785,780	4,993,000	4,563,100	(429,900)
Franchises - Cable TV	2,465,008	2,436,110	2,245,737	2,287,514	41,777

County Summary Information

REVENUES BY TYPE

All County Funds

	2016-17 Actuals	2017-18 Actuals	2018-19 Budget	2019-20 Recommended	2019-20 Change
Franchises - Landfill Surcharge	2,497,166	2,509,331	1,800,000	2,400,000	600,000
Other Licenses & Permits	492,125	392,380	543,988	371,250	(172,738)
Road Privileges & Permits	566,612	953,261	590,000	950,000	360,000
Specific Plan Fees	453,180	452,507	210,341	210,948	607
Zoning Permits	430,780	524,115	270,000	280,000	10,000
License/Permit/Franchises	30,516,189	33,179,210	28,412,712	30,821,132	2,408,420
Consumer Fraud Damages	227,050	61,197	510,000	510,000	0
Crime Prevention Fines	20	5,181	400	400	0
Drinking Driver-AB 2086	48,807	43,669	35,463	35,463	0
Failure to Appear Fines	363	875	240	150	(90)
Failure to File Penalty	40,648	15,107	0	0	0
Fish and Game Fines	92,966	14,187	158,400	141,670	(16,730)
General Fines	4,321,495	3,689,197	3,575,945	3,670,482	94,537
Misc Forfeits & Penalties	2,631,697	3,694,965	2,434,289	2,454,214	19,926
Parking Fines	535,230	588,570	288,000	340,116	52,116
Penalty & Costs - Delinquent Tax	1,871,833	1,250,651	585,000	666,000	81,000
Restricted Litter Fines	474	530	0	0	0
St Penalty Fd POC VC 40611	35,114	38,579	34,700	38,500	3,800
Tax Losses Reserve Refund	22,000,000	20,000,000	10,000,000	20,000,000	10,000,000
Unrestricted Litter Fines	3,239	3,864	400	500	100
Vehicle Code Fines	1,373,812	1,283,424	1,028,487	1,014,482	(14,005)
Vehicle Code Priors	25,593	18,780	12,750	8,000	(4,750)
Fines/Forfeits/Penalties	33,208,340	30,708,775	18,664,074	28,879,978	10,215,904
Aircraft Storage Fees	73,433	76,235	81,106	58,833	(22,273)
Aviation Ops-Rent & Cncessn	4,135,567	4,350,362	4,223,297	4,400,381	177,084
Earnings on Investment	10,320,160	17,626,935	7,104,478	23,949,707	16,845,229
Gain on Sale of Investments	1,651,524	2,799	0	0	0
Interest on Bond Deposits	8,582	49,359	50,000	50,000	0
Interest on Loans & Receivables	20,707	21,460	159,000	144,000	(15,000)
Other Rents	998,007	995,083	1,544,381	1,568,200	23,819
Rent of Office Space	444,864	494,228	449,570	453,964	4,394
Rent on Real Estate	592,739	307,165	571,750	868,307	296,557
Use Of Money & Property	18,245,584	23,923,625	14,183,582	31,493,392	17,309,810
Admin Federal - Other	86,947,757	84,087,433	81,014,734	88,000,024	6,985,290
Admin Fed Other CWS	0	39,829	0	0	0
Admin-State Health Miscellaneous	14,861,805	28,942,343	39,517,612	43,537,001	4,019,389
Admin State Medical Health Care	60,118,118	57,550,537	59,631,001	61,234,560	1,603,559
Admin State - Other	38,281,178	33,675,871	36,129,530	29,677,471	(6,452,059)

REVENUES BY TYPE**All County Funds**

	2016-17 Actuals	2017-18 Actuals	2018-19 Budget	2019-20 Recommended	2019-20 Change
Admin State Other SSvcs-OCSS	0	0	500,000	0	(500,000)
Admin State Out of Home Care	5,952,668	5,158,430	7,219,976	8,082,150	862,174
CCS Medical Cases Management	3,710,340	4,082,511	3,882,542	4,165,804	283,262
Fed Aid Adoptions	6,943,511	7,336,083	7,682,913	8,366,988	684,075
Fed Aid Airport Construction	1,468,745	411,277	509,375	3,718,125	3,208,750
Fed Aid Child Boarding Home	11,414,622	11,122,832	11,600,923	10,537,768	(1,063,155)
Fed Aid Comm Services Admin	24,326,088	25,784,849	31,318,141	33,011,632	1,693,491
Fed Aid Crime Control	3,381,121	3,371,484	4,137,496	2,939,791	(1,197,705)
Fed Aid Disaster-Rd Damage	0	114,431	546,000	201,000	(345,000)
Fed Aid Employ & Training	7,765,501	4,950,269	6,811,349	7,594,954	783,605
Fed Aid Family Inc Mtce	9,750,609	9,671,393	10,034,998	9,776,204	(258,794)
Fed Aid Family Support	18,509,187	18,435,776	18,769,093	20,383,000	1,613,907
Fed Aid HUD Block Grant	8,830,082	8,084,749	13,887,818	14,006,076	118,258
Fed Aid Hwy Construction	12,207,309	5,806,435	7,161,258	17,328,134	10,166,876
Fed Aid NIMH Grant	2,270,739	2,306,216	2,306,216	2,306,235	19
Fed Aid Refugees	113,150	95,123	114,987	81,416	(33,571)
Federal in Lieu Taxes	6,061	6,176	0	0	0
Fed Health Admin (MCH&3140)	2,680,857	2,952,114	3,059,428	3,440,796	381,368
Fed Immunization Assist	536,539	217,538	318,664	331,091	12,427
Fed Nutrition Elderly	4,290,709	2,797,514	3,337,936	4,394,401	1,056,465
Fed W.I.C. Program	4,214,683	4,458,184	4,750,000	4,539,099	(210,901)
Highway Users Tax Admin	20,004	20,004	20,004	20,004	0
Highway Users Tax Select	871,844	857,468	885,238	947,053	61,815
H/O Prop Tax Relief	1,982,296	1,964,299	1,650,000	1,650,000	0
Highway Users Tax Strm Drnge	52,875	52,875	52,875	52,875	0
Highway Users Tax Unrestricted	10,678,463	10,258,831	8,913,202	10,685,677	1,772,475
Highway User Tax 5/9APPT2105	4,920,213	4,972,510	5,257,649	5,127,734	(129,915)
Miscellaneous State Aid	49,871,494	51,913,975	57,160,330	61,113,023	3,952,693
Misc Fed Health Projects	7,271,294	7,297,483	7,854,226	15,642,728	7,788,502
Misc Government Agencies	8,870,486	9,351,000	18,663,963	16,927,965	(1,735,998)
Misc State Aid for Health	1,353,573	1,502,139	2,306,551	2,622,559	316,008
Other Federal Aid	15,072,734	14,643,954	15,430,847	11,036,866	(4,393,981)
Other in Lieu Taxes	11,072	10,948	0	0	0
Other State in Lieu Tax	69,521	82,754	70,000	70,000	0
RDA Nonprop-Tax Pass Through	12,097,636	7,801,970	6,693,681	6,993,508	299,827
Reallocation/PY Adj Admn Fed	343,082	(978,405)	0	0	0
Reallocation/PY Adj Admn State	1,520,548	(141,880)	0	12,190	12,190
St Aid-Public Safety Services	77,499,977	81,282,182	81,779,546	85,548,319	3,768,773

County Summary Information

REVENUES BY TYPE

All County Funds

	2016-17 Actuals	2017-18 Actuals	2018-19 Budget	2019-20 Recommended	2019-20 Change
St Aid Traffic Congestion Mgmt	2,249,924	8,182,471	20,328,991	22,466,671	2,137,680
State Adoption Assistance	155,072	0	0	0	0
State Aid Area Agency on Aging	(166,989)	573,955	442,603	589,049	146,446
State Aid Child Day Care	6,128,618	7,977,815	6,523,596	9,159,208	2,635,612
State Aid Children Brding Home	713,557	796,627	213,757	1,010,693	796,936
State Aid Drug AB Short-Doyle	30,126	567,284	2,386,413	3,869,813	1,483,400
State Aid Family Inc Mtce	2,456,026	1,031,141	2,503,072	1,016,679	(1,486,393)
State Aid Food/Milk Subvention	1,050,877	1,076,795	1,176,495	1,101,715	(74,780)
State Aid for Agriculture	2,807,773	2,466,142	2,606,759	3,250,036	643,277
State Aid for Aviation	100,622	17,790	12,734	92,954	80,220
State Aid for Civil Defense	2,059,535	1,731,008	1,549,505	1,549,505	0
State Aid for Crime Control	18,260,157	15,745,788	16,955,325	17,351,453	396,128
State Aid for Crippled Child	2,327,645	3,320,452	2,226,607	2,814,516	587,909
State Aid for Disaster-Other	1,077,172	1,065,521	1,000,000	1,000,000	0
State Aid Library -CLSA	125,266	125,466	76,000	74,000	(2,000)
State Aid Mandated Expenditures	93,257	16,495	0	0	0
State Aid M/H Short-Doyle	(30,414)	3,786,449	647,467	3,051,216	2,403,749
State Aid MH - SSI/SSP	386,073	410,603	386,074	386,074	0
State Aid Peace Off Training	548,586	477,612	557,454	555,331	(2,123)
State Aid Realignment-M/H	27,944,297	27,694,956	27,694,953	27,694,953	0
State Aid Realignment-Sales Tax	206,839,321	217,534,855	227,966,706	235,242,719	7,276,013
State Aid Realignment-VLF	12,223,491	14,751,260	7,919,198	13,613,737	5,694,539
State Aid Realignment-VLF-MH	3,702,705	2,383,754	2,383,750	2,383,754	4
State Aid Refugees	3,711	9,388	0	0	0
State Aid SEOO Programs	11,108,673	12,774,368	13,849,071	14,575,276	726,205
State Aid Transportation Project	0	100,000	0	100,000	100,000
State Aid Veterans Affairs	225,041	197,532	188,043	188,000	(43)
State Auto Welfare System	5,297,951	5,272,495	6,049,215	5,499,000	(550,215)
State C.H.D.P. Program	1,401,046	1,274,404	1,427,846	1,318,697	(109,149)
State Child Abuse Prevention	39,415	0	42,000	39,829	(2,171)
St Motor Vehicle In Lieu Tax	420,086	500,642	0	0	0
Substance Abuse Grants	4,622,176	5,784,487	6,324,262	8,172,820	1,848,558
Vehicle Theft - VLF	1,077,398	1,065,735	1,000,000	1,000,000	0
Intergovernmental Revenue	836,366,684	851,064,794	915,417,998	975,271,918	59,853,921
Administrative Services	1,210,737	1,192,351	915,658	966,191	50,533
Agricultural Services	86,077	215,919	124,050	125,242	1,192
ARRA/Charges for Services	231,243	95,620	128,593	210,069	81,476
Auditing & Accounting Fees	3,341,093	3,649,020	3,970,013	4,241,533	271,520

REVENUES BY TYPE**All County Funds**

	2016-17 Actuals	2017-18 Actuals	2018-19 Budget	2019-20 Recommended	2019-20 Change
Autopsies & Medical Reports	15,518	36,624	20,100	20,150	50
Building Maintenance Services	38,213,957	41,566,689	39,468,342	42,054,489	2,586,147
Blood Withdrawal Fees	131,985	136,060	220,000	220,000	0
Cafeteria Receipts	125,106	124,764	108,500	108,000	(500)
Candidates Filing Fees	84,728	143,939	100,000	100,000	0
Care of Prisoners	311,395	0	250,000	250,000	0
Charges/Cost of Probation	527,994	488,374	175,000	0	(175,000)
Civil Processing Fee	444,481	150,555	125,334	99,652	(25,682)
Civil Process Service	262,849	267,655	808,153	808,153	0
Client Fees	46,791	3,219	(0)	(0)	0
Comm For Tax & Assess Coll	7,420,594	8,165,161	7,749,039	8,014,856	265,817
Communication Services	5,997,663	5,303,658	6,528,265	5,611,510	(916,755)
Contract Humane Services-City	4,928,185	4,985,694	5,204,607	5,515,000	310,393
Contract Law Enforcement Svcs	23,152,519	22,842,994	24,995,575	25,386,692	391,117
Court Administration Cost	562,264	525,817	405,362	396,362	(9,000)
Court Filing Fees	188,466	188,955	182,100	177,500	(4,600)
Data Processing Services	2,591,112	2,518,317	3,202,319	2,815,340	(386,979)
DoIT Data Process Supply	3,134	1,478	887	1,037	150
DoIT Data Process Services	648,908	796,926	1,499,888	1,272,654	(227,234)
DoIT Mntn Radio Equipment	31,599	19,543	82,737	81,573	(1,164)
DoIT Other Telcom Charges	230,103	35,880	117,456	110,043	(7,413)
DoIT Phone Exchange	269,484	322,169	175,581	167,299	(8,282)
Drinking Driver Program Fees	152,164	105,332	150,000	105,333	(44,667)
Driver Education Fees	2,291,657	2,188,832	2,291,512	2,339,012	47,500
Election Service-Other	5,204,932	2,070,241	3,648,092	783,268	(2,864,824)
Equipment Use Charges	497,529	586,428	638,013	645,457	7,444
ERDS fee	286,101	240,787	235,000	220,000	(15,000)
Estate Fees	303,816	981,291	421,540	530,967	109,427
Fees Assessor	130,819	121,442	216,995	217,409	414
Fingerprint & Crime Report	17,439	18,210	40,000	40,000	0
Gen Svc-Building Lifecycle	83,496	214,229	79,285	200,000	120,715
Gen Svc-Building Occupy Costs	4,173,749	4,743,894	4,122,637	4,164,631	41,994
Gen Svc-Other G S Charges	1,464,196	1,611,242	1,338,510	1,241,051	(97,459)
Gen Svc-Requested Maintenance	2,124,401	2,274,329	2,222,671	2,452,619	229,948
Gen Svc-Use of Co Equipment	874	416	0	0	0
Health Inspection Fees	14,153,958	14,355,378	16,388,682	16,847,626	458,944
Info Security Charges	59,788	69,985	0	0	0
Interfund Rev - Ent/Enterprise	17,340	14,500	0	0	0

County Summary Information

REVENUES BY TYPE

All County Funds

	2016-17 Actuals	2017-18 Actuals	2018-19 Budget	2019-20 Recommended	2019-20 Change
Interfund Rev - Gov/Enterprise	889,323	797,019	739,335	808,948	69,613
Interfund Rev - Gov/Government	7,982,946	8,640,946	8,952,643	12,064,994	3,112,351
Jail Booking Fees	2,870,225	1,385,324	2,369,000	1,507,000	(862,000)
Laboratory Services	2,803,442	2,801,051	2,800,000	2,800,000	0
Library Services	578,254	508,107	501,873	224,330	(277,543)
Marriage Ceremony Fees	132,600	121,560	113,000	115,000	2,000
M/H Services-Medi-Cal	56,667,874	68,897,938	80,665,711	81,456,258	790,547
M/H Services-Medicare	2,966,709	1,168,291	3,470,325	1,687,140	(1,783,185)
M/H Services-Other HMO Pat	64,646	31,380	42,564	15,720	(26,844)
M/H Services-Payment Pay/Insur	2,639,944	3,194,192	3,366,764	3,029,889	(336,875)
Microfilm & Reproduction Services	656,863	726,569	666,000	665,000	(1,000)
Misc Current Services	4,861,849	4,563,857	4,757,228	5,440,385	683,157
Misc Health Fees	3,557,754	3,978,725	4,385,000	5,386,993	1,001,993
Misc Humane Services	504,745	479,218	666,000	500,000	(166,000)
Misc Law Enforcement Services	3,857,821	3,678,252	4,094,535	3,224,930	(869,605)
Misc Legal Services	1,603,771	1,985,590	1,512,385	1,783,000	270,615
Misc Road Services	298,037	730,173	269,750	220,000	(49,750)
Misc Sanitation Service	1,750,746	1,664,304	1,700,000	1,949,250	249,250
Nuisance Abate	26,174	102,286	250,000	250,000	0
Nutrition Services	244,205	306,428	386,544	442,883	56,339
Patient Fees	62,387	69,849	55,500	86,300	30,800
Patient Fees-Immunization	41,806	71,559	45,000	71,500	26,500
Patient Fees-T.B. Testing	74,252	59,113	45,000	45,000	0
Personnel Services	1,981,387	2,542,191	2,386,356	2,714,976	328,620
Planning & Engineer Services	5,383,853	6,460,615	7,595,336	7,483,299	(112,037)
Processing/Inspection Fee	1,162,278	1,120,091	1,972,300	1,500,000	(472,300)
Prop Characteristic Info	100	0	0	0	0
Public Defense Repayments	0	28,499	0	94,000	94,000
Purchasing Fees	188,256	182,970	206,103	245,894	39,791
Recorders Modernizing Fee	1,423,689	1,169,999	1,210,000	1,000,000	(210,000)
Recording Fees	8,767,613	7,720,594	8,623,139	8,411,275	(211,864)
Redacting Fees	293,284	247,726	240,000	240,000	0
Refunds Indigent Burials	18,388	18,750	18,388	18,388	0
Returned Check Charges	60,171	51,659	45,000	45,000	0
Road Development Fees	2,348,659	4,517,189	2,439,400	3,245,000	805,600
Spay Clinic Fees	177,695	214,740	225,000	200,000	(25,000)
Supplemental Roll Charges	3,337,388	2,908,149	2,963,000	2,863,000	(100,000)
Survey Monument Fees	78,554	78,670	80,000	80,000	0

REVENUES BY TYPE**All County Funds**

	2016-17 Actuals	2017-18 Actuals	2018-19 Budget	2019-20 Recommended	2019-20 Change
Third Party Services Fee	2,050	2,250	2,200	2,100	(100)
Training Services	737,369	694,307	638,398	638,398	0
Charges For Services	243,117,354	257,294,041	278,849,272	281,096,568	2,247,295
Contribution From Other Funds	37,949,141	44,038,031	47,113,547	48,122,310	1,008,763
Indemnifying Proceeds	1,125,459	771,326	360,260	360,260	0
Misc Grants & Donations	244,973	248,182	786,220	983,967	197,747
Misc Non-Taxable Revenue	15,086,023	19,289,032	25,365,532	26,740,648	1,375,116
Reimbursements-Gov/Enterprise	263,642	252,786	403,978	389,478	(14,500)
Reimbursements-Gov/Government	301,667,929	312,751,368	354,644,795	376,857,434	22,212,639
Restricted Donations	1,166,724	932,097	661,047	621,269	(39,778)
Sale of Animals	20,253	21,434	25,000	25,000	0
Sale of Equipment	623,082	527,126	420,000	430,000	10,000
Sale of Maps & Documents	46,839	33,657	59,045	42,764	(16,281)
Sale of Real Estate	0	278,500	1,000,000	1,500,000	500,000
Sale of Rodent Poison	26,198	24,957	24,822	25,000	178
Seizures	221,224	235,786	253,500	254,000	500
Sundry Non-Taxable Sales	107,213	136	80,000	70,000	(10,000)
Sundry Taxable Sale	28,986	20,298	26,400	26,400	0
Transfers-Gov/Enterprise	4,607	985,971	1,430,524	1,377,805	(52,719)
Transfers-Gov/Government	9,405,149	17,830,307	12,311,558	12,276,948	(34,610)
Unrestricted Donations	(2,036)	514	0	0	0
Miscellaneous Revenue	367,985,406	398,241,508	444,966,228	470,103,283	25,137,055
GROSS REVENUE	3,400,614,204	3,575,997,688	3,580,228,965	3,662,075,371	81,846,406

County Summary Information

EXPENDITURES BY TYPE

All County Funds

Account Name	2016-17 Actuals	2017-18 Actuals	2018-19 Budget	2019-20 Recommended	2019-20 Change
Permanent Salaries	610,920,559	657,304,357	735,223,989	780,205,852	44,981,864
Temporary Salaries	46,195,937	45,877,689	38,903,810	42,629,139	3,725,329
Permanent Overtime	29,905,948	34,901,266	25,966,047	26,794,367	828,320
Deferred Comp	4,463,617	5,260,235	6,694,699	7,665,577	970,878
Hourly Physician Salaries	2,350,565	2,568,658	2,584,776	1,777,193	(807,583)
Perm Physicians Salaries	47,894,376	48,448,232	52,256,144	52,697,129	440,985
Perm Phys Addnl Duty Pay	2,874,268	3,109,638	3,105,550	3,396,865	291,315
Comp & SDI Recoveries	(2,950,087)	(2,435,824)	(2,412,301)	(2,301,280)	111,021
Vacation/Sick Leave Accrual	2,210,168	1,871,557	25,000	25,000	0
FICA/Medicare	46,459,252	49,747,954	54,722,977	58,061,449	3,338,472
Ret Exp-Pre 97 Retirees	2,749,876	2,746,649	2,987,293	2,985,935	(1,358)
Retirement Expense	243,621,672	265,439,841	297,983,420	301,350,836	3,367,416
Excess Retirement	295,844	318,304	486,037	489,837	3,800
Employee Group Insurance	93,047,706	99,002,851	114,525,623	136,435,280	21,909,657
Retiree Health Insurance	41,037,736	41,349,302	42,063,984	41,714,243	(349,741)
OPEB Pre-Pay	18,535,711	19,100,711	18,082,499	17,791,880	(290,619)
Unemployment Insurance	1,966,532	1,744,524	516,503	428,935	(87,569)
Workers Comp Insurance	25,217,796	26,801,382	25,272,624	19,226,367	(6,046,256)
Salaries And Benefits	1,216,797,475	1,303,157,328	1,418,988,674	1,491,374,605	72,385,931
Office Expense	6,119,099	6,066,934	6,393,921	6,768,871	374,950
Books-Periodicals-Subscriptions	595,816	583,831	644,359	625,705	(18,654)
Postage	2,309,922	2,132,408	2,430,653	2,844,273	413,620
Communications	9,316,181	12,006,713	11,848,750	11,500,862	(347,888)
Telephone Exchange Service	2,499,386	2,470,235	3,056,952	2,862,614	(194,338)
Utilities	12,705,894	13,192,043	12,756,311	13,440,485	684,174
Small Tools and Instruments	301,280	226,167	316,878	394,387	77,509
Minor Furniture/Equipment	3,649,831	3,826,323	2,273,253	2,808,184	534,931
Minor Computer Equipment	4,802,933	2,996,224	4,349,609	3,797,554	(552,055)
Medical & Lab Supplies	2,966,026	2,858,142	2,804,090	2,638,964	(165,126)
Pharmaceutical Supplies	1,500,085	1,908,856	1,807,792	2,705,451	897,659
Food	4,034,565	4,088,400	4,076,093	3,643,407	(432,686)
Clothing & Personal Supplies	1,525,153	1,656,771	1,573,697	1,503,178	(70,519)
Household Expense	4,622,510	5,115,153	4,285,692	4,103,423	(182,269)
Agricultural Expense	49,063	6,506	5,617	30,475	24,858
Publications & Legal Notices	311,301	338,925	329,542	355,211	25,669
Memberships	1,437,851	1,525,908	1,617,824	1,761,628	143,804
Rents and Leases-Equipment	2,630,854	2,509,756	3,018,341	2,747,039	(271,302)

EXPENDITURES BY TYPE**All County Funds**

Account Name	2016-17 Actuals	2017-18 Actuals	2018-19 Budget	2019-20 Recommended	2019-20 Change
Computer Software Cost	8,523,826	8,790,696	10,075,201	11,027,607	952,406
Rents & Leases - Property	12,510,528	13,733,394	15,226,053	15,662,402	436,349
Building Occupancy Costs	49,592,859	59,711,765	62,308,215	62,023,463	(284,752)
Building Lifecycle Costs	1,414,563	4,876,918	3,023,821	4,890,836	1,867,015
Maintenance - Equipment	4,054,401	3,502,314	4,513,869	3,741,266	(772,603)
Vehicle Repairs	4,602,425	5,241,386	4,507,551	4,512,551	5,000
Vehicle Fuel/Oil	2,541,158	2,885,885	2,598,180	3,025,977	427,797
Mntn Radio-Electronic Equipment	531,574	510,241	442,461	434,998	(7,463)
Maintenance of Buildings	11,297,524	13,310,363	12,313,383	13,204,600	891,217
Grounds Maintenance	1,131,785	2,242,661	1,250,286	1,447,952	197,666
Requested Maintenance	7,560,808	10,507,121	7,701,102	8,693,495	992,393
Runway & Taxiway Maintenance	128,323	103,644	76,000	106,000	30,000
Non-Cap Imps - Maintenance	12,081	16,711	10,681	15,285	4,604
Non-Cap Imps-Renovation/Alts	193,710	411	500,000	300,000	(200,000)
Non-Cap Imps-Betterments	(28,815)	100,174	0	0	0
Transportation and Travel	627,857	806,787	791,839	796,336	4,497
Auto Mileage Employees	1,599,782	1,765,548	1,851,969	1,973,578	121,609
Use of Co Vehicle/Equipment	1,857,334	1,611,215	2,043,680	1,958,799	(84,881)
Other Travel Employees	1,859,063	1,821,301	2,002,672	2,078,822	76,150
Judicial Auto Allowance	584	1,106	150	150	0
Freight Drayage Express	1,989,358	3,127,075	2,075,803	2,654,519	578,716
Non County Prof/Specialized Services	119,879,176	121,246,398	168,803,723	167,976,504	(827,219)
Third Party Collection Services	3,132	0	0	0	0
Outside Attorney Fees	6,230,136	5,786,326	6,577,884	7,045,358	467,474
Contracted Temporary Help	2,419,152	2,078,949	1,854,408	1,449,720	(404,688)
Data Processing Services	9,600,964	10,069,306	11,501,786	12,640,654	1,138,867
Data Processing Supplies	54,168	45,298	29,518	81,930	52,412
Court Reporter Transcript	171,525	174,254	161,760	158,550	(3,210)
Public Works Contracts	8,397,984	20,029,052	18,656,034	29,062,260	10,406,226
Outside Medical Services	100,342,200	103,921,718	111,536,246	127,157,302	15,621,056
County Hospital Services	31,773,651	32,850,750	31,886,965	31,684,068	(202,897)
Electronic Database Services	397,429	469,528	463,662	570,426	106,764
Microfilm Services-Gen	44,147	56,186	79,382	79,382	0
Information Security Charges	326,017	376,324	603,732	554,448	(49,284)
Administrative Service	10,775,314	10,539,009	12,335,403	13,572,617	1,237,214
Other Gen Services Charges	2,686,723	3,261,463	1,179,590	1,467,361	287,771
GSD Courier Svc	377,711	397,413	482,287	449,063	(33,224)
Other Telecom Charges	3,407,151	3,502,591	2,315,785	3,084,497	768,712

County Summary Information

EXPENDITURES BY TYPE

All County Funds

Account Name	2016-17 Actuals	2017-18 Actuals	2018-19 Budget	2019-20 Recommended	2019-20 Change
Other Interdepartmental Charges	37,724,101	46,149,299	53,583,757	58,388,846	4,805,089
Juror Fees	71,412	50,545	48,000	48,000	0
Witness Fees & Expenses	577,585	715,775	868,505	551,192	(317,313)
Insurance	2,286,470	2,342,272	3,019,092	3,348,061	328,969
Adult Materials - Library	1,965,817	1,793,438	2,149,115	1,136,472	(1,012,643)
Audio-Visual Supplies	304	148	0	1,000	1,000
Youth Materials - Library	874,961	1,369,971	556,771	1,704,708	1,147,937
Election Officers	429,234	237,855	400,000	400,000	0
Training & Registrations	991,428	988,736	1,261,374	1,237,057	(24,317)
Road/Construction Materials	996,965	1,014,633	1,054,009	962,100	(91,909)
Criminal Investigation	530,768	331,053	436,987	454,601	17,614
Specialized Printing	2,746,644	2,235,866	2,290,527	3,095,874	805,347
Fire Fighting Supplies	1,602	6,417	10,075	9,075	(1,000)
Recreation	45,863	57,509	39,742	81,726	41,984
Ed Supplies and Courses	913,591	731,254	879,870	1,246,178	366,308
Fees - Non Agriculture Animal	155,344	149,381	157,500	127,100	(30,400)
Other Special Departmental Expense	8,647,892	8,725,264	78,379,772	36,620,589	(41,759,183)
Loss on Dsp SI-Fixed Assets	119,762	636,771	0	0	0
Misc Services & Supplies	279,047	196,945	1,887,728	803,903	(1,083,825)
Cash Shortage Reimbursement	913	1,374	1,454	1,700	246
Contract Expense-Kaiser	74,285,975	90,391,757	89,013,509	92,637,379	3,623,870
Registry	10,612,935	7,874,123	8,032,616	9,138,220	1,105,604
Public Health-Medical Services	26,117	59,115	26,117	59,115	32,998
Other Specialty Care	1,964,021	1,986,062	1,921,419	2,145,438	224,019
OP Visits-Specialist Physician	11,567,689	15,320,593	11,578,795	16,217,309	4,638,514
Laundry Contract	836,276	861,537	850,652	861,537	10,885
Computer Software Cost	7,981,962	9,396,684	11,391,827	12,937,115	1,545,288
Outpatient Mental Health	2,276,521	2,512,299	2,306,679	2,962,477	655,798
Other ER Charges (Lab- Xray)	11,418,716	12,049,688	11,414,130	13,131,044	1,716,914
ER Physician Fees	12,726,321	10,927,579	12,502,996	10,805,909	(1,697,087)
ER Facility Fees	4,061,188	3,791,096	3,895,878	4,067,452	171,574
IP Mental Health	15,732	7,951	13,225	7,101	(6,124)
IP Radiology (Profee)	1,401,535	1,455,152	1,405,960	1,515,820	109,860
IP Surgery	38,320,113	38,828,532	39,208,032	39,833,559	625,527
IP Physician Visits	5,462,473	6,332,966	5,556,691	6,702,382	1,145,691
IP Fac Chrges (Incl OBDAY)	113,312,728	125,944,136	111,750,922	123,976,072	12,225,150
Obstetrics (Profee)	933,151	782,837	878,059	791,041	(87,018)
Inpatient Lab (Profee)	910,871	904,393	879,572	1,007,227	127,655
Med Fees-House Med Staff	0	(0)	0	0	0

EXPENDITURES BY TYPE**All County Funds**

Account Name	2016-17 Actuals	2017-18 Actuals	2018-19 Budget	2019-20 Recommended	2019-20 Change
Med Fees-Therapist & Other	11,565,978	8,683,591	9,267,336	8,701,258	(566,078)
Consulting & Management Fees	13,528,764	17,926,060	13,370,283	15,674,849	2,304,566
Other Non-Medical Fees	46,464	109,846	112,045	119,363	7,318
Med Fees-Physician-Clinic Svc	27,510,132	18,564,447	27,259,824	31,473,211	4,213,387
IBNR Expense Accrual	(19,704,502)	25,016,822	0	3,986,288	3,986,288
OP Lab/Pathology	13,684,381	14,212,114	13,517,981	15,279,339	1,761,358
Medi-CAL Expense Reimb Receipt	(356)	0	(356)	0	356
IP Anes (Profee)	2,862,647	2,987,934	2,787,431	3,112,439	325,008
Prosthesis	2,732,043	1,813,726	2,732,042	2,165,868	(566,174)
Sutures & Surgical Needles	178,461	151,173	178,461	168,648	(9,813)
Surgical Packs & Sheets	0	0	1,000	1,000	0
Surgical Supplies - General	1,709,956	1,907,896	1,709,956	2,118,403	408,447
Anesthetic Materials	11,496	17,322	10,000	16,755	6,755
Oxygen and Other Med Gas	109,565	141,170	118,085	119,329	1,244
IV Solutions	4,706,906	4,991,184	4,648,534	5,079,450	430,916
Pharmaceuticals	79,990,130	81,238,161	80,803,276	82,862,199	2,058,923
Radioactive Materials	11,893,008	9,335,273	9,390,904	8,567,706	(823,198)
Radiology Films	8,181,483	7,809,398	8,054,288	8,097,737	43,449
Other Med Care Mtl & Support	32,243,727	34,552,267	31,897,513	36,752,100	4,854,587
Other IP Anc Services	7,759,995	7,335,785	7,593,365	7,521,997	(71,368)
Food-Other	1,651,077	2,044,224	1,726,160	1,956,494	230,334
Linen and Bedding	13,017	47,138	32,327	47,819	15,492
Cleaning Supplies	573,964	525,232	573,963	560,661	(13,302)
Office & Admin Supplies	3,201,362	3,112,781	3,315,281	3,111,424	(203,857)
Employee Wearing Apparel	895,994	944,805	895,993	933,852	37,859
Instruments & Minor Med Equip	1,274,612	995,982	1,274,613	1,368,961	94,348
Other Minor Equipment	5,158,240	5,174,160	6,682,922	5,112,013	(1,570,909)
Other Non-Med Supplies	1,235,286	1,542,254	1,327,709	2,096,845	769,136
Other Purchase Service-Auditor	3,397,400	3,708,024	4,023,028	4,337,824	314,796
Other Purchase Service-Co Counsel	1,100,000	1,183,883	1,100,000	1,300,000	200,000
Other Purchase Service-Personnel	1,427,406	1,920,972	2,084,631	2,329,806	245,175
Ambulance/Medical Transportation	3,879,989	4,540,475	3,178,964	4,119,762	940,798
Other	25,679,863	28,171,135	26,114,289	29,010,751	2,896,462
OP Surgery-Facility	2,633,755	2,671,321	2,557,464	3,150,279	592,815
OP Surgery-Professional	13,892,238	15,256,319	14,040,795	15,842,933	1,802,138
CPSP (Perinatal)	717,717	697,017	676,424	758,722	82,298
CHDP	1,709,041	1,869,094	1,854,326	2,178,034	323,708
Microfilm Services	0	4,500	1,000	1,911	911

County Summary Information

EXPENDITURES BY TYPE

All County Funds

Account Name	2016-17 Actuals	2017-18 Actuals	2018-19 Budget	2019-20 Recommended	2019-20 Change
Medical-Purchased Service	236,375,931	185,322,018	185,491,105	153,122,073	(32,369,032)
Repairs & Maintenance-Equipment	3,666,798	4,540,018	3,756,776	4,555,573	798,797
Management Services	337,289	717,723	680,598	720,010	39,412
Collection Agencies	(1,609,273)	(955,861)	(447,659)	(893,695)	(446,036)
Other Purchased Services	25,878,990	27,607,447	25,825,834	26,780,763	954,929
Transportation Services	621,171	728,544	328,930	806,513	477,583
Data Processing - County	908,243	1,044,177	1,195,723	1,221,732	26,009
Requested Maintenance-Gen Services	3,964,165	3,950,316	4,215,249	4,048,054	(167,195)
Sub-Acute Facility (SNC)	10,591,037	12,128,005	10,299,634	12,924,715	2,625,081
Depreciation & Amort - Bldg & Improve	6,287,570	6,757,622	0	0	0
Depreciation & Amort - Lshd Improve	4,162	0	0	0	0
Depreciation & Amort - Equipment	3,788,882	3,760,477	111,166	109,578	(1,588)
Building Occupancy Cost - Co	8,232,346	10,559,405	9,451,136	11,226,208	1,775,072
Rental/Lease Costs - Equipment	2,164,707	2,097,081	2,565,844	2,344,061	(221,783)
Building Occupancy - Non Co	3,078,644	4,038,417	3,875,440	5,252,831	1,377,391
Utilities - Electric & Gas	1,911,562	1,834,907	2,254,406	2,045,752	(208,654)
Utilities - Water	156,223	182,461	197,235	214,125	16,890
Insurance - Professional Liability	2,300,000	3,300,000	3,300,000	3,750,000	450,000
Insurance - Other	1,455,479	1,351,453	1,680,044	1,389,215	(290,829)
Licenses	330,620	233,311	455,390	558,971	103,581
Interest Expense	6,661,276	5,483,699	6,448,154	5,252,494	(1,195,660)
Telephone/Telegraph	5,546,195	5,386,786	5,535,439	5,847,561	312,122
Dues and Subscriptions	2,459,686	2,221,683	2,742,778	2,424,091	(318,687)
Outside Training Supplies	484,563	536,820	627,839	713,075	85,236
Travel - Employee Mileage	559,049	656,958	544,708	717,251	172,543
Other Expenses	635,126	674,835	2,222,720	1,992,584	(230,136)
Travel - CAD Approved	353,462	357,717	465,332	555,407	90,075
Travel - County Equipment	205,506	271,896	198,742	391,678	192,936
Building Lifecycle Costs-Co	0	0	6,705	6,705	0
Dental Services	175,722	213,110	193,481	219,211	25,730
Building Lifecycle Costs-Non-County	0	1,210	0	0	0
Intra-Departmental Trans/Other	0	91,860	0	0	0
Freight Expense Inv Items	72,901	71,609	72,902	108,003	35,101
Loss on Dsp Sl-Fixed Assets	94,119	49,051	94,119	5,460	(88,659)
Interfund Trans-PFA/Hospital	3,348,473	0	0	0	0
Services And Supplies	1,426,230,946	1,506,559,826	1,584,323,438	1,607,574,893	23,251,455
Support & Care of Persons	6,109,934	5,720,089	6,388,761	6,496,003	107,242
Federal Aid	27,836,099	28,445,150	29,228,064	28,662,376	(565,688)

EXPENDITURES BY TYPE**All County Funds**

Account Name	2016-17 Actuals	2017-18 Actuals	2018-19 Budget	2019-20 Recommended	2019-20 Change
State Aid 2011 Realign	37,481,106	36,377,391	20,835,279	20,346,708	(488,571)
County Aid Basic	42,772,032	43,511,916	51,840,910	49,109,419	(2,731,491)
State Aid	13,556,196	11,976,868	34,255,344	33,648,769	(606,575)
Service Connected Aid	2,050,788	2,447,529	2,959,828	2,906,438	(53,390)
Ed & Training Aid Recipients	0	41,000	0	0	0
Child Day Care Aid	8,709,938	10,900,587	8,825,821	11,908,733	3,082,912
Composite Aid	(439)	4,584	0	0	0
AB85 State Map Aid	5,815,320	6,732,453	5,815,320	3,774,622	(2,040,698)
Principal Payment on Bonds	26,935,000	29,950,000	33,295,000	36,895,000	3,600,000
Retire Oth Long Term Debt/Lease Pur	25,816,693	34,177,335	46,716,032	46,660,084	(55,948)
Interest on Bonds	11,549,360	10,164,901	4,008,814	6,705,399	2,696,585
Interest on Other Long Term Debt	12,602,889	12,135,737	11,461,580	10,178,367	(1,283,213)
Interest on Notes & Warrants	264	433	400	16,200	15,800
Taxes & Assessments	175,118	195,908	286,182	289,682	3,500
Rights of Way & Easements	600,789	336,074	1,201,000	751,000	(450,000)
Judgements & Damages	121,621	85,266	0	38,331	38,331
Depreciation	3,690,637	3,770,448	4,063,691	3,896,941	(166,749)
Contribution to Other Funds	241,244	251,737	611,000	270,000	(341,000)
Contribution to Enterprise Funds	27,436,066	26,074,359	23,656,785	60,345,000	36,688,215
Contribution to Other Agencies	170,538,264	189,280,408	107,532,692	21,443,531	(86,089,161)
Interfund Exp - Gov/Government	9,347,938	9,968,359	17,242,843	14,685,170	(2,557,672)
Interfund Exp - Gov/Enterprise	889,323	797,173	774,948	1,216,151	441,203
Interfund Exp - Enterprise/Enterprise	17,340	14,500	25,910	25,910	0
DoIT Phone Exchange	200,318	256,890	390,187	219,420	(170,767)
DoIT Data Processing Services	490,434	625,178	644,871	747,826	102,955
DoIT Data Processing Supply	489	400	72	0	(72)
DoIT Mntn Radio Equipment	880	0	500	500	0
DoIT Other Telecom Charges	221,199	33,832	46,772	32,699	(14,073)
Gen Svc-Building Occupancy Costs	4,095,226	4,368,812	5,693,013	3,820,541	(1,872,472)
Gen Svc-Requested Maintenance	1,216,178	1,341,613	4,117,525	1,330,828	(2,786,697)
Gen Svc-Use of Co Equipment	874	416	1,184	1,184	0
Gen Svc-Other G S Charges	888,646	285,012	374,901	361,074	(13,827)
Gen Svc-Building Lifecycle	82,168	209,520	244,458	198,242	(46,216)
DoIT Info Security Charge	37,635	42,551	68,595	76,742	8,147
Other Charges	441,527,564	470,524,429	422,608,281	367,058,891	(55,549,390)
WCDF Infrared System IPID	852,101	7,833	0	0	0
273-Upgrade HVAC to DDC	770,344	8,364	0	0	0

County Summary Information

EXPENDITURES BY TYPE

All County Funds

Account Name	2016-17 Actuals	2017-18 Actuals	2018-19 Budget	2019-20 Recommended	2019-20 Change
564-Renovate Suite 400	1,253,628	46,475	0	0	0
277-DoIT ReCable Facility	162	0	0	0	0
003-Old Jail Demolition	15,964	11,339	0	0	0
102-Sale PH Library Property	0	771,955	0	0	0
275-10 Douglas Roof Repair	(20,671)	0	0	0	0
564-Summit Center Roof Repair	(120,608)	83,107	0	0	0
227-Repair Parking Lot	12,074	0	0	0	0
010-FLIP ADA & Life Safety	40,799	35,025	0	0	0
173-FLIP RF EQ& ADA& Safety	255,015	37,484	0	0	0
272-FLIP RF EQ& ADA& Safety	76,176	2,457,375	0	0	0
564-FLIP RF EQ& ADA& Safety	1,448,516	309,845	0	0	0
365-FLIP Replace Rood	120,490	0	0	0	0
010-Repair Sewer System	810,901	37,138	0	0	0
676 Reno Add Office Space	406,968	808,780	0	0	0
015 FLIP Repair Roof	128,936	0	0	0	0
048 FLIP Repair Rppf	97,238	0	0	0	0
129 FLIP Repair Roof	365,793	0	0	0	0
130 FLIP Repair Roof	235,017	0	0	0	0
000-Repair Driveway & Parking	738,882	105	0	0	0
273-Reno 2nd Floor Restrooms	17,282	0	0	0	0
000-Replace Mods With New	116,943	351,650	0	0	0
Boys Ranch Expansion	35,128	428,778	0	0	0
Lions Gate Remodel	34,573	11,180	0	0	0
10 Douglas Drive D A Project	72,603	659,402	0	0	0
MDF Cent Control Sys Replacement	96,505	104,053	0	0	0
Bay Pt Slide Structure Acquisition	1,478,240	9,786,503	30,000,000	0	(30,000,000)
Acquisition 920 Mellus/1114 Court	137,171	0	0	0	0
Acquisition 1034 Oak Grove Rd	198,659	0	0	0	0
273-Rennovate 1st Restroom	130,390	0	0	0	0
015-2nd Floor Vanilla Shell	2,567	1,706,264	0	0	0
182-FLIP Repair Roof	0	2,177,843	0	0	0
632-FLIP ADA Roof Equip	1,514	46,500	0	0	0
044-FLIP Rooftop Equip	1,526	41,318	0	0	0
390-FLIP ADA Safety Roof	1,367,487	2,240,467	0	0	0
646-FLIP Rooftop Equip	0	9,969	0	0	0
273-Replace Roof Parapet	82,451	174,367	0	0	0
561-Reno 1420 Willow Pass	415	14,824	0	0	0
755-MV MHPUR to Suite D1	4,433	594,502	0	0	0
755-MV HMLS Admn to Suite D	4,136	541,301	0	0	0

EXPENDITURES BY TYPE**All County Funds**

Account Name	2016-17 Actuals	2017-18 Actuals	2018-19 Budget	2019-20 Recommended	2019-20 Change
273-Replace 3 Chillers	23,042	561,636	0	0	0
010-Reno M Module	1,175	7,428	0	0	0
244-Roof Repair	388,881	0	0	0	0
390-WCDF Jail Expansion	1,239	1,062,207	0	0	0
Remodel 651 Pine 7th/11th	1,760	160	0	0	0
004 Ext Renovation 625 Court	3,299,378	225,114	0	0	0
010-1000 Ward-Replacement Boiler	910,981	0	0	0	0
614-1275A Hall Ave T/I	0	27,098	0	0	0
Cap Facilities Masterplan	58,779	40,006	80,000	0	(80,000)
Various Alterations	331,668	22,529	0	0	0
275-FLIP HVAC & Generator	0	160,701	0	0	0
010-FLIP Repair Roof	0	2,324,134	0	0	0
029-FLIP Repair Roof	0	481,110	0	0	0
129-FLIP Chiller Replace	0	300	0	0	0
130-FLIP Rooftop Equip	0	7,314	0	0	0
274-FLIP Repair Roof	0	401,712	0	0	0
634-FLIP Repair Roof	0	519,150	0	0	0
390-FLIP Replace Refrigerator	0	877,615	0	0	0
676-FLIP Repair Roof	0	48,082	0	0	0
010-MDF Intk Control Redesign	0	34	0	0	0
004-FLIP HVAC Repair	0	91,649	0	0	0
754-TI AG UCCE 2380 Bisso	0	1,501,949	0	0	0
140-Replace Roof	0	277,879	0	0	0
Remodel Courthouse Mtz (F/DA-C)	0	683,096	0	0	0
458-Replace Roof Library	0	167,694	0	0	0
010-Intake Visit Rooms	0	442	0	0	0
000-Prkg Lot Solar Panels	0	376,732	1,800,000	0	(1,800,000)
044-Console Remodel Juvenile Hall	0	37,523	0	0	0
041-HSD Mobile Clinic Lot	0	182,076	0	0	0
041-Sheriff Parking Lot	0	90,338	0	0	0
041-Building Improvements	0	26,653	0	0	0
041-Yard Paving	0	18,062	0	0	0
Human Resources Remodel	1,440	0	0	0	0
004-625 Court-DolT Rewire	90	695	0	0	0
Various Roof	0	352,228	0	0	0
Various Improvements	54,464	219,863	0	0	0
R-Rep Solar Proj-7 Sites	29,734	28,271	0	0	0
390 WCDF Upgrade Electronic Sys	4,330,228	90,119	0	0	0

County Summary Information

EXPENDITURES BY TYPE

All County Funds

Account Name	2016-17 Actuals	2017-18 Actuals	2018-19 Budget	2019-20 Recommended	2019-20 Change
390-WCDF-Romodel Visit Center	291,769	11,958	0	0	0
FLIP-270-3811 Bissel-FS01	0	70	0	0	0
FLIP-158-2099 Arnold-FS02	10,257	0	0	0	0
FLIP-115-2290 WPass-FS03	0	70	0	0	0
FLIP-390-5555 Giant-IS05	246,641	0	0	0	0
182FS01-12000 Marsh Creek	342,957	100	0	0	0
DP Building Cntr 30 Douglas	0	6,492	0	0	0
40 Muir-Building Remodel/Occupancy	174	60,551	1,000,000	0	(1,000,000)
230 Hookston-Landscaping	371,524	21,683	25,000	25,000	0
564 Move Records to Summit	360	0	0	0	0
Sheriff's Facilities Imps	1,080,956	68,102	588,000	0	(588,000)
Clerk/Recorder/Elections New Facility	0	14,378	0	0	0
Undesignated Cap Projects	0	0	17,550,000	17,550,000	0
564-2530 Arnold-Remodel #300	700	0	0	0	0
555-2500 Alhambra-Cnvrt Ed Rooms	2,149,147	1,475,092	0	0	0
564-Remodel Suite #350 HSD	4,603	0	0	0	0
201 Replace Kit Drainage	107,540	27,459	0	0	0
555-Redesign Pharmacy	152,620	710,926	646,067	0	(646,067)
LMCH Ambulatory Care Clinic	66,555	4,648	0	0	0
Hospital-I and J Ward A/C	2,435,160	134,449	0	0	0
Fees Study - Remodel HS Clinic	418,965	0	0	0	0
Pathology Lab Remodel	465,534	0	0	0	0
RHC - Carpet	823,138	319,901	0	3,000,000	3,000,000
3505 Lonetree Steet 1 Imps	168,987	163,853	0	617,160	617,160
201-Joint Communication Repairs	217,273	0	0	0	0
663-Remdl Add Clinic Space	204,329	0	0	0	0
550-TI Move Him & Parking	179,250	246,522	0	0	0
756-TI HSD 2380 Bisso B	0	96,153	0	14,000	14,000
Sidewalk Repairs-Hospital-Mtz	0	377,411	0	589	589
756-Construct Data Center	0	0	0	16,000	16,000
BFA AIP24 ARFF Building Design	0	0	0	187,500	187,500
BFA AIP25 14L/32R Reconstruction	0	0	0	3,726,316	3,726,316
BFA Master Plan Study Prj#13	0	0	562,500	550,000	(12,500)
Miscellaneous Equipment	670,883	549,167	1,432,577	1,432,577	0
Office Equip & Furniture	3,972,559	5,303,079	3,035,395	3,145,652	110,257
Institutional Equip & Furniture	151,399	104,924	260,955	109,705	(151,250)
Autos and Trucks	1,502,276	1,499,619	5,546,420	5,817,752	271,332
Medical & Lab Equipment	3,629,389	1,075,269	3,880,830	6,958,282	3,077,452
Radio & Communication Equip	594,410	827,396	704,912	704,912	0

EXPENDITURES BY TYPE

All County Funds

Account Name	2016-17 Actuals	2017-18 Actuals	2018-19 Budget	2019-20 Recommended	2019-20 Change
Tools & Sundry Equipment	144,714	106,169	292,000	277,000	(15,000)
Heavy Construction Equipment	20,064	0	0	0	0
Capitalized Software	282,321	287,132	343,000	300,000	(43,000)
Fixed Asset Adjustment Year-End	(11,873,272)	(5,836,581)	0	0	0
Fixed Assets	29,535,790	42,071,332	67,747,656	44,432,445	(23,315,211)
Reimbursements-Gov/Government	277,144,158	280,524,656	334,489,841	333,748,981	(740,860)
Reimbursements-Gov/Enterprise	263,642	252,786	312,487	355,042	42,555
Reimbursements-Ent/Enterprise	0	0	2,000	2,000	0
Intrafund-Trans-Gov/Government	11,593,411	17,791,617	8,213,013	16,067,962	7,854,949
Transfers-Gov/Enterprise	4,607	985,971	1,609,330	1,377,805	(231,525)
Intrafund-Trans-Salaries	(269,490)	(34,532)	(2,554,958)	(5,964,489)	(3,409,531)
Intrafund-Trans-Services	(127,259,050)	(151,619,644)	(155,822,606)	(166,190,289)	(10,367,683)
Intrafund-Trans-Fixed Assets	(1,055,174)	(1,473,972)	(1,243,041)	(1,340,845)	(97,804)
Expenditure Transfers	160,422,105	146,426,883	185,006,066	178,056,166	(6,949,900)
Appropriation For Contingencies	0	0	8,000,000	10,000,000	2,000,000
Provisions For Contingencies	0	0	8,000,000	10,000,000	2,000,000
TOTAL EXPENDITURES	3,274,513,881	3,468,739,798	3,686,674,115	3,698,497,000	11,822,885

County Summary Information

CHANGES IN PROJECTED FUND BALANCE

Major Governmental Funds (in thousands)

	Ending Fund Balance June 30, 2015	Ending Fund Balance June 30, 2016	Ending Fund Balance June 30, 2017	Ending Fund Balance June 30, 2018	% Change	Projected Fund Balance June 30, 2019	% Change
GENERAL FUND (Major Fund)							
Nondisposable	10,764	9,807	7,501	8,997	19.9%	8,997	0.0%
Restricted	9,013	9,869	8,233	30,035	264.8%	30,035	0.0%
Committed	1,508	1,440	1,440	1,398	-2.9%	1,398	0.0%
Assigned	94,169	116,089	123,302	199,972	62.2%	169,972	-15.0%
Unassigned	179,883	232,953	299,837	254,848	-15.0%	267,348	4.9%
Total	295,337	370,158	440,313	495,250	12.5%	477,750	-3.5%
CCC Fire Protection District Special Revenue							
Nondisposable	1,863	1,920	843	1,582	87.7%	1,582	0.0%
Restricted	661	5,285	6,592	14,270	116.5%	14,270	0.0%
Committed	-	-	-	-	-	-	-
Assigned	31,923	31,725	53,348	59,757	12.0%	59,757	0.0%
Unassigned	-	-	-	-	-	-	-
Total	34,447	38,930	60,783	75,609	24.4%	75,609	0.0%
All Other Non-Major Governmental Funds in the Aggregate							
Nondisposable	3,085	3,823	4,111	4,549	10.7%	4,549	0.0%
Restricted	395,188	389,353	502,496	480,607	-4.4%	480,607	0.0%
Committed	342	341	342	342	0.0%	342	0.0%
Assigned	33,340	40,026	56,144	90,591	61.4%	90,591	0.0%
Unassigned	-	-	(5,788)	(4,521)	-21.9%	(4,521)	0.0%
Total	431,955	433,543	557,305	571,568	2.6%	571,568	0.0%
Total Governmental Funds							
Nondisposable	15,712	15,550	12,455	15,128	21.5%	15,128	0.0%
Restricted	404,862	404,507	517,321	524,912	1.5%	524,912	0.0%
Committed	1,850	1,781	1,782	1,740	-2.4%	1,740	0.0%
Assigned	159,432	187,840	232,794	350,320	50.5%	320,320	-8.6%
Unassigned	179,883	232,953	294,049	250,327	-14.9%	262,827	5.0%
Total	761,739	842,631	1,058,401	1,142,427	7.9%	1,124,927	-1.5%

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 FY 2018-19 beginning fund balance of \$495.2 million, which represented 12.5% growth over the previous year. Note that there was a reassignment at the conclusion of the 2017-18 fiscal year that impacted the Assigned and Unassigned categories. 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 a high number of vacant positions that continued to produce significant expenditure savings. Fund balance is expected to remain

CHANGES IN PROJECTED FUND BALANCE (continued)

relatively flat in FY 2018-19 as labor negotiations produced higher than anticipated salaries and benefits, which in turn will allow the County to attract and retain a larger skilled labor force. The projected decrease in Assigned balance of 15.0% is due to a \$30 million transfer out for capital projects, the increase in Unassigned balance is for the \$2.5 million from the West Contra Costa Healthcare District's reallocation of property tax revenue through an exchange agreement and \$10 million in budgeted contingency reserves. It is anticipated that FY 2019-20 will have no 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 \$14.8 million during FY 2017-18 and had a FY 2018-19 beginning fund balance of \$75.6 million, which represented 24.4% 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 2019-20 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 \$571.5 million in Non-Major fund balance, \$463.1 is in Special Revenue Funds, \$105.9 million in Debt Service Funds, \$747,000 in Capital Project Funds, and \$1.8 million in the Permanent Fund. Growth was 2.6% compared to 28.5% in FY 2016-17 (due to significant growth in debt service funds).

Components of Fund Balance
Non-spendable (inherently non-spendable)
- 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
- 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
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 non-spendable, restricted, committed, and assigned fund balance
- Excess of non-spendable, restricted, and committed fund balance over total fund balance

County Summary Information

CHANGES IN NET POSITION Proprietary Funds (in thousands)

	Ending Position June 30, 2016	Ending Position June 30, 2017	Ending Position June 30, 2018	% Change	Projected Position June 30, 2019	% Change
County Hospital						
Net Investment in Capital Assets	42,044	58,557	63,379	98.2%	63,379	0.0%
Unrestricted	(159,806)	(168,713)	(131,903)	-28.0%	(131,903)	0.0%
Total	(117,762)	(110,156)	(68,524)	-54.7%	(68,524)	0.0%
HMO Medi-Cal						
Net Investment in Capital Assets	-	-	-	0.0%	-	0.0%
Unrestricted	42,301	45,132	69,236	170.4%	69,236	0.0%
Total	42,301	45,132	69,236	170.4%	69,236	0.0%
Nonmajor						
Net Investment in Capital Assets	18,451	19,296	18,516	11.6%	18,516	0.0%
Unrestricted	5,715	8,809	12,058	9.3%	12,058	0.0%
Total	24,166	28,105	30,574	10.7%	30,574	0.0%
Total						
Net Investment in Capital Assets	60,495	77,853	81,892	68.6%	81,892	0.0%
Unrestricted	(111,790)	(114,772)	(50,609)	-65.5%	(50,609)	0.0%
Total	(51,295)	(36,919)	31,283	-131.9%	31,283	0.0%
Internal Service						
Net Investment in Capital Assets	8,273	8,681	7,814	-0.6%	7,814	0.0%
Unrestricted	(11,619)	(1,433)	5,123	-132.8%	5,123	0.0%
Total	(3,346)	7,248	12,937	-267.1%	12,937	0.0%
Grand Total	(54,641)	(29,671)	44,220	-141.8%	44,220	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 proprietary 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: The County’s Internal Service Funds are 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.

Per Budget Policy, the FY 2019-20 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.

CAPITAL IMPROVEMENT PLAN

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

In FY 2019-20, the County will substantially complete 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 emergency operation center and administration building for the Sheriff.



Figure 1 New EOC and Sheriff's Admin Building

CAPITAL IMPROVEMENT PLAN

On January 29, 2019, the County Board of Supervisors received a capital improvement plan update along with a report on the progress of construction of the County's emergency operation center and the County administration building.



Figure 2 County Administration Building

At the March 20, 2018, meeting the Board awarded a design/build contract to begin construction of the two buildings. Construction is on schedule to be substantially completed in April of 2020. Active construction began in FY 2018-19 and will continue through most of FY 2019-20. The funding for these facilities is identified in the General County Building Occupancy write up on page 169.



Figure 3 New EOC and Sheriff's Administration

CAPITAL IMPROVEMENT PLAN

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 approval from the State and solicitation and selection of a contractor will be the main project activities during FY 2019-20.

The County's investment in capital assets for its governmental and business-type activities as of June 30, 2018, was \$1,082,885,000 (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 2018-2019 increased by 2.8% (a 4.0% increase for governmental activities and a 3.0% decrease for business-type activities).

During FY 2017-18, the County's capital acquisitions exceeded retirement of capital assets and depreciation expense. The major activity of capital assets for governmental activities was: Equipment \$11.294 million, Building and improvements \$13.512 million, and Construction in progress \$50.701 million.

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 2019-20. The difference between the total of \$9.73 million listed below and the \$12.55 million budgeted under Facilities Lifecycle Improvement (Page 70) is for contingency/unanticipated projects.

Department	Address	Description of Work	Grand Total
Animal Services	4800 Imhoff, Martinez	Interior and Exterior Painting	\$600,000
Animal Services	4800 Imhoff, Martinez	Flooring	\$400,000
Animal Services	4800 Imhoff, Martinez	Parking Lot and Dog Run	\$1,000,000
Animal Services	910 San Pablo Ave, Pinole	Bathroom Remodel	\$293,000
Animal Services	910 San Pablo Ave, Pinole	ADA Counter in Lobby	\$285,000
General Fund Facilities	Various	Parking Lot Assessments	\$150,000
Sheriff (Detention Facility)	1000 Ward, Martinez	Flooring	\$2,500,000
Sheriff (Detention Facility)	1000 Ward, Martinez	Plumbing	\$3,500,000
Various Departments	10 Douglas, Martinez	Parking Lot Repairs/Resurfacing	\$500,000
Various Departments	50 Douglas, Martinez	Parking Lot Repairs/Resurfacing	\$500,000
Grand Total			\$9,728,000

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 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 (objective #3), and developing an interface for use by staff so the data can be used to make recommendations and set strategic planning efforts (objective #4).

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 2019-20 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 1, 2019. Information on the current Debt Position of the County follows:

Outstanding Debt. As of June 30, 2018, the County had a total of \$447.584 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 \$506.98 million (2017); \$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 (VRDOs) only under special circumstances and does not presently permit derivatives such as swaps at any time. Even prior to the implementation of its formal Debt Management Policy, the County took a conservative approach to its debt portfolio and had issued only fixed rate debt. This continued approach shields the County from the various risks associated with derivative instruments ensuring a level of certainty in long term financial and capital project planning. 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 were issued as Build America Bonds (BABs) and Recovery Zone Economic Development Bonds (RZEDBs), and are taxable, but receive a federal subsidy to offset a portion of 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, 2018 is shown below.

County of Contra Costa (County Only)
Outstanding Lease Revenue and Pension Obligation Bonds and True Interest Cost
(as of June 30, 2018)
(\$ 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	2,120	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	9,975	3.84%
2012 Lease Revenue Obligations	11/11/12	06/01/27	13,102	8,975	2.68%
2015 Series A (Refunding and Capital Projects)	08/25/15	06/01/35	19,055	16,945	3.18%
2015 Series B (Refunding and Capital Projects)	08/25/15	06/01/28	52,060	43,300	2.40%
2017 Series A (Refunding and Capital Projects)	03/03/17	06/01/27	99,810	81,890	2.33%
2017 Series B (Capital Projects)	05/26/17	06/01/32	100,285	94,675	2.39%
Total LRBs and LROs			<u>\$342,367</u>	<u>\$291,704</u>	
<u>Pension Obligation Bond Issues (POBs):</u>					
Series 2003 A (Taxable)	05/01/03	06/01/22	322,710	155,880	5.36%
Total POBs			<u>\$322,710</u>	<u>\$155,880</u>	
Grand Total			<u>\$665,077</u>	<u>\$447,584</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 $\frac{1}{4}$ of that value prior to the implementation of Proposition 13.

For FY 2017-18, the County's total assessed valuation base was \$202.4 billion and the growth rate of total assessed valuation in the County was 5.6%, the sixth 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 9.2% over the last 25 years and averaged 7.0% 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 has stabilized and continues to grow. Subsequent to the reporting period of June 30, 2018, total assessed valuation grew by 6.1% for FY 2018-19.

The net assessed value of taxable property was \$196.39 billion (\$202.4 billion gross), resulting in a statutory bonded debt limitation of \$9.8 billion (calculated by taking 5% of the assessed value of taxable property) and a California Constitution limit of \$2.45 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, 2018, the County's outstanding bonded debt was \$155.9 million leaving a statutory margin of \$9.7 billion and a Constitutional margin of \$2.30 billion. Subsequent to this reporting period, taxable property grew to \$214.9 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, 2018. 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, 2018)

Fiscal Year Ending 6/30	Total Lease Debt Service (1)	Total POB Debt Service	Total Debt Service
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
2024	25,031,119		25,031,119
2025	22,824,201		22,824,201
2026	20,446,724		20,446,724

CURRENT DEBT POSITION

<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>
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	\$ 353,837,998	\$178,256,677	\$ 532,094,674

(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 majority of those savings came from the refunding of \$173 million in lease revenue bonds as part of the plan of finance for the County's 2015 Series B and 2017 Series A issuances, which resulted in combined net present value savings of \$13.7 million. 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 to advance refund bonds on a tax-exempt basis. The County's impact from this change is minimal since the vast majority of its debt portfolio had been refunded at historically low interest rates prior to passage of the Act.

Lease Revenue Bond Refunding Savings Since 2002
(as of June 30, 2018)

<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 below:

Year Ending December 31	Net Return on Market Value of Assets
2014	7.7%
2015	2.1%
2016	6.9%
2017	13.9%
2018	-2.7%

Unless CCCERA's future performance produces investment returns above the assumed actuarial rate in some years to offset negative or low investment returns in other years, 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

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. Prior to that, Standard & Poor's (S&P) assigned a Negative outlook to the County 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. In FY 2017-18, S&P upgraded the credit rating on the County's Pension Obligation Bonds to "AAA" from "AA+". 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 that can be used by participating jurisdictions to learn from each other, evaluate performance, improve management practices and inform goal-setting. For several years, Contra Costa County staff actively participated in Project BARB work until the Project ceased operating.

We continue to research and evaluate performance measures/management programs, including best practices offered by the Government Finance Officer Association, to more fully integrate our Performance Measurement Program into the budget process.

County of Contra Costa Appendix



Countywide Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
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Agriculture

1	3	Weights and Measures	Canine inspection program	(1.0)	(100,729)	Eliminate one position in canine inspection, which will reduce inspections.
2	2	Agriculture	Canine inspection program	0.0	(173,417)	Decrease revenue due to contract reductions for one Canine handler.
3	2	Agriculture	Apple Maggot program	0.0	100	Increase revenue for Apple Maggot Trapping contract.
			Total	(1.0)	72,588	

Assessor

1	1-4	All divisions	Salaries and Benefits	0	(740,736)	Increase Vacancy Factor - may require the department to manage the filling of staff vacancies. Total Vacancy Factor is \$1.76 million.
			Total	0.0	(740,736)	

Auditor-Controller

1	1-6	All divisions	Salaries and Benefits	0	(291,849)	Establish Vacancy Factor - will require the department to manage the filling of staff vacancies.
			Total	0.0	(291,849)	

Board of Supervisors

1	4	Merit Board	Salaries and Benefits	(1.0)	(44,254)	Abolish one vacant part-time (20/40) Clerk Experienced Level position.
			Total	(1.0)	(44,254)	

Child Support Services

1	1	Child Support Services	State Revenue	0.0	1,451,768	Increase revenue due to a new allocation formula to be implemented by the State.
2	1	Child Support Services	Proposed new Enforcement Team Supervisor	1.0	148,161	Add one Child Support Supervisor to oversee the proposed Enforcement Team, funded by additional State revenues anticipated in FY 2019/20.

Countywide Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
3	1	Child Support Services	Proposed new Enforcement Team	8.0	799,323	Add two Child Support Specialist I, five Child Support Specialist II, and one Child Support Specialist III positions, to support the proposed Enforcement Team, funded by additional State revenues anticipated in FY 2019/20.
			Total	9.0	(504,284)	Child Support Fud

County Administrator

1	3	CCTV	Salaries and Benefits	1.0	113,100	Add 1 Community & Media Relations Specialist.
2	3	CCTV	Revenue	0.0	113,100	Increase Charges for Service revenue.
			Total	1.0	0	

District Attorney

1	1	Mainline Prosecution	Establish Vacancy Factor	0.0	(615,000)	Establish Vacancy Factor - equivalent to 4 clerical positions and one Deputy District Attorney.
2	7	Public Assistance Fraud	Decrease staff	(0.5)	(112,683)	Eliminate vacant part-time Deputy District Attorney position.
3	6	AB 109	Increase Staff and program costs	1.5	174,940	Add a Neighborhood Court director and a part-time clerical position funded by AB 109.
4	6	AB 109	Revenue	0.0	174,940	Add AB 109 funding for Neighborhood Court director and a part-time clerical position.
			Total	1.0	(727,683)	

Countywide Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
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Employment and Human Services

1	39	Workforce Services Bureau	Re-entry (from incarceration) population public benefits assistance	1.0	106,966	Add one Social Services Program Assistant to serve as systems expert on ensuring timely access and receipt of public benefits for the re-entry population. This additional position is supported with AB109 funding.
2	39	Workforce Services Bureau	Re-entry population public benefits assistance	0.0	37,438	Increase appropriations for operating costs related to adding one position supporting the re-entry population (i.e. travel, communications, maintenance, etc.). Additional operating costs supported with AB109 funding.
3	39	Workforce Services Bureau	AB109 Revenue	0.0	144,404	Increase revenue to fund one position and operating costs dedicated to assisting the re-entry population in receiving needed public benefits.
				1.0	0	

Human Resources

1	1	Administration	Salaries and Benefits	0.0	(30,000)	Eliminate 1 HR Projects Manager and add 1 Administrative Services Officer position.
2	3	Personnel Services	Salaries and Benefits	(2.0)	(280,000)	Eliminate 1 HR Supervisor and 1 Clerk-Senior Level position.
3	3	Personnel Services	Services and Supplies	0.0	(58,578)	Reduce miscellaneous operating costs.
			Total	(2.0)	(368,578)	

Probation Department

1	13	Juvenile Investigation/ Supervision/ Special Services	Increase Vacancy Factor	0.0	(69,480)	Increase Vacancy Factor - will have a minimal impact on department operations.
2	4	Juvenile Hall	Increase Vacancy Factor	0.0	(162,832)	Increase Vacancy Factor - 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 Investigation & Supervision	Decrease staff	(2.0)	(297,623)	Eliminate two Deputy Probation Officer positions. This will have a minimal impact on department operations.
4	13	Juvenile Investigation/ Supervision/ Special Services	Decrease staff	(4.0)	(756,528)	Eliminate four Deputy Probation Officer positions. This will result in higher caseload numbers.
5	14	Field Support Services	Decrease staff	(1.0)	(119,350)	Eliminate one clerical position. This will have a minimal impact on department operations.
6	4	Juvenile Hall	Decrease staff	(9.0)	(942,539)	Eliminate nine Juvenile Institution Officer positions. The population at the Juvenile Hall is historically low and we expect this will have a minimal impact on department operations. If the population increases, staffing will be reevaluated.
7	5	Orin Allen Youth Rehabilitation Facility	Decrease staff	(6.0)	(672,444)	Eliminate five Juvenile Institution Officer positions and one Deputy Probation Officer position. The population at the Ranch is historically low and we expect this will have a minimal impact on department operations. If the population increases, staffing will be reevaluated.
8	4	Juvenile Hall	Decrease operating expenses	0.0	(15,218)	Reduce funding for operating expenses will require additional operational efficiencies but we expect this will have minimal impact on department operations.
			Total	(22.0)	(3,036,014)	

Public Defender

1	3	Criminal Defense	Salaries and Benefits	(1.0)	(137,266)	Eliminate a half-time Deputy Public Defender and a half-time Legal Assistant due to reduced grant funding.
2	3	Criminal Defense	Grant Revenue	0.0	(137,266)	Reduce MERP grant funding.

Countywide Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
3	3	Criminal Defense	Salaries and Benefits	(2.0)	(175,434)	Eliminate one Deputy Public Defender and one Legal Assistant for the Failure to Appear (FTA) Program due to reduced DOJ grant funding. This will have no impact on the department as these positions will be funded by AB 109.
4	3	Criminal Defense	Grant Revenue	0.0	(175,434)	Lost DOJ grant funding. This will have no impact on the department as these positions will be funded by AB 109.
5	4	AB 109 Public Safety Realignment	Salaries and Benefits	2.0	175,434	Fund one Deputy Public Defender and one Legal Assistant for the Failure to Appear (FTA) Program lost from DOJ grant (AB 109 funding).
6	4	AB 109 Public Safety Realignment	Salaries and Benefits and operating costs	2.0	227,007	Add two Social Worker positions to provide client support as recommended by the Public Protection Committee (AB 109).
7	4	AB 109 Public Safety Realignment	AB 109 Funding	0.0	402,441	Increase in operating expense fully offset by additional AB 109 funding recommended by the Community Corrections Partnership and the Public Protection Committee.
			Total	1.0	0	

Public Works

1	1	Public Works	Salaries and Benefits	2.0	272,002	Add 1 Administrative Analyst and 1 Senior Land Surveyor
2	1	Public Works	Revenue	0.0	272,002	Increased Developer Fees revenue.
3	8	Print & Mail	Salaries and Benefits	1.0	78,185	Add 1 Driver Clerk to handle increased requests from County Departments.
4	8	Print & Mail	Charge-outs	0.0	78,185	Increase Customer Charges revenue.
			Total	3.0	0	

Countywide Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
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NON-COUNTY GENERAL FUND PROGRAM MODIFICATIONS

Contra Costa County Fire Protection District

1	N/A	Operations	Fire Prevention	4.0	474,363	Add one (1) Firefighter-Recruit position, one (1) Fire Education Coordinator, and two (2) Building Plan Checker I positions.
2	N/A	Operations	EMS	3.0	912,528	Add three (3) Fire Captain positions fully offset by charges for services.
3	N/A	Operations	EMS - Revenues	0.0	912,528	Increase charges for services.
			Total General Operating Fund	7.0	474,363	
4	N/A	EMS Transport Fund	Administration	1.0	488,431	Add one (1) Medical Director-Exempt position.
			Total EMS Transport Fund	1.0	488,431	

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	2,018,902	0	2,018,902	4.0	No	Provides direction and financial control, develop and implement policies and procedures in support of the operations of the department.
2	Agricultural Division	M	D	3,669,453	3,459,278	210,175	31.6	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	1,066,357	997,722	68,635	7.0	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	202,288	0	202,288	1.0	No	Program works with County farmers to assure a sustainable safe, productive, environmentally friendly and economically viable food system; provides educational programs for youth-serving professionals in topics such as positive youth development, civic engagement, and adolescent development; administers the 4-H Youth Development Program, which focuses on science, life skill acquisition and citizenship; and provides research and education on critical nutrition issues including childhood obesity and anemia, especially for low-income families with young children.

Animal Services

1	Field Services	M	D	4,464,574	2,957,500	1,507,074	26.0	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	4,006,478	1,984,500	2,021,978	28.0	No	Provide temporary husbandry and veterinary care to animals impounded at the County's shelters.
3	Administration Services	M	D	3,326,568	2,648,000	678,568	20.0	No	Provides operational support for the department and includes human resource functions, fiscal management, data management, contract management, and general business operations.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
4	Community Services	M	D	542,380	250,000	292,380	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	455,000	455,000	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	6,984,784	728,534	6,256,250	47.0	No	Secured property appraisal mandated by R&T Code Sections 50-93, 101-2125.
2	Business	M	D	1,777,945	185,445	1,592,500	12.0	No	Unsecured property appraisal mandated by R&T Code Sections 2901-2928.1.
3	Support Services	M	D	8,345,457	870,457	7,475,000	56.0	Yes	Provides clerical support for appraisal and business divisions; exemption processing; drafting and GIS mapping; public service; and information systems support. The GIS function is a countywide system that the office provides support for. R&T Code 75.20.
4	Administrative Services	M	D	1,034,111	107,861	926,250	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.
Special Funds									
5	Property Tax Administration Program	M	D	3,019,512	3,019,512	0	0.0	No	Provides funding from the State-County Property Tax Administration Program to be used to improve operations and enhance computer applications and systems.

Auditor-Controller

1	Property Tax	M	D	1,692,069	1,652,619	39,450	9.0	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 bond programs that greatly enhance the County's financial status. The Division is responsible for a variety of governmental fiscal reports.
2	Payroll	M	D	2,213,051	1,577,063	635,988	13.0	Yes	Processes timely and accurate payroll for all County departments, most fire districts, some special districts, and some non-county regional agencies. Processes demands, purchase orders, and contracts.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
3	General Accounting/Ac counts Payable	M	D	2,283,043	3,257,239	(974,196)	17.0	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	910,430	21,792	888,638	7.0	No	Develops and executes audit programs for the examination, verification, and analysis of financial records, procedures, and internal controls of the County departments. Produces the Comprehensive Annual Financial Report.
5	Special Accounting	M	D	327,993	229,331	98,662	3.0	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	3,071,458	260,000	2,811,458	11.0	Yes	Provides general management of financial information and accounts of all departments, districts, and other agencies governed by the Board of Supervisors. Provides employee development, personnel, payroll, and fiscal administration. Provides systems development and support.
<i>Special Funds</i>									
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	7,345,804	384,804	6,961,000	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.
3	Board Mitigation Programs	D	D	175,000	175,000	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	Merit Board	M	D	60,000	0	60,000	0.0	Yes	Hears and makes determinations on appeals of employees and oversees merit system to ensure that merit principles are upheld.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
<i>Special Funds</i>									
5	North Richmond Waste & Recovery Mitigation Fund	D	D	755,250	755,250	0	0.0	No	Defrays annual costs associated with collection and disposal of illegally dumped waste and associated impacts in North Richmond and adjacent areas.

Capital Improvements

1	Minor non-Capital Improvements	D	D	1,500,000	0	1,500,000	0.0	Yes	Minor repairs and improvements to County facilities using in-house staff, consultants, and contractors.
2	Facilities Lifecycle Improvement Summary	D	D	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	1,236,575	93,575	1,143,000	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	515,000	50,000	465,000	0.0	No	To promote the arts throughout the County via support of the Arts Commission and to support the Northeast Antioch Joint powers Agreement (JPA).
3	LAFCO	M	M	270,000	0	270,000	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	1,234,635	622,635	612,000	0.0	Yes	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.
5	Risk Management	M	D	10,795,185	6,295,185	4,500,000	37.0	Yes	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. Net cost represents GF premiums paid to Insurance Trust Funds.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
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Child Support Services

1	Child Support Enforcement Program	M	M	20,383,000	20,383,000	0	153.0	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	11,840,268	3,483,268	8,357,000	32.5	No	Conducts Federal, State, local and district elections in an accurate and timely manner and according to State and Federal law.
2	Recorder	M	M	4,511,000	6,000,000	(1,489,000)	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.

Special Funds

3	Recorder Micro/ Mod/ VRIP/ Redaction/ ERDS (Dedicated funds)	D	M	10,864,000	10,864,000	0	11.0	No	Provides support, improvement and full operation of a modernized recording system including infrastructure, technology, equipment and staff to efficiently process, organize, and maintain official documents and records in the Clerk-Recorder Division for easy location and retrieval by public and other County users. Maintains and improves vital records, redacts Social Security Numbers from public documents and sets up and maintains an electronic recording program.
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Conflict Defense

1	Conflict Defense	M	D	6,000,000	0	6,000,000	0.0	No	Mandated legal representation provided to indigents by appointed private attorneys on criminal cases in which the Public Defender has a conflict of interest in representation.
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Conservation and Development

1	Administration	M	D	1,571,377	1,571,377	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.
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Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
2	Current Planning	M	D	6,712,746	6,712,746	0	26.0	No	Facilitate the regulation of the land use and development to preserve and enhance community identity in keeping with the County General Plan and other adopted goals and policies. At least 5 public hearings on land use applications must be supported for 2 Regional Planning Commissions, the County Planning Commission and the Zoning Administrator.
3	Advance Planning	M	D	219,948	219,948	0	1.0	No	Develop and maintain long-range policy planning processes through the County General Plan to anticipate and respond to changes in new legal mandates and local priorities.
4	Water Planning/ Habitat Conservancy	D	D	1,042,195	1,042,195	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 District budgets.
5	Conservation/ Solid Waste	M	D	1,466,800	1,466,800	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	1,617,590	1,617,590	0	5.0	No	Develop an effective transportation network throughout the county by planning for roads and other types of transportation systems on countywide corridors and with local and neighborhood areas. Administer programs related to Growth Management, Congestion Management and trip reduction. Provide staff support for other County efforts requiring transportation planning resources. Staff support or participation in over 10 committees including the Board's Transportation, Infrastructure and Water Committee is required.
7	Federal Programs, CDBG, Successor Agency	D	D	2,610,670	2,610,670	0	12.0	No	Responsible for administration of Community Development Block Grant and various housing programs that promote safe and affordable housing, a suitable living environment and expanded economic opportunities, principally for persons of very low- and low-income. Successor Agency oversees dissolution of the former Redevelopment Agency and staffs Oversight Board.
8	Business and Information Services	D	D	5,574,311	5,574,311	0	28.0	No	Manage the department's cost recovery efforts to ensure program revenues cover operating costs and other fiscal and budget services. Provide purchasing and personnel services. Provide Geographic Information System support and development, including mapping services. Manage countywide demographic and Census data. Manage land use application and permit tracking electronic data and department computer services. Provide administrative policy and procedure guidance for the department. Respond to data requests for demographic information and public records act.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
9	Building Inspection Services	M	M	9,095,453	9,095,453	0	29.0	No	Review plans, issue building permits, and inspect the construction of buildings.
10	Code Enforcement	M	D	1,537,131	1,537,131	0	10.0	No	Respond to building and zoning complaints, perform on-site investigations, abate hazards, and perform inspections.
11	Weatherization	D	D	1,170,977	1,170,977	0	12.0	No	Free home weatherization services to low income residents.
12	Application & Permit Center Engineering Services	M	D	4,776,365	4,776,365	0	33.0	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	11,455	11,455	0	0.0	No	Inspection services for all rental units in unincorporated portions of the County
15	Vehicle Abatement Program	D	D	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.
17	Multi-Year Special Projects	D	D	60,000	60,000	0	0.0	No	Provide plan check and inspection services to Marsh Creek Generating Station.
18	Energy Upgrade CA	D	D	250,069	250,069	0	1.0	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	2,272,266	2,272,266	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	1,848,000	1,848,000	0	0.0	No	Funding for mitigation programs within East County community.
21	Housing Rehabilitation, Economic Development & Sustainability Program	D	D	1,384,186	599,186	785,000	3.0	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
22	HOPWA Grant	D	D	862,410	862,410	0	0.0	No	Provide housing opportunities for people with HIV/AIDS.
23	HUD Block Grant	D	M	6,694,413	6,694,413	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	620,050	620,050	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	4,677,913	4,677,913	0	0.0	No	Grants for the acquisition, rehabilitation or new construction of housing for rent or ownership, tenant-based rental assistance, and assistance to homebuyers. Funds may also be used for the development of non-luxury housing, such as site acquisition, site improvements, demolition and relocation.
26	Used Oil Recycling Grant	D	M	93,279	93,279	0	0.0	No	Used Oil Block Grant funds to help establish or enhance permanent, sustainable used oil recycling programs.
27	Fish and Game Protection	M	D	141,670	141,670	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	1,905,098	1,905,098	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	760,000	760,000	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	500,000	500,000	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	1,240,620	1,240,620	0	0.0	No	Bond revenue received from single and multiple family housing programs that is used primarily to fund program staff costs and finance property acquisition related to affordable housing and economic development projects.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
33	Affordable Housing	D	M	397,000	397,000	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.
34	HUD Neighborhood Preservation	D	M	804,700	804,700	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	Equal Employment Opportunity	D	D	287,635	10,000	277,635	2.0	No	Works to ensure that County employees, applicants, and vendors are provided a professional environment that is free from discrimination and/or harassment
2	Board Support & Gen Administration	M	D	5,550,348	278,189	5,272,159	15.3	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	1,488,708	1,488,708	0	8.0	No	Administers cable franchises and community access (CCTV). Supported by cable TV franchise fees.
4	AB109	D	D	9,167,012	8,217,012	950,000	3.8	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	2,169,778	1,249,572	920,206	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	7,252,970	5,252,970	2,000,000	25.0	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	3,344,402	3,344,402	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	2,199,850	2,199,850	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 Ultra Low Sulfur Diesel Fuel Project at the Phillips 66 Rodeo facility for both capital and program uses.
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Debt Service

1	Debt Service	D	M	0	0	0	0.0	Yes	Allows County to issue notes, permitting it to borrow money in order to meet short term cash flow deficiencies, pending receipt of taxes and revenues.
2	County/State West Contra Costa Healthcare District (WCCHCD)	D	M	0	2,500,000	(2,500,000)	0.0	Yes	To account for the West Contra Costa Healthcare District's allocation of property tax revenue.
3	Retirement/ UAAL Bond Fund	D	M	43,600,399	43,600,399	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
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	833,699	833,699	0	12.0	Yes	Provides leadership, accounting and administrative services to support DoIT in achieving efficiencies and transparency in daily operations. Provides customer service in all areas of DoIT.
2	Information Security	D	D	804,208	804,208	0	1.0	Yes	Provides vigilant oversight of information networks and computer systems to maintain awareness and adaptability in an ever-changing environment of security threats from hackers and malware. Provides leadership and expertise in building a robust and sustainable defensive posture that adapts to the complex information security threat landscape.
3	Network Services	D	D	2,133,192	2,133,192	0	9.0	Yes	Provides advanced network technologies to design, implement, and support the County's wide array of systems, applications, storage and email services. Delivers service over leading-edge transport technology, allowing the County to share data, collaborate, and host applications both internal and external to the County. Supports an environment with services located on premise and systems that have been migrated to the private, government, County-supported cloud service.
4	Operations	D	D	3,503,913	3,503,913	0	8.2	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	930,281	880,281	50,000	5.1	Yes	Creates and maintains maps and geographic information for Contra Costa County, and provides high-level project management to County GIS endeavors. Manages the enterprise GIS data repository and facilitates the sharing and integration of geographically referenced information among multiple agencies and users.
6	Systems and Programming	D	D	5,541,181	5,591,181	(50,000)	22.6	Yes	Maintains a wide variety of enterprise and departmental applications, in addition to providing business requirements, system analysis, custom development and project management services for many departments.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
7	Telecommunications	D	D	11,039,775	10,944,775	95,000	21.0	Yes	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. Administers the County's information security systems.
8	Wide-Area-Network Services	D	D	4,299,194	4,299,194	0	5.0	Yes	Insures reliable, secure, and fast support and maintenance of the County's WAN infrastructure.

District Attorney

1	Mainline Prosecution	M	D	28,292,413	16,849,355	11,443,058	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	4,274,437	3,778,947	495,490	19.0	No	Attends the courts and conducts on behalf of the people all special prosecutions, including auto, real estate, and worker's compensation fraud; environmental crimes, high-tech crimes, and family violence crimes
3	Investigation	M	D	5,431,442	434,275	4,997,167	22.0	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	1,680,821	1,694,806	(13,985)	16.0	No	Victim liaison providing assistance in obtaining protective orders and restitution, advice to the Bench on bail levels, and victim advocacy
5	Administration	M	D	4,809,470	18,200	4,791,270	12.0	No	Operations, fiscal, personnel, procurement, and facilities management, and resource development
6	AB 109	M	D	2,247,004	2,247,004	0	13.5	No	Public Safety Realignment Act which transfers responsibility for supervising specific low-level inmates and parolees from CDCR to counties, including parole revocation proceedings.
7	Public Assistance Fraud	M	D	361,530	328,530	33,000	1.0	No	Works with personnel from various social service agencies to detect, investigate and successfully prosecute individuals who attempt to defraud various public assistance programs.
<i>Special Funds</i>									

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
8	Consumer Protection	D	D	1,025,278	1,025,278	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	55,000	55,000	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	426,898	426,898	0	0.0	No	Funds the investigation and prosecution of environmental/occupational health and safety violations. In addition, this fund supports staff professional development on subjects of environmental law.
11	DA Federal Forfeiture-DOJ	D	D	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	464,280	464,280	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	503,000	503,000	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	360,945	360,945	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	4,879,126	0	4,879,126	0.0	Yes	Funds PeopleSoft Project (Payroll).
2	Retiree Health Benefits	M	D	670,874	50,000	620,874	0.0	Yes	Retiree health costs for Court employees not paid for by the State as well as for former employees retired from defunct departments.

Employment and Human Services

<i>Administration</i>									
1	Administrative Services	D	D	56,970,306	56,756,306	214,000	206.0	No	Provides administrative support to all areas of the Department
<i>Aging and Adult Services Bureau</i>									

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
2	Adult Protective Services	M	M/D	20,304,645	19,091,717	1,212,928	79.7	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	5,971,508	5,757,650	213,858	11.9	No	Provides supportive social services, congregate meals, home delivered meals, in-home services and elder abuse prevention to over 19,500 seniors annually.
4	General Assistance Eligibility	M	M	3,966,126	442,694	3,523,432	17.0	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.
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	10,627,321	7,386,102	3,241,219	61.4	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	41,701,766	40,341,009	1,360,757	0.0	No	Provides funds for wages, health and retirement benefits for individuals who provide in-home supportive services to eligible individuals who are unable to care for themselves.
9	Senior Community Services Employment Program	D	M	166,333	72,450	93,883	1.0	No	Provides Seniors with low employment prospects subsidized employment with Community Service Agencies, non-profits or Government Agencies. Enrollment priority for those Most in Need: Veterans, 65 or older, the disabled, seniors with limited English proficiency or low literacy skills and those at risk of homelessness.
<i>Children and Family Services Bureau</i>									
10	Child Welfare Services	M	M	97,092,426	95,837,097	1,255,329	346.4	No	Provides 24-hour response to allegations of child abuse; services to maintain children in their own homes; services to remedy conditions which caused the Juvenile Court to order a child removed from home due to abuse or neglect; and planning services to assist children in establishing permanency through adoption, legal guardianship, or a permanent living arrangement.
11	Adoption Services	D	M	3,437,221	3,426,899	10,322	18.8	No	Provides adoption services to children who are free for adoption under the Civil Code and Welfare & Institutions Code. It also provides services, on a fee basis, for stepparent adoptions.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
12	Foster Care/Adoption Assistance Eligibility	M	M	6,022,451	5,420,851	601,600	25.1	No	Provides eligibility determination for cash assistance for care of children placed in out of home care.
13	Foster Family Recruitment, Training and Licensing	D	M	1,201,059	974,762	226,297	0.9	No	Processes applications and provides support services to approved Resource Family Homes.
14	Adoption Assistance Program	M	M	20,875,827	20,132,541	743,286	0.0	No	Provides payments to families in the adoption process or who have adopted children .
15	Foster Care and Other Out of Home Care Payments	M	M	35,282,480	32,111,273	3,171,207	0.0	No	Federal, state and county funded program that provides payment for care of foster children in the custody of the county.
16	Child Abuse Prevention, Intervention and Treatment	D	M	306,830	276,147	30,683	0.0	No	Provides child abuse prevention services authorized by AB 1733; supports the Zero Tolerance for Domestic Violence implementation plan.
17	Family Preservation Program Promoting Safe and Stable Families	D	M	1,884,254	1,498,978	385,276	0.0	No	Provides intensive social work services to children and families when the child is at risk of out-of-home placement.
18	Independent Living Skills Program	M	D	1,366,485	1,366,485	0	9.3	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.
19	County Children's Trust Fund	D	D	185,000	185,000	0	0.0	No	Provides child abuse prevention services.
20	IHSS Public Authority	M	D	2,343,000	2,343,000	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.
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	44,024,150	43,869,645	154,505	183.8	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	31,301,665	31,301,665	0	61.1	No	Provides case management of CalWORKs recipients who have a Welfare-to-Work (WtW) requirement and includes supportive services including special employment and training services/programs. Eligibility is limited to 48 months with the last 24 months being contingent on specific work-related activity engagement.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
24	CalWORKs Cal-Learn	M	D	214,418	214,418	0	0.6	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 Childcare Program - Stage One	M	M	15,393,037	15,393,037	0	24.4	No	Eligibility and ongoing case management under Stage One subsidized child care.
26	CalWORKs Mental Health/Substance Abuse	M	D	2,160,977	2,160,977	0	0.0	No	Provides CalWORKs case management and treatment services for mental health and substance abuse.
27	CalWORKs SB 1569	M	M	127,464	127,464	0	0.4	No	Provides case management of CalWORKs recipients who are victims of trafficking or crime.
28	CalWORKs Family Stabilization	M	M	985,183	985,183	0	3.0	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	3,472,368	3,472,368	0	14.7	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	2,415,719	2,415,719	0	0.0	No	Provides funds for support services and administrative activities for homeless CalWORKs families.
31	CalWORKs Cash Assistance	M	M	47,412,843	46,547,370	865,473	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	39,096,095	34,255,163	4,840,932	195.0	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 Eligibility	M	M	139,512	139,512	0	0.4	No	Provides eligibility determination for eligible CalFresh and California Food Assistance Program households.
34	Work Incentive Nutritional Supplement Program Cash Assistance	M	M	304,521	304,521	0	0.0	No	Provides a \$10 per month additional food supplement for eligible CalFresh and California Food Assistance Program households.
35	Standard Utility Assistance Subsidy Program Cash Assistance	M	M	141,947	141,947	0	0.0	No	Provides an annual \$20.01 utility assistance benefit to eligible CalFresh households.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
36	Medi-Cal Eligibility	M	M	61,234,559	61,234,559	0	313.4	No	Provides eligibility determination for Medi-Cal programs including determinations for the new MAGI Medi-Cal Program implemented as an expansion of the Medi-Cal Program mandated by Health Care Reform.
37	Refugee Programs Eligibility	M	M	29,642	29,642	0	0.2	No	Provides eligibility determination and grant maintenance activities for the Refugee Cash Assistance (RCA) and Cash Assistance Program for Immigrants (CAPI) programs.
38	Refugee Programs Cash Assistance	M	M	89,451	89,451	0	0.0	No	Provides funds for cash assistance payments for immigrants.
39	Service Integration Team / Sparkpoint	D	D	323,760	263,670	60,090	1.0	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	7,054,346	7,054,346	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	458,543	458,543	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	18,985,519	18,985,519	0	70.0	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	D	M	11,640,774	11,640,774	0	67.0	No	Combines Head Start, Early Head Start, and Child Development funds to provide full-day, full-year childcare for 809 children of low-income working parents.
45	Early Head Start	D	M	10,871,284	10,871,284	0	31.0	No	Federally-funded childcare program for infants and toddlers ages 0-3, serving 229 income eligible and disabled infants and toddlers and their families.
46	Child Nutrition	D	M	1,510,886	1,510,886	0	12.0	No	Nutritional counseling for families and meal services for low-income and disabled children serving approximately 1,000 children and families and delivers approximately 466,925 meals.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
47	Community Action Programs	D	M	4,679,140	4,520,140	159,000	23.0	No	Community Action programs help low-income families achieve self-sufficiency and support activities that can achieve measurable outcomes in improving educational capability, literacy skills, housing attainment, income enhancement, and disaster preparedness.
48	Housing & Energy	D	M	2,442,685	2,442,685	0	4.0	No	Federally-funded program that provides utility bill payment assistance, energy education, and weatherization services to approximately 4,610 low-income residents of the County.
49	Child Development Fund	D	M	31,900,000	31,900,000	0	106.0	No	State-funded Preschool and General Childcare program serving 1,285 children in 12 centers with 48 classrooms and eight 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	74,000	74,000	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.
<i>Contra Costa Alliance to End Abuse</i>									
51	Contra Costa Alliance to End Abuse	D	D	2,433,000	754,000	1,679,000	0.0	No	Coordinated Services designed to reduce domestic and family violence and elder abuse.
52	Contra Costa Alliance to End Abuse - Special Revenue Fund	M	M	290,000	290,000	0	0.0	No	Provides oversight and coordination of domestic violence programs. Supported by recording fees authorized by State law (SB 968).
53	Contra Costa Alliance to End Abuse - SB 968 Administration	M	D	648,000	648,000	0	4.0	No	Provides funding for emergency shelter, counseling, health and social welfare services to victims of domestic violence. Supported by marriage license fees as authorized in SB 91, the Domestic Violence Center Act and codified under Welfare & Institutions Code 18290-18307.

General Purpose Revenue

1	General County Revenues	M	D	0	492,550,000	(492,550,000)	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	311,621,581	297,996,740	13,624,841	1,027.1	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	156,237,994	149,406,896	6,831,098	731.0	No	Provides for operation of the 11 medical ambulatory care centers located throughout the County.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
3	Physician Services	M	M	117,989,906	112,831,105	5,158,801	274.4	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	2,693,939	2,693,939	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	27,218,547	27,218,547	0	312.8	Yes	Provides centralized Department-wide administrative support to all Health Services divisions, e.g. IT, Payroll, Personnel.
6	Charges from Other County Depts	M	D	30,743,972	0	30,743,972	0.0	Yes	Provides centralized charges to Health Services Department from other County departments, e.g. GSD.
7	Hospital Capital Project	D	D	23,532,993	23,532,993	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	434,221,008	434,221,008	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	200,656,726	200,656,726	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	4,407,106	4,407,106	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	57,605,749	57,605,749	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- Contra Costa CARES	D	M	17,644,087	13,657,799	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									
13	Child & Adolescent Services	M	D	67,054,620	66,832,926	221,694	109.2	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
14	Adult Services	M	D	66,535,488	62,665,781	3,869,707	162.4	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	14,816,058	4,512,681	10,303,377	83.8	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	11,835,330	10,893,010	942,320	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	16,038,957	15,072,200	966,757	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	9,888,688	8,887,543	1,001,145	23.0	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 & Prop 63 Fund	M	D	54,751,349	54,751,349	0	165.7	No	Expands mental health care programs for children, transition age youth, adults and older adults. Funds are transferred from Proposition 63 Fund to support these FTE and above programs.
Behavioral Health Division - Alcohol and Other Drugs									
20	Prevention Services	D	D	1,560,098	1,560,098	0	4.2	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	738,116	369,058	369,058	6.5	No	Provides information, American Society of Addiction Medicine (ASAM) screening and referral to individuals in need of prevention, treatment and recovery services.
22	Narcotic Treatment Program	D	D	6,840,661	6,840,661	0	0.0	No	Provides outpatient methadone maintenance for opiate dependent adults, especially those persons at risk of HIV infection through injection drug use.
23	Outpatient and Intensive Outpatient Program	D	D	3,818,486	3,255,379	563,107	4.0	No	Provides outpatient substance abuse recovery services for adults, youth/adolescents and family members who have substance use disorders.
24	Residential Treatment and Withdrawal Management Summary	D	D	9,424,271	8,491,191	933,080	16.0	No	Provides recovery services for men, women, women and their children (perinatal), and adolescents, and detoxification for adults.
25	Case Management, Recovery Support and Recovery Residences Summary	D	D	1,218,042	1,148,287	69,755	0.0	No	Case management and recovery support services for DMC beneficiaries

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
26	Special Programs (Non-DMC Waiver)	D	D	3,986,001	3,986,001	0	11.9	No	Time-limited federal and state special initiatives and demonstration programs.
27	Program and System Support Summary	D	D	3,743,005	3,743,005	0	11.4	No	Oversight and management of all SUD Waiver treatment and recovery services and Non-Waiver SUD services including primary prevention.
Behavioral Health Division - Health, Housing and Homeless Services									
28	Administration	D	D	2,903,766	1,695,201	1,208,565	10.0	Yes	Includes staffing, occupancy costs, costs incurred for the homeless advisory board activities, and costs associated with grant writing and consultation.
29	Coordinated Entry System	D	D	2,942,192	2,942,192	0	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.
30	Interim Housing and Support Services	D	D	3,871,774	2,685,491	1,186,283	0.0	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.
31	Supportive Housing Program	D	D	5,851,212	5,729,252	121,960	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.
32	Contra Costa Youth Continuum of Services	D	D	783,487	618,132	165,355	1.0	No	Provides outreach, shelter, transitional, and permanent housing and services to youth ages 18-24.
33	Homeless Management Information System	D	D	839,526	837,689	1,837	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.
34	Homeless Emergency Aid Program - HEAP	D	D	7,196,771	7,196,771	0	1.0	No	The HEAP Program is a one-time Block grant funding that addresses the immediate emergency needs of homeless individuals.
Public Health									
35	Public Health Support Services	D	D	8,682,366	1,652,105	7,030,261	40.4	Yes	Provides program oversight, including management and administrative support staff.
36	Senior Nutrition Program	D	D	4,922,205	4,570,739	351,466	5.3	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
37	Communicable Disease Control	M/D	D	9,542,312	5,621,008	3,921,304	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.
38	HIV/AIDS and STD Program	M/D	D	4,652,850	3,775,461	877,389	31.2	No	Provides access to care, monitoring and surveillance, community education and prevention services.
39	Family, Maternal & Child Health	M/D	D	11,025,272	9,206,119	1,819,153	85.3	No	Promotes health and welfare of families and children.
40	Public Health Clinical Services	D	D	39,329,074	32,384,377	6,944,697	242.0	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.
41	Community Wellness & Prevention Program	D	D	3,677,284	3,481,554	195,730	27.2	No	Provides for prevention of chronic disease and injuries.
Environmental Health									
42	Hazardous Materials Program	M	M	11,566,110	11,732,110	(166,000)	39.0	No	Provides emergency response, hazardous waste, hazardous material, underground tank and accidental release programs.
43	Environmental Health	M	M	11,896,166	12,062,166	(166,000)	61.0	No	Provides retail food programs, consumer protection programs, solid waste program, medical waste program and land use programs.
44	Fixed Assets	D	D	160,000	160,000	0	0.0	No	Provides for acquisition of capital equipment and for needed capital improvement projects.
Detention Facility Program									
45	Detention Facility MH Services	M	D	3,783,000	65,570	3,717,430	18.6	No	Provides assistance to Sheriff's Department in identification and management of mentally ill in the main County detention facility.
46	Detention Facility Med Services	M	D	23,137,681	1,730,111	21,407,570	71.0	No	Provides primary care medical services for inmates in County detention facilities.
47	Juvenile Hall Medical Services	M	D	2,497,310	2,497,310	0	11.2	No	Provides primary care medical services to inmates at Juvenile Hall. Expenditures are transferred to the Probation Department.
48	Juvenile Justice Facilities	D	D	877,114	877,114	0	0.0	No	Provides crisis intervention, medication evaluation and consultation.
Conservatorship/Guardianship									
49	Conservatorship /Guardianship	M	M	4,256,012	604,012	3,652,000	24.0	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.
California Children's Services Program									

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
50	California Children's Services Program	M	M	11,805,300	9,367,300	2,438,000	65.7	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.
<i>Public Administrator</i>									
51	Public Administrator	M	D	777,665	433,665	344,000	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.
<i>Emergency Medical Services SB-12</i>									
52	Administration	D	D	146,718	146,718	0	0.0	No	Reimbursement for County incurred costs related to Emergency Medical Services program collections and disbursements.
53	Emergency Medical Services	D	M	224,521	224,521	0	0.0	No	Reimbursement for County operated Emergency Medical Services program.
54	Physicians	D	M	776,767	776,767	0	0.0	No	Payments to physicians for emergency services to indigents.
55	Hospitals	D	M	330,178	330,178	0	0.0	No	Payments to hospitals for emergency room care provided to indigents.
56	Pediatric Trauma Centers	D	M	65,121	65,121	0	0.0	No	Reimbursement to physicians and hospitals for uncompensated services provided at pediatric trauma centers.
<i>Ambulance Services Areas (Measure H)</i>									
57	Zone A	D	M	234,227	234,227	0	0.0	No	Funds EMS first responder medical and communication equipment, supplies, and training of medical dispatchers.
58	Zone B	D	M	5,299,940	5,299,940	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	1,725,330	2,139,234	(413,904)	5.0	Yes	Develops, administers and maintains merit and exempt employment systems.
2	Employee Benefits Administration	M	D	6,635,901	6,635,901	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	3,813,904	200,000	3,613,904	24.0	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
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 Development	D	D	2,185,926	395,926	1,790,000	5.0	Yes	Plans, develops, implements and maintains automated information systems for justice departments.
2	Vehicle Theft Program	D	M	1,000,000	1,000,000	0	0.0	No	Provides local funding for programs relating to vehicle theft crimes.
Special Funds									
3	Automated ID & Warrant	D	M	3,828,179	3,828,179	0	0.0	No	Special fund to finance a Countywide warrant system and to replace and enhance the automated fingerprint identification equipment.
4	DNA Identification	D	M	270,000	270,000	0	0.0	No	Provides for the collection of DNA specimens, samples and print impressions.
5	Local Community Corrections	M	D	29,599,550	29,599,550	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.
6	SLESF - Front Line Law Enforcement-City	M	M	3,598,995	3,598,995	0	0.0	No	Provides for the pass-through of State Supplemental Law Enforcement funding to Contra Costa cities.
7	SLESA - AB109	M	M	9,898,739	9,898,739	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	5,400	5,400	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	7,469,704	63,648	7,406,056	23.6	No	Provides administrative, shipping, and volunteer services management while organizing and directing the operation of the County Library.
2	Countywide Services	D	D	1,907,688	248,200	1,659,488	12.0	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
3	Lib-Community Services	D	D	20,271,102	3,687,102	16,584,000	139.9	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	5,207,507	28,050	5,179,457	25.2	No	Support Services includes automation, Virtual Library, circulation, technical services, and collection management.
5	County Library Taxes	M	M	0	30,829,000	(30,829,000)	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.

Probation

<i>Care of Court Wards</i>									
1	Out-of-Home Placement	M	M	4,100,480	2,310,000	1,790,480	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	925,000	0	925,000	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	3,180,520	396,000	2,784,520	0.0	No	Fees paid to Health Services for medical care of juvenile residents in County facilities.
<i>Juvenile Facilities</i>									
4	Juvenile Hall	M	M	22,805,964	4,472,128	18,333,836	125.5	No	Maximum security facility designed for the mandated detention of minors before and after Court hearings. Approximately 1,000 juveniles are booked annually. (W&I 850)
5	Orin Allen Youth Rehabilitation	D	M	7,517,853	10,780,724	(3,262,871)	38.0	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	341,440	403,574	(62,134)	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	610,000	233,831	376,169	4.0	No	Federally assisted meal program. Provides nutritionally balanced, low-cost or free lunches to children each school day.
<i>Probation Programs</i>									
8	Adult Investigations & Supervision	M	D	11,918,268	8,225,359	3,692,909	60.0	No	Over 3,500 felony investigative reports are prepared annually for the Coordinated Trial Courts. These include pre-plea reports for plea and bail considerations and assessment and recommendation reports for sentencing. (PC 1191). Includes AB109, SB678 and Smart Probation funded positions.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
9	School Probation Officers	D	M	1,455,335	1,455,335	0	11.0	No	Case management services for juveniles referred by school districts as well as those on active probation.
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	1,310,821	453,495	857,326	8.0	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	374,722	328,181	46,541	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	6,430,876	885,000	5,545,876	37.0	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	2,279,857	0	2,279,857	24.0	No	Provides support services to Deputy Probation Office staff in adult and juvenile programs.
15	Community Probation	D	M	944,313	548,790	395,523	7.0	No	Partners deputy probation officers with eight police jurisdictions to provide intensive supervision to high-risk youth.
16	Youthful Offender Treatment Program / Girls in Motion	D	M	925,441	257,055	668,386	6.0	No	Aftercare supervision for institution commitment treatment program for youthful offenders.
17	Training	M	D	133,380	115,216	18,164	3.0	Yes	State required and approved training for Probation staff. (PC 6035)
18	Administration / Personnel / Info Tech	M	D	9,635,418	25,000	9,610,418	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.
Special Funds									
19	Supplemental Law Enforcement Services Fund	D	D	4,880,523	4,880,523	0	0.0	No	Provides state resources from the Juvenile Justice Crime Prevention Act of 2000 to support juvenile prevention initiatives.
20	Probation Ward Welfare	D	D	136,337	136,337	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
21	Community Corrections Performance Incentives	D	D	3,741,263	3,741,263	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	4,387,955	0	4,387,955	9.0	No	Provides management, administrative support, and oversight of all Departmental functions.
2	Investigations	M	D	1,906,911	0	1,906,911	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	16,996,218	999,574	15,996,644	77.6	No	Provides effective assistance of counsel for all qualifying adults and juveniles charged with criminal offenses.
4	AB 109	M	D	3,720,105	3,720,105	0	22.5	No	Provides support and services to reduce recidivism for low level felony offenders; furthers the goals of AB109.
5	Alternate Defender Office	M	D	4,250,490	0	4,250,490	16.0	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	360,945	360,945	0	0.0	No	Special fund to provide legal representation at parole revocation hearings for State parolees transferring to county jurisdiction under public safety realignment (AB 109).

Public Safety Realignment

1	Law Enforcement Services	M	D	61,827,242	61,827,242	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	122,816,786	122,816,786	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	52,606,783	51,431,783	1,175,000	278.8	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.
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Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
2	County Drainage Maintenance	M	D	730,000	30,000	700,000	0.0	No	Drainage maintenance for County owned drainage facilities.
3	Facilities Maintenance	D	D	131,321,750	131,321,750	0	200.0	Yes	General maintenance and repairs of County buildings & facilities.
4	Fleet Services	D	D	540,000	540,000	0	0.0	Yes	Maintenance, repair, and vehicle acquisition for County departments & fire district.
5	General County Building Occupancy	D	D	24,303,023	152,023	24,151,000	0.0	Yes	General funded building and grounds maintenance. This program area includes fixed costs for expenses related to utilities, taxes, debt service, building insurance, custodial contracts, common area maintenance, rents, and elevator maintenance.
6	Outside Agency Services	D	D	782,457	782,457	0	0.0	Yes	Outside Agency services. This program area includes occupancy costs, print & mail services, and fleet services.
7	Keller Surcharge/ Mitigation	M	D	413,000	120,000	293,000	0.0	Yes	Recycling services for County departments.
8	Print and Mail Services	D	D	5,555,785	5,555,785	0	22.0	Yes	Copy, printing, and mail services for County departments.
9	Purchasing	M	D	1,262,923	581,923	681,000	7.0	Yes	Purchasing services for all County departments.
10	Road Construction (Non-County Funded)	M	D	2,527,000	2,527,000	0	0.0	No	Non-county road construction projects funded by other governmental agencies.
Special Funds									
11	Fleet Services ISF	D	D	17,813,524	17,813,524	0	21.0	Yes	Internal Services Fund for Fleet
12	Rd Fund- Construction & Road Planning/ Admin/ Revenues	M	D	48,278,250	48,278,250	0	0.0	No	Road construction projects for county roads. Includes administration and planning costs.
13	Rd Fund Maintenance & Misc. Property	M	D	25,131,327	25,131,327	0	0.0	No	Maintenance for county streets and roads.
14	PW Land Development	M	D	3,261,100	3,261,100	0	0.0	No	Engineering services and regulation of land development.
15	Airport Enterprise Fund	D	M	10,420,215	10,420,215	0	17.0	No	Operation and capital development of airports.
16	Other Special Rev. Funds	D	M	3,861,287	3,861,287	0	0.0	No	Use based on special revenue agreements.
17	Development Funds	D	M	9,810,018	9,810,018	0	0.0	No	Revenue from permits & developers for construction and Conditions of Approval.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
18	Southern Pacific Railway	D	M	5,354,498	5,354,498	0	0.0	No	Sale of easements & license agreements used for maintenance of Iron Horse Corridor.
19	Navy Transportation Mitigation	D	M	5,302,260	5,302,260	0	0.0	No	Proceeds from the Navy for the sale of a portion of Port Chicago Hwy.
20	Area of Benefit Fees	D	M	1,917,338	1,917,338	0	0.0	No	Fees on development for future road projects.

Sheriff-Coroner

<i>Administrative Services Bureau</i>									
1	Central Administration	D	D	21,413,262	1,371,480	20,041,782	34.0	No	Comprised of the Sheriff's executive, fiscal, and personnel units which provide centralized administrative oversight of the Office of the Sheriff.
2	Sheriff's Recruiting	M	D	2,318,878	8,000	2,310,878	11.0	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.
3	Resources/ Plans/ Standards	D	D	4,078,186	318,500	3,759,686	12.0	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.
<i>Field Operations Bureau</i>									
4	Cities/Districts Contracts	D	M	18,387,820	18,387,400	420	72.0	No	Contract city law enforcement services provided in the cities of Danville, Lafayette, and Orinda; and to AC transit and Diablo.
5	Marine Patrol	D	D	4,424,525	1,210,239	3,214,286	12.0	No	Responsible for patrol of the navigable waterways within the County and enforcement of all applicable laws.
6	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.
7	Unincorporated Patrol	M	D	31,090,629	48,503,762	(17,413,133)	141.0	No	Provides patrol services throughout the unincorporated area of the County using a community based policing model.
8	Special Investigations	D	M	2,000	230,000	(228,000)	0.0	No	Provides Investigation services to the District Attorney's Office.
9	Investigations	M	D	10,089,871	365,805	9,724,066	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
10	Civil	M	M	2,953,115	420,000	2,533,115	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.
11	AB 1109 Vehicle Program	M	M	99,652	99,652	0	0.0	No	Restricted funding for vehicle usage by the Civil unit.
12	AB 709 Automated Program	M	M	408,153	408,153	0	0.0	No	Restricted funding for automation services by the Civil unit.
Support Services Bureau									
13	Criminalistics	M	M	11,338,584	3,309,939	8,028,645	42.0	No	Conducts firearms, forensic biology and trace evidence examinations. Conducts DNA profiling on evidence materials; submits DNA profiles to the Calif. Department of Justice database of unsolved crimes. Responds to crime scenes to document and collect evidence. Also includes federal grants for Criminalistics supplies and equipment.
14	Property and Evidence Services	M	M	734,751	94,000	640,751	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.
15	CAL-ID	D	D	3,578,686	3,578,686	0	18.5	No	Operates a computerized system for the identification of fingerprints.
16	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.
17	Communications/ Dispatch	M	M	8,667,975	3,487,968	5,180,007	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.
18	Automated Regional Information Exchange Systems (ARIES)	D	D	816,304	816,304	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.
19	Information Services	D	D	7,158,196	69,200	7,088,996	18.0	No	Provides communication and programming for networks, jail management, communication system and ARIES.
20	Records	M	M	2,509,187	211,000	2,298,187	23.0	No	Provides for the release, inspection and production of law enforcement records, and fingerprint identification.
21	Technical Services Administration	D	D	217,974	0	217,974	0.0	No	Provides administrative oversight for the Technical Services Division and administration of federal grants.
Contract Services Budget									

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
22	Court Security	M	D	16,716,359	16,716,359	0	86.0	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.
23	Facility Security Contracts	M	D	5,422,571	5,422,571	0	34.0	No	Contract facility security services for the Health Services Department and the Employment and Human Services Department.
<i>Custody Services Bureau</i>									
24	Martinez Detention Facility	M	M	30,291,984	148,004	30,143,980	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.
25	West County Detention Facility	M	M	26,524,788	61,272	26,463,516	131.0	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.
26	Marsh Creek Detention Facility	D	D	5,488,110	1,500	5,486,610	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.
27	Custody Alternative/ County Parole Program	M	D	4,542,219	450,000	4,092,219	23.0	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.
28	Custody Services Admin	M	D	3,498,579	32,171,416	(28,672,837)	15.0	No	Provides inmate classification, training, and other detention management services.
29	AB109 Program	M	M	8,945,148	8,945,148	0	31.0	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.
30	Detention Transportation	M	D	5,927,013	3,500	5,923,513	24.0	No	Provides inmate transportation between detention facilities and the Courts.
<i>Coroner</i>									
31	Coroner	M	D	3,386,000	185,000	3,201,000	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.
<i>Office of Emergency Services</i>									
32	Emergency Services Support	D	D	1,269,706	32,500	1,237,206	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
33	Emergency Services	D	D	2,778,535	215,000	2,563,535	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.
34	Community Warning System	D	D	1,338,843	1,338,843	0	3.0	No	Manages the countywide all hazard Community Warning System. The CWS is funded entirely from private industry funds and/or fines.
35	Homeland Security Grants	D	D	1,349,505	1,349,505	0	0.0	No	Homeland Security grant management and centralization.
36	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									
37	Central ID Bureau	D	M	2,437,000	2,437,000	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.
38	Controlled Substance Analysis	D	M	22,000	22,000	0	0.0	No	Provides criminalistics laboratory analysis of controlled substances, in order to increase the effectiveness of criminal investigation and prosecution.
39	Countywide Gang and Drug Trust	D	D	77,000	77,000	0	0.0	No	Provides expenditures and revenues for preventing, enforcing and prosecuting illegal gang and/or drug activity. Expenditures must be approved by a panel consisting of the Sheriff, District Attorney, Chief Probation Officer, and a representative from the County Police Chiefs' Association.
40	County Law Enforcement Capital Projects	D	D	173,000	173,000	0	0.0	No	Supports replacement and enhancement of a Countywide law enforcement message switching computer; accumulates funds to partially finance Sheriff's communication equipment replacement; and accumulates funds to finance major equipment replacement for the Helicopter Program.
41	Narcotic Forfeiture	D	M	100,000	100,000	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.
42	Prisoners Welfare Summary	D	M	1,428,000	1,428,000	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
43	Supplemental Law Enforcement Services Funds	D	M	917,000	917,000	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.
44	Traffic Safety	M	M	15,000	15,000	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.
45	Trial Court Security	M	D	16,046,724	16,046,724	0	0.0	No	Provides AB 109 Public Safety Realignment (State) funding for bailiff and court security services for the Superior Court.
46	Law Enforcement Training Center	D	D	2,506,379	2,506,379	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.

Superior Court Programs

1	Civil Grand Jury	M	D	156,000	0	156,000	0.0	No	An investigative body that 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	50,000	0	50,000	0.0	No	Examines evidence presented by the District Attorney and return criminal indictments directly to the Superior Court.
3	Trial Court Programs	M	M	17,311,386	6,197,386	11,114,000	0.0	No	Provides 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.
Special Funds									
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	806,550	806,550	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	950,365	950,365	0	0.0	Yes	Special fund created for penalty assessments levied on court fines for the purpose of criminal justice facility construction, systems development and operations.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
7	Family Law Center - Debt Service	D	M	2,129,142	2,129,142	0	0.0	Yes	Provides for the Superior Court's share of the annual debt service payment obligations for the Family Law Center.

Treasurer-Tax Collector

1	Treasurer	M	D	1,429,878	276,700	1,153,178	8.6	No	Provides for the safekeeping of funds for the County, 18 School Districts, a Community College District, a Board of Education, and 21 Voluntary Special Districts. Administers a comprehensive investment program for the County and districts to ensure maximum yield on investments.
2	Tax Collection	M	M	4,066,463	2,828,300	1,238,163	19.5	No	Collects property taxes and special levies for all cities, school districts, special districts and County government.
3	Business License	M	D	182,284	123,625	58,659	1.4	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	1,394,640	313,000	1,081,640	9.5	No	Provides assistance to veterans, their dependents and survivors in obtaining veteran's benefits.
2	Veterans Memorial Building Lifecycle Costs	D	D	118,360	0	118,360	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

Note: Funding Sources listed for Special Funds may include fund balance from previous years, and may be higher than the requirement in the Expenditure column.

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 - Enterprise Fund II	Medi-Cal Members	M	M	434,221,008	434,221,008	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	311,621,581	297,996,740	13,624,841	1,027.1	No	Provides for operation of the 167 beds at Contra Costa Regional Medical Center and the medical and psychiatric emergency rooms.
3	HSD - Hospital & Ambulatory Care Centers	Ambulatory Care Centers	M	M	156,237,994	149,406,896	6,831,098	731.0	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	117,989,906	112,831,105	5,158,801	274.4	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	97,092,426	95,837,097	1,255,329	346.4	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	61,234,559	61,234,559	0	313.4	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	47,412,843	46,547,370	865,473	0	No	Provides cash assistance to eligible families based on income levels. Eligibility limited to a maximum of 24 months.
8	EHSD - Workforce Services Bureau	CalWORKs Eligibility Services	M	M	44,024,150	43,869,645	154,505	183.8	No	Provides eligibility determination for CalWORKs cash aid, supportive services, and includes ongoing case management. Eligibility is limited to a maximum of 48 months.
9	EHSD - Aging and Adult Services Bureau	In-Home Supportive Services Payments	M	M	41,701,766	40,341,009	1,360,757	0	No	Provides funds for wages, health and retirement benefits for individuals who provide in-home supportive services to eligible individuals who are unable to care for themselves.
10	EHSD - Workforce Services Bureau	CalFresh Eligibility	M	M	39,096,095	34,255,163	4,840,932	195.0	No	Provides eligibility determination and ongoing case management for CalFresh benefits for eligible low-income individuals and families.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
11	EHSD - Children and Family Services Bureau	Foster Care and Other Out of Home Care Payments	M	M	35,282,480	32,111,273	3,171,207	0	No	Federal, state and county funded program that provides payment for care of foster children in the custody of the county.
12	Sheriff - Custody Services Bureau	Martinez Detention Facility	M	M	30,291,984	148,004	30,143,980	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.
13	Sheriff - Custody Services Bureau	West County Detention Facility	M	M	26,524,788	61,272	26,463,516	131.0	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.
14	Probation - Juvenile Facilities	Juvenile Hall	M	M	22,805,964	4,472,128	18,333,836	125.5	No	Maximum security facility designed for the mandated detention of minors before and after Court hearings. Approximately 1,000 juveniles are booked annually. (W&I 850)
15	EHSD - Children and Family Services Bureau	Adoption Assistance Program	M	M	20,875,827	20,132,541	743,286	0	No	Provides payments to families in the adoption process or who have adopted children.
16	Child Support Services	Child Support Enforcement Program	M	M	20,383,000	20,383,000	0	153.0	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.
17	Superior Court Programs	Trial Court Programs	M	M	17,311,386	6,197,386	11,114,000	0	No	Provides for all court services not eligible under California Rule of Court 810 (e.g., capital case costs) and fund the General Fund subsidy for Court operations to the State of California.
18	Public Defender	Criminal Defense	M	M	16,996,218	999,574	15,996,644	77.6	No	Provides effective assistance of counsel for all qualifying adults and juveniles charged with criminal offenses.
19	HSD - Behavioral Health Division - Mental Health	Outpatient Mental Health Crisis	M	M	16,038,957	15,072,200	966,757	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	EHSD - Workforce Services Bureau	CalWORKs Childcare Program - Stage One	M	M	15,393,037	15,393,037	0	24.4	No	Eligibility and ongoing case management under Stage One subsidized child care.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
21	HSD - Environmental Health	Environmental Health	M	M	11,896,166	12,062,166	-166,000	61.0	No	Provides retail food programs, consumer protection programs, solid waste program, medical waste program and land use programs.
22	Clerk – Recorder - Elections	Elections	M	M	11,840,268	3,483,268	8,357,000	32.5	No	Conducts Federal, State, local and district elections in an accurate and timely manner and according to State and Federal law.
23	HSD - Behavioral Health Division - Mental Health	Local Hosp Inpatient Psychiatric	M	M	11,835,330	10,893,010	942,320	0	No	Provides acute inpatient psychiatric care at CC Regional Medical Center, involuntary evaluation and short-term treatment for seriously and persistently mentally ill clients who may be a danger to themselves or others.
24	HSD - California Children's Services Program	California Children's Services Program	M	M	11,805,300	9,367,300	2,438,000	65.7	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.
25	HSD - Environmental Health	Hazardous Materials Program	M	M	11,566,110	11,732,110	(166,000)	39.0	No	Provides emergency response, hazardous waste, hazardous material, underground tank and accidental release programs.
26	Sheriff - Support Services Bureau	Criminalistics	M	M	11,338,584	3,309,939	8,028,645	42.0	No	Conducts firearms, forensic biology and trace evidence examinations. Conducts DNA profiling on evidence materials; submits DNA profiles to the Calif. Department of Justice database of unsolved crimes. Responds to crime scenes to document and collect evidence. Also includes federal grants for Criminalistics supplies and equipment.
27	Justice System Development/Planning - Special Funds	SLESA - AB109	M	M	9,898,739	9,898,739	0	0	No	Within the County's Local Revenue Fund pursuant to AB 109 and AB 118, this account provides the State Supplemental Law Enforcement funding for the Sheriff and Contra Costa cities.
28	HSD - Behavioral Health Division - Mental Health	Medi-Cal Managed Care	M	M	9,888,688	8,887,543	1,001,145	23.0	No	Provides community-based acute psychiatric inpatient hospital services and outpatient specialty mental health services for Medi-Cal eligible adults and children.
29	Conservation and Development	Building Inspection Services	M	M	9,095,453	9,095,453	0	29.0	No	Review plans, issue building permits, and inspect the construction of buildings.
30	Sheriff - Custody Services Bureau	AB109 Program	M	M	8,945,148	8,945,148	0	31.0	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.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
31	Sheriff - Support Services Bureau	Communications/Dispatch	M	M	8,667,975	3,487,968	5,180,007	58.0	No	Provides a basic emergency telephone answering system as provided in articles 53100-53120 of the Calif. Govt Code. Shall provide public safety answering point system for telecommunications from the public for reporting, police, fire, ambulance, and medical related incidents.
32	EHSD - Children and Family Services Bureau	Foster Care/Adoption Assistance Eligibility	M	M	6,022,451	5,420,851	601,600	25.1	No	Provides eligibility determination for cash assistance for care of children placed in out of home care.
33	Clerk – Recorder - Elections	Recorder	M	M	4,511,000	6,000,000	(1,489,000)	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.
34	HSD - Conservatorship/Guardianship	Conservatorship /Guardianship	M	M	4,256,012	604,012	3,652,000	24.0	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.
35	Probation - Care of Court Wards	Out-of-Home Placement	M	M	4,100,480	2,310,000	1,790,480	0	No	Court-ordered board and care costs for minors placed outside of County facilities by the Juvenile Court.
36	Treasurer-Tax Collector	Tax Collection	M	M	4,066,463	2,828,300	1,238,163	19.5	No	Collects property taxes and special levies for all cities, school districts, special districts and County government.
37	Animal Services	Center Operations	M	M	4,006,478	1,984,500	2,021,978	28.0	No	Provide temporary husbandry and veterinary care to animals impounded at the County's shelters.
38	EHSD - Aging and Adult Services Bureau	General Assistance Eligibility	M	M	3,966,126	442,694	3,523,432	17.0	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.
39	Justice System Development/Planning - Special Funds	SLESF - Front Line Law Enforcement-City	M	M	3,598,995	3,598,995	0	0	No	Provides for the pass-through of State Supplemental Law Enforcement funding to Contra Costa cities.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
40	County Counsel	Child Protective Services- Probate	M	M	3,344,402	3,344,402	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.)
41	Probation - Care of Court Wards	Medical Services in Juvenile Facilities	M	M	3,180,520	396,000	2,784,520	0	No	Fees paid to Health Services for medical care of juvenile residents in County facilities.
42	Sheriff - Field Operations Bureau	Civil	M	M	2,953,115	420,000	2,533,115	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.
43	HSD - Hospital & Ambulatory Care Centers	Emergency Medical Services	M	M	2,693,939	2,693,939	0	6.0	Yes	Provides overall coordination of the emergency ambulance services throughout the County, and coordination of medical disaster response efforts.
44	Sheriff - Support Services Bureau	Records	M	M	2,509,187	211,000	2,298,187	23.0	No	Provides for the release, inspection and production of law enforcement records, and fingerprint identification.
45	EHSD - Workforce Services Bureau	CalWORKs Family Stabilization	M	M	985,183	985,183	0	3.0	No	Provides comprehensive evaluations and wraparound services to Welfare-to-Work families who are experiencing identified situations and/or crises.
46	Probation - Care of Court Wards	California Dept. of Juv. Justice Fees	M	M	925,000	0	925,000	0	No	Fees paid to the California Division of Juvenile Justice for incarceration costs of juveniles.
47	Sheriff - Support Services Bureau	Property and Evidence Services	M	M	734,751	94,000	640,751	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.
48	District Attorney - Special Funds	Supplemental Law Enforcement Services Fund - DA	M	M	503,000	503,000	0	0	No	As provided by AB 3229 (Chapter 134, Statutes of 1996), the State supplements otherwise available funding for local public safety services ("COPS"). These funds are used locally to enhance prosecution of domestic violence cases. Under AB 109 Public Safety Realignment, SLESF allocations are now subsumed under the County's Local Revenue Fund for Public Safety Realignment.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
49	Sheriff - Field Operations Bureau	AB 709 Automated Program	M	M	408,153	408,153	0	0	No	Restricted funding for automation services by the Civil unit.
50	District Attorney - Special Funds	AB109-District Attorney	M	M	360,945	360,945	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).
51	Probation - Juvenile Facilities	Home Supervision	M	M	341,440	403,574	(62,134)	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	EHSD - Workforce Services Bureau	Work Incentive Nutritional Supplement Program Cash Assistance	M	M	304,521	304,521	0	0	No	Provides a \$10 per month additional food supplement for eligible CalFresh and California Food Assistance Program households.
53	EHSD - Contra Costa Alliance to End Abuse	Contra Costa Alliance to End Abuse - Special Revenue Fund	M	M	290,000	290,000	0	0	No	Provides oversight and coordination of domestic violence programs. Supported by recording fees authorized by State law (SB 968).
54	Central Support	LAFCO	M	M	270,000	0	270,000	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.
55	EHSD - Workforce Services Bureau	Standard Utility Assistance Subsidy Program Cash Assistance	M	M	141,947	141,947	0	0	No	Provides an annual \$20.01 utility assistance benefit to eligible CalFresh households.
56	EHSD - Workforce Services Bureau	CalFresh Eligibility - Work Incentive Nutritional Supplement Eligibility	M	M	139,512	139,512	0	0.4	No	Provides eligibility determination for eligible CalFresh and California Food Assistance Program households.
57	EHSD - Workforce Services Bureau	CalWORKs SB 1569	M	M	127,464	127,464	0	0.4	No	Provides case management of CalWORKs recipients who are victims of trafficking or crime.
58	EHSD - Aging and Adult Services Bureau	Indigent Interment	M	M	106,922	18,388	88,534	0	No	Provides cremation and burial, in cemetery lots or niches, of indigent decedents.
59	Sheriff - Field Operations Bureau	AB 1109 Vehicle Program	M	M	99,652	99,652	0	0	No	Restricted funding for vehicle usage by the Civil unit.
60	EHSD - Workforce Services Bureau	Refugee Programs Cash Assistance	M	M	89,451	89,451	0	0	No	Provides funds for cash assistance payments for immigrants.
61	EHSD - Workforce Services Bureau	Refugee Programs Eligibility	M	M	29,642	29,642	0	0.2	No	Provides eligibility determination and grant maintenance for the Refugee Cash Assistance (RCA) and Cash Assistance Program for Immigrants (CAPI) programs.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
62	Sheriff - Special Funds	Traffic Safety	M	M	15,000	15,000	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.
63	EHSD - Workforce Services Bureau	Covered California Call Center (Under Contract)	M	M	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.
64	Library	County Library Taxes	M	M	0	30,829,000	(30,829,000)	0	No	County Library Tax Revenues.
65	EHSD - Aging and Adult Services Bureau	Adult Protective Services	M	M/D	20,304,645	19,091,717	1,212,928	79.7	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.
66	Public Safety Realignment	Support Services	M	D	122,816,786	122,816,786	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.
67	HSD - Behavioral Health Division - Mental Health	Child & Adolescent Services	M	D	67,054,620	66,832,926	221,694	109.2	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.
68	HSD - Behavioral Health Division - Mental Health	Adult Services	M	D	66,535,488	62,665,781	3,869,707	162.4	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.
69	Public Safety Realignment	Law Enforcement Services	M	D	61,827,242	61,827,242	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

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
										Release Community Supervision prosecution and defense, the Youthful Offender Block Grant and juvenile re-entry programming.
70	HSD - Behavioral Health Division - Mental Health	Mental Health Services Act – Proposition 63	M	D	54,751,349	54,751,349	0	165.7	No	Expands mental health care programs for children, transition age youth, adults and older adults. (Proposition 63)
71	Public Works	Public Works Services /Administration	M	D	52,606,783	51,431,783	1,175,000	278.8	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.
72	Public Works - Special Funds	Rd Fund- Construction & Road Planning/ Admin/	M	D	48,278,250	48,278,250	0	0	No	Road construction projects for county roads. Includes administration and planning costs.
73	EHSD - Workforce Services Bureau	CalWORKs Employment Services	M	D	31,301,665	31,301,665	0	61.1	No	Provides case management of CalWORKs recipients who have a Welfare-to-Work (WtW) requirement and includes supportive services including special employment and training services/programs. Eligibility is limited to 48 months with the last 24 months being contingent on specific work-related activity engagement.
74	Sheriff - Field Operations Bureau	Unincorporated Patrol	M	D	31,090,629	48,503,762	(17,413,133)	141.0	No	Provides patrol services throughout the unincorporated area of the County using a community based policing model.
75	HSD - Hospital & Ambulatory Care Centers	Charges from Other County Depts	M	D	30,743,972	0	30,743,972	0	Yes	Provides centralized charges to Health Services Department from other County departments, e.g. GSD.
76	Justice System Development/Planning - Special Funds	Local Community Corrections	M	D	29,599,550	29,599,550	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.
77	District Attorney	Mainline Prosecution	M	D	28,292,413	16,849,355	11,443,058	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.
78	Public Works - Special Funds	Rd Fund Maintenance & Misc. Property	M	D	25,131,327	25,131,327	0	0	No	Maintenance for county streets and roads.
79	HSD - Detention Facility Program	Detention Facility Med Services	M	D	23,137,681	1,730,111	21,407,570	71.0	No	Provides primary care medical services for inmates in County detention facilities.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
80	Sheriff - Contract Services Budget	Court Security	M	D	16,716,359	16,716,359	0	86.0	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	Sheriff - Special Funds	Trial Court Security	M	D	16,046,724	16,046,724	0	0	No	Provides AB 109 Public Safety Realignment (State) funding for bailiff and court security services for the Superior Court.
82	Probation - Probation Programs	Adult Investigations & Supervision	M	D	11,918,268	8,225,359	3,692,909	60.0	No	Over 3,500 felony investigative reports are prepared annually for the Coordinated Trial Courts. These include pre-plea reports for plea and bail considerations and assessment and recommendation reports for sentencing. (PC 1191). Includes AB109, SB678 and Smart Probation funded positions.
83	Central Support	Risk Management	M	D	10,795,185	6,295,185	4,500,000	37.0	Yes	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. Net cost represents GF premiums paid to Insurance Trust Funds.
84	EHSD - Aging and Adult Services Bureau	In-Home Supportive Services Administration	M	D	10,627,321	7,386,102	3,241,219	61.4	No	Funds for administration to determine eligibility for recipients who are unable to care for themselves at home.
85	Sheriff - Field Operations Bureau	Investigations	M	D	10,089,871	365,805	9,724,066	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.
86	Probation - Probation Programs	Administration/ Personnel / Info Tech	M	D	9,635,418	25,000	9,610,418	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.
87	Assessor	Support Services	M	D	8,345,457	870,457	7,475,000	56.0	Yes	Provides clerical support for appraisal and business divisions; exemption processing; drafting and GIS mapping; public service; and information systems support. The GIS function is a countywide system that the office provides support for. R&T Code 75.20.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
88	Board of Supervisors	Legislation & Policy Direction	M	D	7,345,804	384,804	6,961,000	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.
89	County Counsel	General Law	M	D	7,252,970	5,252,970	2,000,000	25.0	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	EHSD - Workforce Development Board	Workforce Innovation & Opportunity Act (WIOA)	M	D	7,054,346	7,054,346	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.
91	Assessor	Appraisal	M	D	6,984,784	728,534	6,256,250	47.0	No	Secured property appraisal mandated by R&T Code Sections 50-93, 101-2125.
92	Conservation and Development	Current Planning	M	D	6,712,746	6,712,746	0	26.0	No	Facilitate the regulation of the land use and development to preserve and enhance community identity in keeping with the County General Plan and other adopted goals and policies. At least 5 public hearings on land use applications must be supported for 2 Regional Planning Commissions, the County Planning Commission and the Zoning Administrator.
93	Human Resources	Employee Benefits Administration	M	D	6,635,901	6,635,901	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.
94	Probation - Probation Programs	Juvenile Investigation/ Supervision/ Special Services	M	D	6,430,876	885,000	5,545,876	37.0	No	Further investigation into alleged offenses, including recommendations regarding the continuing disposition of the minor offender. The department performs over 3,500 intake and court investigations annually.
95	Conflict Defense	Conflict Defense	M	D	6,000,000	0	6,000,000	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
96	Sheriff - Custody Services Bureau	Detention Transportation	M	D	5,927,013	3,500	5,923,513	24.0	No	Provides inmate transportation between detention facilities and the Courts.
97	County Administrator	Board Support & Gen Administration	M	D	5,550,348	278,189	5,272,159	15.3	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	Investigation	M	D	5,431,442	434,275	4,997,167	22.0	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.
99	Sheriff - Contract Services Budget	Facility Security Contracts	M	D	5,422,571	5,422,571	0	34.0	No	Contract facility security services for the Health Services Department and the Employment and Human Services Department.
100	Employee/Retiree Benefits	Employee Benefits	M	D	4,879,126	0	4,879,126	0	Yes	Funds PeopleSoft Project (Payroll).
101	District Attorney	Administration	M	D	4,809,470	18,200	4,791,270	12.0	No	Operations, fiscal, personnel, procurement, and facilities management, and resource development
102	Conservation and Development	Application & Permit Center Engineering Services	M	D	4,776,365	4,776,365	0	33.0	No	Manage and help process applications and permits.
103	Sheriff - Custody Services Bureau	Custody Alternative/ County Parole Program	M	D	4,542,219	450,000	4,092,219	23.0	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.
104	Animal Services	Field Services	M	D	4,464,574	2,957,500	1,507,074	26.0	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	Administration	M	D	4,387,955	0	4,387,955	9.0	No	Provides management, administrative support, and oversight of all Departmental functions.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
106	District Attorney	Special Prosecution	M	D	4,274,437	3,778,947	495,490	19.0	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
107	Public Defender	Alternate Defender Office	M	D	4,250,490	0	4,250,490	16.0	No	Provides effective assistance of counsel for qualifying adults and juvenile clients for whom the main office has declared a conflict of interest.
108	Human Resources	Personnel Services	M	D	3,813,904	200,000	3,613,904	24.0	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.
109	HSD - Detention Facility Program	Detention Facility MH Services	M	D	3,783,000	65,570	3,717,430	18.6	No	Provides assistance to Sheriff's Department in identification and management of mentally ill in the main County detention facility.
110	Public Defender	AB 109	M	D	3,720,105	3,720,105	0	22.5	No	Provides support and services to reduce recidivism for low level felony offenders; furthers the goals of AB109.
111	Agriculture/Weights and Measures	Agricultural Division	M	D	3,669,453	3,459,278	210,175	31.6	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.
112	Sheriff - Custody Services Bureau	Custody Services Admin	M	D	3,498,579	32,171,416	-28,672,837	15.0	No	Provides inmate classification, training, and other detention management services.
113	EHSD - Workforce Services Bureau	CalWORKs Expanded Subsidized Employment	M	D	3,472,368	3,472,368	0	14.7	No	Provides funds for wage, non-wage and operational costs for six-month job placements for Welfare-to-Work clients.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
114	Sheriff - Coroner	Coroner	M	D	3,386,000	185,000	3,201,000	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.
115	Animal Services	Administration Services	M	D	3,326,568	2,648,000	678,568	20.0	No	Provides operational support for the department and includes human resource functions, fiscal management, data management, contract management, and general business operations.
116	Public Works - Special Funds	PW Land Development	M	D	3,261,100	3,261,100	0	0	No	Engineering services and regulation of land development.
117	Auditor-Controller	Administration/ Systems	M	D	3,071,458	260,000	2,811,458	11.0	Yes	Provides general management of financial information and accounts of all departments, districts, and other agencies governed by the Board of Supervisors. Provides employee development, personnel, payroll, and fiscal administration. Provides systems development and support.
118	Assessor - Special Funds	Property Tax Administration Program	M	D	3,019,512	3,019,512	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.
119	EHSD - Aging and Adult Services Bureau	General Assistance Cash Assistance	M	D	2,781,389	0	2,781,389	0	No	Provides cash assistance to adults not eligible for state or federal assistance.
120	Public Works	Road Construction (Non-County Funded)	M	D	2,527,000	2,527,000	0	0	No	Non-county road construction projects funded by other governmental agencies.
121	HSD - Detention Facility Program	Juvenile Hall Medical Services	M	D	2,497,310	2,497,310	0	11.2	No	Provides primary care medical services to inmates at Juvenile Hall. Expenditures are transferred to the Probation Department.
122	EHSD - Children and Family Services Bureau	IHSS Public Authority	M	D	2,343,000	2,343,000	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.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
123	Sheriff - Administrative Services Bureau	Sheriff's Recruiting	M	D	2,318,878	8,000	2,310,878	11.0	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.
124	Auditor-Controller	General Accounting/Accounts Payable	M	D	2,283,043	3,257,239	(974,196)	17.0	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.
125	District Attorney	AB 109	M	D	2,247,004	2,247,004	0	13.5	No	Public Safety Realignment Act which transfers responsibility for supervising specific low-level inmates and parolees from CDCR to counties, including parole revocation proceedings.
126	Auditor-Controller	Payroll	M	D	2,213,051	1,577,063	635,988	13.0	Yes	Processes timely and accurate payroll for all County departments, most fire districts, some special districts, and some non-county regional agencies. Processes demands, purchase orders, and contracts.
127	County Counsel	Risk Mgt/ Civil Litigation Unit	M	D	2,199,850	2,199,850	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.
128	County Administrator	Labor Relations	M	D	2,169,778	1,249,572	920,206	6.0	Yes	Administers County's labor management relations programs including the collective bargaining process, grievance investigation, training and counseling.
129	EHSD - Workforce Services Bureau	CalWORKS Mental Health/Substance Abuse	M	D	2,160,977	2,160,977	0	0	No	Provides CalWORKs case management and treatment services for mental health and substance abuse.
130	Agriculture/Weights and Measures	Administration	M	D	2,018,902	0	2,018,902	4.0	No	Provides direction and financial control, develop and implement policies and procedures in support of the operations of the department.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
131	Public Defender	Investigations	M	D	1,906,911	0	1,906,911	13.0	No	Conducts defense investigations of adult criminal and juvenile cases as needed to ensure effective representation of all clients.
132	Assessor	Business	M	D	1,777,945	185,445	1,592,500	12.0	No	Unsecured property appraisal mandated by R&T Code Sections 2901-2928.1.
133	Human Resources	Administration	M	D	1,725,330	2,139,234	-413,904	5.0	Yes	Develops, administers and maintains merit and exempt employment systems.
134	Auditor-Controller	Property Tax	M	D	1,692,069	1,652,619	39,450	9.0	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 bond programs that greatly enhance the County's financial status. The Division is responsible for a variety of governmental fiscal reports.
135	District Attorney	Victim/Witness Advocacy	M	D	1,680,821	1,694,806	(13,985)	16.0	No	Victim liaison providing assistance in obtaining protective orders and restitution, advice to the Bench on bail levels, and victim advocacy
136	Conservation and Development	Transportation Planning	M	D	1,617,590	1,617,590	0	5.0	No	Develop an effective transportation network throughout the county by planning for roads and other types of transportation systems on countywide corridors and with local and neighborhood areas. Administer programs related to Growth Management, Congestion Management and trip reduction. Provide staff support for other County efforts requiring transportation planning resources. Staff support or participation in over 10 committees including the Board's Transportation, Infrastructure and Water Committee is required.
137	Conservation and Development	Administration	M	D	1,571,377	1,571,377	0	2.0	No	The legislative body shall by ordinance assign the functions of the planning agency to a planning department, one or more planning commissions, administrative bodies or hearing officers, the legislative body itself, or any combination thereof, as it deems appropriate and necessary.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
138	Conservation and Development	Code Enforcement	M	D	1,537,131	1,537,131	0	10.0	No	Respond to building and zoning complaints, perform on-site investigations, abate hazards, and perform inspections.
139	Conservation and Development	Conservation/Solid Waste	M	D	1,466,800	1,466,800	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.
140	Treasurer-Tax Collector	Treasurer	M	D	1,429,878	276,700	1,153,178	8.6	No	Provides for the safekeeping of funds for the County, 18 School Districts, a Community College District, a Board of Education, and 21 Voluntary Special Districts. Administers a comprehensive investment program for the County and districts to ensure maximum yield on investments.
141	EHSD - Children and Family Services Bureau	Independent Living Skills Program	M	D	1,366,485	1,366,485	0	9.3	No	Provides individual and group support services, including practical skill building for current and former foster youth that are eligible for federal foster care funds when transitioning out of the foster care system.
142	Public Works	Purchasing	M	D	1,262,923	581,923	681,000	7.0	Yes	Purchasing services for all County departments.
143	Central Support	Clerk of the Board	M	D	1,236,575	93,575	1,143,000	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
144	Agriculture/Weights and Measures	Weights and Measures	M	D	1,066,357	997,722	68,635	7.0	No	Provide assurance of fair business practices by performing inspection of all point-of-sale systems (scanners) used in commercial transactions. Provide regulatory services to ensure commercial sales are made in compliance with State laws. Provide protection for consumers by enforcing State laws designed to prevent deceptive packaging and ensure accurate units of measure. Inspect Weighmasters for compliance with State law. Administer exams to for licensing of device service agents.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
145	Assessor	Administrative Services	M	D	1,034,111	107,861	926,250	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	910,430	21,792	888,638	7.0	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	HSD - Public Administrator	Public Administrator	M	D	777,665	433,665	344,000	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.
148	Public Works	County Drainage Maintenance	M	D	730,000	30,000	700,000	0	No	Drainage maintenance for County owned drainage facilities.
149	Employee/Retiree Benefits	Retiree Health Benefits	M	D	670,874	50,000	620,874	0	Yes	Retiree health costs for Court employees not paid for by the State as well as for former employees retired from defunct departments.
150	EHSD - Contra Costa Alliance to End Abuse	Contra Costa Alliance to End Abuse - SB 968 Administration	M	D	648,000	648,000	0	4.0	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.
151	Animal Services	Community Services	M	D	542,380	250,000	292,380	3.0	No	Provides public information, media relations, community education, and managing all aspect of the department's volunteer program.
152	Public Works	Keller Surcharge/Mitigation	M	D	413,000	120,000	293,000	0	Yes	Recycling services for County departments.
153	District Attorney	Public Assistance Fraud	M	D	361,530	328,530	33,000	1.0	No	Works with personnel from various social service agencies to detect, investigate and successfully prosecute individuals who attempt to defraud various public assistance programs.
154	Public Defender - Special Funds	AB109-Public Defender	M	D	360,945	360,945	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
155	Auditor-Controller	Special Accounting	M	D	327,993	229,331	98,662	3.0	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.
156	Conservation and Development	Advance Planning	M	D	219,948	219,948	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.
157	EHSD - Workforce Services Bureau	CalWORKs Cal-Learn	M	D	214,418	214,418	0	0.6	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.
158	Treasurer-Tax Collector	Business License	M	D	182,284	123,625	58,659	1.4	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	Superior Court Programs - Special Funds	Dispute Resolution	M	D	180,000	180,000	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.
160	Superior Court Programs	Civil Grand Jury	M	D	156,000	0	156,000	0	No	An investigative body that 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	Conservation and Development	Fish and Game Protection	M	D	141,670	141,670	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.
162	Probation - Probation Programs	Training	M	D	133,380	115,216	18,164	3.0	Yes	State required and approved training for Probation staff. (PC 6035)

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
163	Board of Supervisors	Merit Board	M	D	60,000	0	60,000	0	Yes	Hears and makes determinations on appeals of employees and oversees merit system to ensure that merit principles are upheld.
164	Superior Court Programs	Criminal Grand Jury	M	D	50,000	0	50,000	0	No	Examines evidence presented by the District Attorney and return criminal indictments directly to the Superior Court.
165	Conservation and Development	Clean Water	M	D	15,000	15,000	0	0	No	Inspection services for development projects requiring compliance with Clean Water regulations.
166	Justice System Development/Planning - Special Funds	Obscene Matter-Minors	M	D	5,400	5,400	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.
167	General Purpose Revenue	General County Revenues	M	D	0	492,550,000	(492,550,000)	0	No	Receives revenues which are not attributable to a specific County services and which are available for County General Fund expenditures.
168	HSD - Public Health	Family, Maternal & Child Health	M/D	D	11,025,272	9,206,119	1,819,153	85.3	No	Promotes health and welfare of families and children.
169	HSD - Public Health	Communicable Disease Control	M/D	D	9,542,312	5,621,008	3,921,304	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.
170	HSD - Public Health	HIV/AIDS and STD Program	M/D	D	4,652,850	3,775,461	877,389	31.2	No	Provides access to care, monitoring and surveillance, community education and prevention services.
171	EHSD - Aging and Adult Services Bureau	Area Agency on Aging	D/M	D/M	5,971,508	5,757,650	213,858	11.9	No	Provides supportive social services, congregate meals, home delivered meals, in-home services and elder abuse prevention to over 19,500 seniors annually.
172	HSD - Contra Costa Health Plan - Enterprise Fund II	Medi-Cal Seniors and Persons with Disabilities Members	D	M	200,656,726	200,656,726	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.
173	HSD - Contra Costa Community Health Plan - Enterprise Fund III	Commercial Groups, including Basic Health Care (Excludes IHSS)	D	M	57,605,749	57,605,749	0	0	No	Serves County residents enrolled in CC 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

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
										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.
174	Debt Service	Retirement/ UAAAL Bond Fund	D	M	43,600,399	43,600,399	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.
175	EHSD - Community Services Bureau	Child Development Fund	D	M	31,900,000	31,900,000	0	106.0	No	State-funded Preschool and General Childcare program serving 1,285 children in 12 centers with 48 classrooms and eight 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.
176	EHSD - Community Services Bureau	Head Start	D	M	18,985,519	18,985,519	0	70.0	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.
177	Sheriff - Field Operations Bureau	Cities/Districts Contracts	D	M	18,387,820	18,387,400	420	72.0	No	Contract city law enforcement services provided in the cities of Danville, Lafayette, and Orinda; and to AC transit and Diablo.
178	HSD - Contra Costa Community Health Plan - Enterprise Fund III	In-Home Supportive Services and CC CARES	D	M	17,644,087	13,657,799	3,986,288	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.
179	EHSD - Community Services Bureau	Comprehensive Funding Model	D	M	11,640,774	11,640,774	0	67.0	No	Combines Head Start, Early Head Start, and Child Development funds to provide full-day, full-year childcare for 809 children of low-income working parents.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
180	Conservation and Development	Housing Successor Agency	D	M	11,255,150	11,255,150	0	0	No	Provide funding for all Successor Agency-related obligations and activities pursuant to the terms of the Dissolution Act.
181	EHSD - Community Services Bureau	Early Head Start	D	M	10,871,284	10,871,284	0	31.0	No	Federally-funded childcare program for infants and toddlers ages 0-3, serving 229 income eligible and disabled infants and toddlers and their families.
182	Clerk – Recorder - Elections - Special Funds	Recorder Micro/ Mod/ VRIP/ Redaction/ ERDS (Dedicated funds)	D	M	10,864,000	10,864,000	0	11.0	No	Provides support, improvement and full operation of a modernized recording system including infrastructure, technology, equipment and staff to efficiently process, organize, and maintain official documents and records in the Clerk-Recorder Division for easy location and retrieval by public and other County users. Maintains and improves vital records, redacts Social Security Numbers from public documents and sets up and maintains an electronic recording program.
183	Public Works - Special Funds	Airport Enterprise Fund	D	M	10,420,215	10,420,215	0	17.0	No	Operation and capital development of airports.
184	Public Works - Special Funds	Development Funds	D	M	9,810,018	9,810,018	0	0	No	Revenue from permits & developers for construction and Conditions of Approval.
185	Probation - Juvenile Facilities	Orin Allen Youth Rehabilitation	D	M	7,517,853	10,780,724	(3,262,871)	38.0	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)
186	Conservation and Development	HUD Block Grant	D	M	6,694,413	6,694,413	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.
187	Public Works - Special Funds	Southern Pacific Railway	D	M	5,354,498	5,354,498	0	0	No	Sale of easements & license agreements used for maintenance of Iron Horse Corridor.
188	Public Works - Special Funds	Navy Transportation Mitigation	D	M	5,302,260	5,302,260	0	0	No	Proceeds from the Navy for the sale of a portion of Port Chicago Hwy.
189	HSD - Ambulance Services Areas (Measure H)	Zone B	D	M	5,299,940	5,299,940	0	9.0	No	Provides funds for pre-hospital care coordinators, EMS data analyst, EMS first responder equipment, communications equipment, hazardous materials charges and ambulance services.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
190	EHSD - Community Services Bureau	Community Action Programs	D	M	4,679,140	4,520,140	159,000	23.0	No	Community Action programs help low-income families achieve self-sufficiency and support activities that can achieve measurable outcomes in improving educational capability, literacy skills, housing attainment, income enhancement, and disaster preparedness.
191	Public Works - Special Funds	Other Special Rev. Funds	D	M	3,861,287	3,861,287	0	0	No	Use based on special revenue agreements.
192	Justice System Development/Planning - Special Funds	Automated ID & Warrant	D	M	3,828,179	3,828,179	0	0	No	Special fund to finance a Countywide warrant system and to replace and enhance the automated fingerprint identification equipment.
193	EHSD - Children and Family Services Bureau	Adoption Services	D	M	3,437,221	3,426,899	10,322	18.8	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.
194	Debt Service	Retirement Litigation Settlement Debt Service	D	M	2,759,911	2,759,911	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).
195	EHSD - Community Services Bureau	Housing & Energy	D	M	2,442,685	2,442,685	0	4.0	No	Federally-funded program that provides utility bill payment assistance, energy education, and weatherization services to approximately 4,610 low-income residents of the County.
196	Sheriff - Special Funds	Central ID Bureau	D	M	2,437,000	2,437,000	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.
197	Conservation and Development	Measure WW Grant Project	D	M	2,272,266	2,272,266	0	0	No	Funding through general obligation bonds, for local parks as approved by voters of Alameda and Contra Costa.
198	Superior Court Programs - Special Funds	Family Law Center - Debt Service	D	M	2,129,142	2,129,142	0	0	Yes	Provides for the Superior Court's share of the annual debt service payment obligations for the Family Law Center.
199	Public Works - Special Funds	Area of Benefit Fees	D	M	1,917,338	1,917,338	0	0	No	Fees on development for future road projects.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
200	EHSD - Children and Family Services Bureau	Family Preservation Program Promoting Safe and Stable Families	D	M	1,884,254	1,498,978	385,276	0	No	Provides intensive social work services to children and families when the child is at risk of out-of-home placement.
201	EHSD - Community Services Bureau	Child Nutrition	D	M	1,510,886	1,510,886	0	12.0	No	Nutritional counseling for families and meal services for low-income and disabled children serving approximately 1,000 children and families and delivers approximately 466,925 meals.
202	Probation - Probation Programs	School Probation Officers	D	M	1,455,335	1,455,335	0	11.0	No	Case management services for juveniles referred by school districts as well as those on active probation.
203	Sheriff - Special Funds	Prisoners Welfare Summary	D	M	1,428,000	1,428,000	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.
204	Probation - Probation Programs	Domestic Violence	D	M	1,310,821	453,495	857,326	8.0	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	Conservation and Development	Private Activity Bond	D	M	1,240,620	1,240,620	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.
206	EHSD - Children and Family Services Bureau	Foster Family Recruitment, Training and Licensing	D	M	1,201,059	974,762	226,297	0.9	No	Processes applications and provides support services to approved Resource Family Homes.
207	Justice System Development/Planning	Vehicle Theft Program	D	M	1,000,000	1,000,000	0	0	No	Provides local funding for programs relating to vehicle theft crimes.
208	Superior Court Programs - Special Funds	Criminal Justice Facility Construction	D	M	950,365	950,365	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.
209	Probation - Probation Programs	Community Probation	D	M	944,313	548,790	395,523	7.0	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
210	Probation - Probation Programs	Youthful Offender Treatment Program / Girls in Motion	D	M	925,441	257,055	668,386	6.0	No	Aftercare supervision for institution commitment treatment program for youthful offenders.
211	Sheriff - Special Funds	Supplemental Law Enforcement Services Funds	D	M	917,000	917,000	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.
212	Superior Court Programs - Special Funds	Courthouse Construction	D	M	806,550	806,550	0	0	Yes	Special fund created for penalty assessments levied on court fines for the purpose of courthouse construction and maintenance.
213	Conservation and Development	HUD Neighborhood Preservation	D	M	804,700	804,700	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.
214	HSD - Emergency Medical Services SB-12	Physicians	D	M	776,767	776,767	0	0	No	Payments to physicians for emergency services to indigents.
215	Conservation and Development	HOME Investment Partnership Act	D	M	500,000	500,000	0	0	No	Provide funding from HOME Program loan repayments for the development and rehabilitation of affordable housing.
216	EHSD - Workforce Development Board	Small Business Development Center	D	M	458,543	458,543	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.
217	Conservation and Development	Affordable Housing	D	M	397,000	397,000	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	Probation - Probation Programs	Office of Traffic Safety DUI Program	D	M	374,722	328,181	46,541	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
219	HSD - Emergency Medical Services SB-12	Hospitals	D	M	330,178	330,178	0	0	No	Payments to hospitals for emergency room care provided to indigents.
220	EHSD - Children and Family Services Bureau	Child Abuse Prevention, Intervention and Treatment	D	M	306,830	276,147	30,683	0	No	Provides child abuse prevention services authorized by AB 1733; supports the Zero Tolerance for Domestic Violence implementation plan.
221	Justice System Development/Planning - Special Funds	DNA Identification	D	M	270,000	270,000	0	0	No	Provides for the collection of DNA specimens, samples and print impressions.
222	HSD - Ambulance Services Areas (Measure H)	Zone A	D	M	234,227	234,227	0	0	No	Funds EMS first responder medical and communication equipment, supplies, and training of medical dispatchers.
223	HSD - Emergency Medical Services SB-12	Emergency Medical Services	D	M	224,521	224,521	0	0	No	Reimbursement for County operated Emergency Medical Services program.
224	Probation - 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.
225	EHSD - Aging and Adult Services Bureau	Senior Community Services Employment Program	D	M	166,333	72,450	93,883	1.0	No	Provides Seniors with low employment prospects subsidized employment with Community Service Agencies, non-profits or Government Agencies. Enrollment priority for those Most in Need: Veterans, 65 or older, the disabled, seniors with limited English proficiency or low literacy skills and those at risk of homelessness.
226	Sheriff - Special Funds	Narcotic Forfeiture	D	M	100,000	100,000	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	Conservation and Development	Used Oil Recycling Grant	D	M	93,279	93,279	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
228	EHSD - Community Services Bureau	Childcare Enterprise Fund	D	M	74,000	74,000	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.
229	HSD - Emergency Medical Services SB-12	Pediatric Trauma Centers	D	M	65,121	65,121	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	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	22,000	22,000	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	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	Yes	To account for the West Contra Costa Healthcare District's allocation of property tax revenue.
234	Public Works	Facilities Maintenance	D	D	131,321,750	131,321,750	0	200.0	Yes	General maintenance and repairs of County buildings & facilities.
235	EHSD - Administrative Services	Administrative Services	D	D	56,970,306	56,756,306	214,000	206.0	No	Provides administrative support to all areas of the Department
236	HSD - Public Health	Public Health Clinical Services	D	D	39,329,074	32,384,377	6,944,697	242.0	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	27,218,547	27,218,547	0	312.8	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	24,303,023	152,023	24,151,000	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.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
239	HSD - Hospital & Ambulatory Care Centers	Hospital Capital Project	D	D	23,532,993	23,532,993	0	0	No	Debt services principal payments, and acquisition of new and replacement capital equipment.
240	Sheriff - Administrative Services Bureau	Central Administration	D	D	21,413,262	1,371,480	20,041,782	34.0	No	Comprised of the Sheriff's executive, fiscal, and personnel units which provide centralized administrative oversight of the Office of the Sheriff.
241	Library	Lib-Community Services	D	D	20,271,102	3,687,102	16,584,000	139.9	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.
242	Public Works - Special Funds	Fleet Services ISF	D	D	17,813,524	17,813,524	0	21.0	Yes	Internal Services Fund for Fleet
243	HSD - Behavioral Health Division - Mental Health	Support Services	D	D	14,816,058	4,512,681	10,303,377	83.8	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	Yes	Addresses deferred facilities maintenance and capital renewal in accordance with the Real Estate Asset Management program (RAMP).
245	Department of Information Technology	Telecommunications	D	D	11,039,775	10,944,775	95,000	21.0	Yes	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. Administers the County's information security systems.
246	Contingency Reserve	Contingency Reserve	D	D	10,000,000	0	10,000,000	0	Yes	Provides funding for unforeseen emergencies or unanticipated new expenditures occurring during the fiscal year, which have no other funding source.
247	HSD - Behavioral Health Division - Alcohol and Other Drugs	Residential Treatment and Withdrawal Management Summary	D	D	9,424,271	8,491,191	933,080	16.0	No	Provides recovery services for men, women, women and their children (perinatal), and adolescents, and detoxification for adults.
248	County Administrator	AB109	D	D	9,167,012	8,217,012	950,000	3.8	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 Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
249	HSD - Public Health	Public Health Support Services	D	D	8,682,366	1,652,105	7,030,261	40.4	Yes	Provides program oversight, including management and administrative support staff.
250	Library	Administration	D	D	7,469,704	63,648	7,406,056	23.6	No	Provides administrative, shipping, and volunteer services management while organizing and directing the operation of the County Library.
251	HSD - Behavioral Health Division - Health, Housing and Homeless Services	Homeless Emergency Aid Program - HEAP	D	D	7,196,771	7,196,771	0	1.0	No	The HEAP Program is a one-time Block grant funding that addresses the immediate emergency needs of homeless individuals.
252	Sheriff - Support Services Bureau	Information Services	D	D	7,158,196	69,200	7,088,996	18.0	No	Provides communication and programming for networks, jail management, communication system and ARIES.
253	HSD - Behavioral Health Division - Alcohol and Other Drugs	Narcotic Treatment Program	D	D	6,840,661	6,840,661	0	0	No	Provides outpatient methadone maintenance for opiate dependent adults, especially those persons at risk of HIV infection through injection drug use.
254	HSD - Behavioral Health Division - Health, Housing and Homeless Services	Supportive Housing Program	D	D	5,851,212	5,729,252	121,960	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.
255	Conservation and Development	Business and Information Services	D	D	5,574,311	5,574,311	0	28.0	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.
256	Public Works	Print and Mail Services	D	D	5,555,785	5,555,785	0	22.0	Yes	Copy, printing, and mail services for County departments.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
257	Department of Information Technology	Systems and Programming	D	D	5,541,181	5,591,181	(50,000)	22.6	Yes	Maintains a wide variety of enterprise and departmental applications, in addition to providing business requirements, system analysis, custom development and project management services for many departments.
258	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.
259	Sheriff - Custody Services Bureau	Marsh Creek Detention Facility	D	D	5,488,110	1,500	5,486,610	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.
260	Library	Support Services	D	D	5,207,507	28,050	5,179,457	25.2	No	Support Services includes automation, Virtual Library, circulation, technical services, and collection management.
261	Capital Improvements	Plant Acquisition	D	D	5,000,000	0	5,000,000	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.
262	HSD - Public Health	Senior Nutrition Program	D	D	4,922,205	4,570,739	351,466	5.3	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.
263	Probation - Special Funds	Supplemental Law Enforcement Services Fund	D	D	4,880,523	4,880,523	0	0	No	Provides state resources from the Juvenile Justice Crime Prevention Act of 2000 to support juvenile prevention initiatives.
264	Conservation and Development	HUD Home Block Grants	D	D	4,677,913	4,677,913	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.
265	Sheriff - Field Operations Bureau	Marine Patrol	D	D	4,424,525	1,210,239	3,214,286	12.0	No	Responsible for patrol of the navigable waterways within the County and enforcement of all applicable laws.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
266	HSD - Contra Costa Health Plan - Enterprise Fund II	Charges from Other County Depts	D	D	4,407,106	4,407,106	0	0	No	Provides centralized charges to Health Services Department from other County departments, e.g. GSD.
267	Department of Information Technology	Wide-Area-Network Services	D	D	4,299,194	4,299,194	0	5.0	Yes	Insures reliable, secure, and fast support and maintenance of the County's WAN infrastructure.
268	Sheriff - Administrative Services Bureau	Resources/ Plans/ Standards	D	D	4,078,186	318,500	3,759,686	12.0	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.
269	HSD - Behavioral Health Division - Alcohol and Other Drugs	Special Programs (Non-DMC Waiver)	D	D	3,986,001	3,986,001	0	11.9	No	Time-limited federal and state special initiatives and demonstration programs.
270	HSD - Behavioral Health Division - Health, Housing and Homeless Services	Interim Housing and Support Services	D	D	3,871,774	2,685,491	1,186,283	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.
271	HSD - Behavioral Health Division - Alcohol and Other Drugs	Outpatient and Intensive Outpatient Program	D	D	3,818,486	3,255,379	563,107	4.0	No	Provides outpatient substance abuse recovery services for adults, youth/adolescents and family members who have substance use disorders.
272	HSD - Behavioral Health Division - Alcohol and Other Drugs	Program and System Support Summary	D	D	3,743,005	3,743,005	0	11.4	No	Oversight and management of all SUD Waiver treatment and recovery services and Non-Waiver SUD services including primary prevention.
273	Probation - Special Funds	Community Corrections Performance Incentives	D	D	3,741,263	3,741,263	0	0	No	Provides revenue realized by the California Department of Corrections and Rehabilitation to be used for evidence-based probation supervision activities.
274	Conservation and Development	Transportation Improvement - Measure J	D	D	3,698,500	3,698,500	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.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
275	HSD - Public Health	Community Wellness & Prevention Program	D	D	3,677,284	3,481,554	195,730	27.2	No	Provides for prevention of chronic disease and injuries.
276	Sheriff - Support Services Bureau	CAL-ID	D	D	3,578,686	3,578,686	0	18.5	No	Operates a computerized system for the identification of fingerprints.
277	Department of Information Technology	Operations	D	D	3,503,913	3,503,913	0	8.2	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.
278	HSD - Behavioral Health Division - Health, Housing and Homeless Services	Coordinated Entry System	D	D	2,942,192	2,942,192	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.
279	HSD - Behavioral Health Division - Health, Housing and Homeless Services	Administration	D	D	2,903,766	1,695,201	1,208,565	10.0	Yes	Includes staffing, occupancy costs, costs incurred for the homeless advisory board activities, and costs associated with grant writing and consultation.
280	Sheriff - Office of Emergency Services	Emergency Services	D	D	2,778,535	215,000	2,563,535	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.
281	Conservation and Development	Federal Programs, CDBG, Successor Agency	D	D	2,610,670	2,610,670	0	12.0	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.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
282	Sheriff - Special Funds	Law Enforcement Training Center	D	D	2,506,379	2,506,379	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.
283	EHSD - Contra Costa Alliance to End Abuse	Contra Costa Alliance to End Abuse	D	D	2,433,000	754,000	1,679,000	0	No	Coordinated Services designed to reduce domestic and family violence and elder abuse.
284	EHSD - Workforce Services Bureau	CalWORKs Housing Support	D	D	2,415,719	2,415,719	0	0	No	Provides funds for support services and administrative activities for homeless CalWORKs families.
285	Probation - Probation Programs	Field Services Support	D	D	2,279,857	0	2,279,857	24.0	No	Provides support services to Deputy Probation Office staff in adult and juvenile programs.
286	Justice System Development/Planning	Law and Justice System Development	D	D	2,185,926	395,926	1,790,000	5.0	Yes	Plans, develops, implements and maintains automated information systems for justice departments.
287	Department of Information Technology	Network Services	D	D	2,133,192	2,133,192	0	9.0	Yes	Provides advanced network technologies to design, implement, and support the County's wide array of systems, applications, storage and email services. Delivers service over leading-edge transport technology, allowing the County to share data, collaborate, and host applications both internal and external to the County. Supports an environment with services located on premise and systems that have been migrated to the private, government, County-supported cloud service.
288	Library	Countywide Services	D	D	1,907,688	248,200	1,659,488	12.0	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.
289	Conservation and Development	Livable Communities	D	D	1,905,098	1,905,098	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.
290	Conservation and Development	Keller Canyon Mitigation Fee	D	D	1,848,000	1,848,000	0	0	No	Funding for mitigation programs within East County community.
291	HSD - Behavioral Health Division - Alcohol and Other Drugs	Prevention Services	D	D	1,560,098	1,560,098	0	4.2	No	Provides alcohol and other drugs education, drug-free activities, community-based initiatives, problem identification and referral for youth and adults.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
292	Capital Improvements	Minor non-Capital Improvements	D	D	1,500,000	0	1,500,000	0	Yes	Minor repairs and improvements to County facilities using in-house staff, consultants, and contractors.
293	County Administrator	CCTV & Public Info	D	D	1,488,708	1,488,708	0	8.0	No	Administers cable franchises and community access (CCTV). Supported by cable TV franchise fees.
294	Veterans Service	Veterans Service	D	D	1,394,640	313,000	1,081,640	9.5	No	Provides assistance to veterans, their dependents and survivors in obtaining veteran's benefits.
295	Conservation and Development	Housing Rehabilitation, Economic Development & Sustainability Program	D	D	1,384,186	599,186	785,000	3.0	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.
296	Sheriff - Office of Emergency Services	Homeland Security Grants	D	D	1,349,505	1,349,505	0	0	No	Homeland Security grant management and centralization.
297	Sheriff - Office of Emergency Services	Community Warning System	D	D	1,338,843	1,338,843	0	3.0	No	Manages the countywide all hazard Community Warning System. The CWS is funded entirely from private industry funds and/or fines.
298	Sheriff - Office of Emergency Services	Emergency Services Support	D	D	1,269,706	32,500	1,237,206	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.
299	Central Support	Management Information System	D	D	1,234,635	622,635	612,000	0	Yes	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.
300	HSD - Behavioral Health Division - Alcohol and Other Drugs	Case Management, Recovery Support and Recovery Residences Summary	D	D	1,218,042	1,148,287	69,755	0	No	Case management and recovery support services for DMC beneficiaries
301	Conservation and Development	Weatherization	D	D	1,170,977	1,170,977	0	12.0	No	Free home weatherization services to low income residents.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
302	Conservation and Development	Water Planning/Habitat Conservancy	D	D	1,042,195	1,042,195	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 District budgets.
303	District Attorney - Special Funds	Consumer Protection	D	D	1,025,278	1,025,278	0	0	No	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.
304	Department of Information Technology	GIS Support	D	D	930,281	880,281	50,000	5.1	Yes	Creates and maintains maps and geographic information for Contra Costa County, and provides high-level project management to County GIS endeavors. Manages the enterprise GIS data repository and facilitates the sharing and integration of geographically referenced information among multiple agencies and users.
305	HSD - Detention Facility Program	Juvenile Justice Facilities	D	D	877,114	877,114	0	0	No	Provides crisis intervention, medication evaluation and consultation.
306	Conservation and Development	HOPWA Grant	D	D	862,410	862,410	0	0	No	Provide housing opportunities for people with HIV/AIDS.
307	HSD - Behavioral Health Division - Health, Housing and Homeless Services	Homeless Management Information System	D	D	839,526	837,689	1,837	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.
308	Department of Information Technology	Administration	D	D	833,699	833,699	0	12.0	Yes	Provides leadership, accounting and administrative services to support DoIT in achieving efficiencies and transparency in daily operations. Provides customer service in all areas of DoIT.
309	Sheriff - Support Services Bureau	Automated Regional Information Exchange Systems (ARIES)	D	D	816,304	816,304	0	2.0	No	The ARIES database has been established to collect data from several California jurisdictions to share information to support increased monitoring and enforcement of the law.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
310	Department of Information Technology	Information Security	D	D	804,208	804,208	0	1.0	Yes	Provides vigilant oversight of information networks and computer systems to maintain awareness and adaptability in an ever-changing environment of security threats from hackers and malware. Provides leadership and expertise in building a robust and sustainable defensive posture that adapts to the complex information security threat landscape.
311	HSD - Behavioral Health Division - Health, Housing and Homeless Services	Contra Costa Youth Continuum of Services	D	D	783,487	618,132	165,355	1.0	No	Provides outreach, shelter, transitional, and permanent housing and services to youth ages 18-24.
312	Public Works	Outside Agency Services	D	D	782,457	782,457	0	0	Yes	Outside Agency services. This program area includes occupancy costs, print & mail services, and fleet services.
313	Conservation and Development	HUD Neighborhood Stabilization	D	D	760,000	760,000	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.
314	Board of Supervisors - Special Funds	North Richmond Waste & Recovery Mitigation Fund	D	D	755,250	755,250	0	0	No	Defrays annual costs associated with collection and disposal of illegally dumped waste and associated impacts in North Richmond and adjacent areas.
315	HSD - Behavioral Health Division - Alcohol and Other Drugs	Information, Screening and Referral into SUD	D	D	738,116	369,058	369,058	6.5	No	Provides information, American Society of Addiction Medicine (ASAM) screening and referral to individuals in need of prevention, treatment and recovery services.
316	Conservation and Development	HUD Emergency Shelter	D	D	620,050	620,050	0	0	No	Emergency Shelter Grant program provides homeless persons with basic shelter and essential supportive services.
317	Probation - Juvenile Facilities	School Lunch Program	D	D	610,000	233,831	376,169	4.0	No	Federally assisted meal program. Provides nutritionally balanced, low-cost or free lunches to children each school day.
318	Sheriff - Field Operations Bureau	Sheriff's Helicopter Program	D	D	596,575	596,575	0	0	No	Provides air support throughout the County and through contract with the City of Vallejo.
319	Crockett/Rodeo Revenues	Crockett/ Rodeo	D	D	560,000	0	560,000	0	No	Appropriations attributable to the property tax increment from the co-generation facility in Crockett and the Ultra Low Sulfur Diesel Fuel Project at the Philips 66 Rodeo facility for both capital and program uses.
320	Public Works	Fleet Services	D	D	540,000	540,000	0	0	Yes	Maintenance, repair, and vehicle acquisition for County departments & fire district.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
321	Central Support	Economic Development/ Arts Commission	D	D	515,000	50,000	465,000	0	No	To promote the arts throughout the County via support of the Arts Commission and to support the Northeast Antioch Joint powers Agreement (JPA).
322	District Attorney - Special Funds	Real Estate Fraud Prosecution	D	D	464,280	464,280	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.
323	Animal Services - Special Funds	Animal Benefit Fund	D	D	455,000	455,000	0	0	No	Provides monetary support for animal health and welfare projects that are not funded by departmental or general County revenue.
324	District Attorney - Special Funds	Environmental/O SHA	D	D	426,898	426,898	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.
325	Sheriff - Office of Emergency Services	Special Weapons and Tactics (SWAT) Team	D	D	379,259	20,000	359,259	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.
326	EHSD - Workforce Services Bureau	Service Integration Team / Sparkpoint	D	D	323,760	263,670	60,090	1.0	No	Provides integrated delivery of human services provided by various county departments.
327	County Administrator	Equal Employment Opportunity	D	D	287,635	10,000	277,635	2.0	No	Works to ensure that County employees, applicants, and vendors are provided a professional environment that is free from discrimination and/or harassment
328	Conservation and Development	Energy Upgrade CA	D	D	250,069	250,069	0	1.0	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.
329	Sheriff - Support Services Bureau	Technical Services Administration	D	D	217,974	0	217,974	0	No	Provides administrative oversight for the Technical Services Division and administration of federal grants.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
330	Agriculture/Weights and Measures	Cooperative Extension	D	D	202,288	0	202,288	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.
331	Auditor-Controller - Special Funds	Automated Systems Development	D	D	200,000	200,000	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.
332	EHSD - Children and Family Services Bureau	County Children's Trust Fund	D	D	185,000	185,000	0	0	No	Provides child abuse prevention services.
333	Board of Supervisors	Board Mitigation Programs	D	D	175,000	175,000	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.
334	Sheriff - Special Funds	County Law Enforcement Capital Projects	D	D	173,000	173,000	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.
335	HSD - Environmental Health	Fixed Assets	D	D	160,000	160,000	0	0	No	Provides for acquisition of capital equipment and for needed capital improvement projects.
336	HSD - Emergency Medical Services SB-12	Administration	D	D	146,718	146,718	0	0	No	Reimbursement for County incurred costs related to Emergency Medical Services program collections and disbursements.
337	Conservation and Development	Vehicle Abatement Program	D	D	140,000	140,000	0	0	No	Inspection services to remove abandoned vehicles that possess a hazard or public nuisance.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
338	Probation - Special Funds	Probation Ward Welfare	D	D	136,337	136,337	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	Veterans Service	Veterans Memorial Building Lifecycle Costs	D	D	118,360	0	118,360	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.
340	EHSD - Children and Family Services Bureau	Ann Adler Children and Family Trust	D	D	80,000	80,000	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	77,000	77,000	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	Conservation and Development	Multi-Year Special Projects	D	D	60,000	60,000	0	0	No	Provide plan check and inspection services to Marsh Creek Generating Station.
343	District Attorney - Special Funds	Narcotics Forfeiture	D	D	55,000	55,000	0	0	No	State law requires that the District Attorney Office's portion of distributed forfeited narcotics assets be used for enhancement of prosecution.
344	Board of Supervisors	Municipal Advisory Councils	D	D	39,000	0	39,000	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.
345	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.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
346	Conservation and Development	Residential Rental Inspection	D	D	11,455	11,455	0	0.0	No	Inspection services for all rental units in unincorporated portions of the County
347	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.
348	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

Note: Funding Sources listed for Special Funds may include fund balance from previous years, and may be higher than the requirement in the Expenditure column.

Mandatory/Discretionary Program Listing – By Service and Level

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.

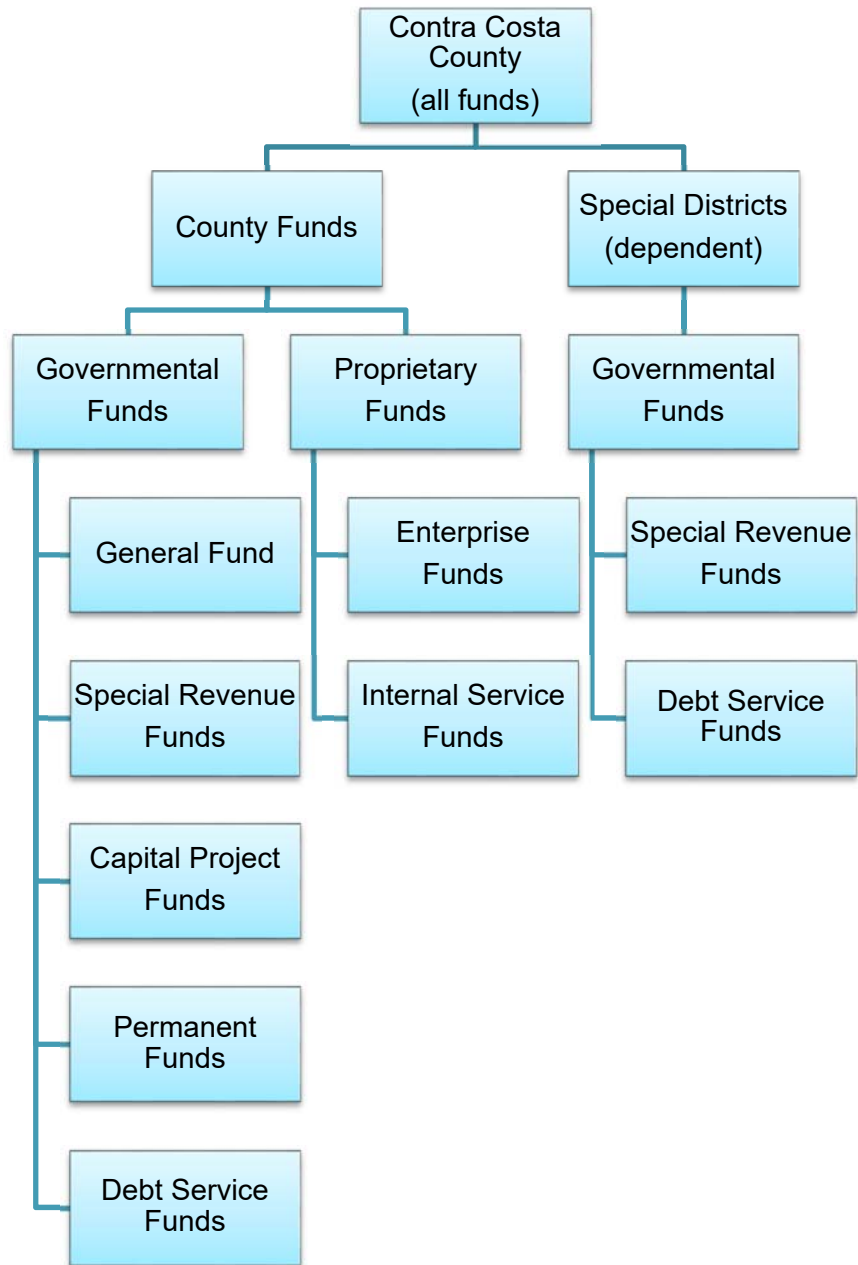
County Fund Definitions

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 In-Home Supportive Services Public Authority; Special Districts and Service Areas; First 5 Contra Costa Children and Families Commission, and the Housing Authority of Contra Costa County.

Major Funds are funds whose revenues, expenditures, assets or liabilities are at least 10 percent of the totals for all governmental or enterprise funds and at least 5 percent of the combined amount for all governmental and enterprise funds. The Major Funds for Contra Costa County include Contra Costa County Fire Protection District; the Contra Costa Health Plan Enterprise Fund; the Contra Costa Regional Medical Center and Clinics Enterprise Fund; and the County General Fund.

Budgetary Fund Structure



Budgetary Fund Structure

Table of Funds – Financial Fund Order

FUND CATEGORY

Fund Type	Fund Number	Fund Title	Fund Description
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COUNTY - Governmental

General	100300	GENERAL	To account for resources traditionally associated with governments, which are not required legally to be accounted for in another fund. The General Fund is the primary operating fund of the County.
Special Revenue	105600	COUNTY LAW ENFORCEMENT CAPITAL PROJECT	To account for expenditures and revenues for the replacement and enhancement of a Countywide law enforcement message switching computer and Sheriff's communications equipment replacement.
Capital Project	105800	JUVENILE HALL - CAPITAL PROJECT	To account for expenditures and revenues for planning the replacement of the County Juvenile Hall.
Capital Project	105900	ELLINWOOD CAPITAL PROJECT	To account for expenditures and revenues for the Ellinwood - EHS capital project.
Special Revenue	110000	RECORDER MODERNIZATION	To account for the process converting records and modernizing computerized systems in the County Recorder's Office.
Special Revenue	110100	COURT / CLERK AUTOMATION	To account for the cost of automating the Court's recordkeeping system.
Special Revenue	110200	FISH AND GAME	To account for expenditures and fines levied for violation of the California Fish and Game Code. Fund is restricted to the propagation and conservation of fish and game in the County, and education and youth activities related to fish and game.
Special Revenue	110300	LAND DEVELOPMENT FUND	To account for funding related to land development and to regulate subdivision and public improvement development in compliance with Subdivision Map Act and other state and local laws.
Special Revenue	110400	CRIMINALISTICS LABORATORY	To account for revenue generated from fines levied for various controlled substance violations to be used for laboratory analysis.
Special Revenue	110500	SURVEY MONUMENT PRESERVATION	To account for funding used to retrace major historical land division lines upon which later surveys are based.
Special Revenue	110600	CRIMINAL JUSTICE FACILITY CONSTRUCTION	To account for the expenditures and revenues for projects funded with penalty assessments levied on court fines for criminal justice facility construction, systems development and operations.
Special Revenue	110700	COURTHOUSE CONSTRUCTION	To account for the expenditures and revenues from penalty assessments levied on court fines for the purpose of courthouse construction.
Special Revenue	110800	ROAD	To account for funding for road construction and improvement projects to provide the public with a safe, cost effective, and environmentally acceptable road system. Funding from state highway taxes and other revenues.
Special Revenue	110900	TRANSPORTATION IMPROVEMENT	To account for the development, implementation and maintenance of a County Growth Management Program.
Capital Project	111000	SANS CRAINTE DRAINAGE	To fund design and construction of drainage improvements for the Sans Crainte Drainage area.

Table of Funds – Financial Fund Order

FUND CATEGORY

Fund Type	Fund Number	Fund Title	Fund Description
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COUNTY - Governmental

Special Revenue	111100	PRIVATE ACTIVITY BOND	To account for County Private Activity Bond fees received from single and multiple-family housing programs that are used to fund program costs and finance property acquisition related to affordable housing and economic development projects.
Special Revenue	111300	AFFORDABLE HOUSING SPECIAL REVENUE	To account for funding received from the federal affordable housing program used to provide financial assistance for affordable housing projects and economic development.
Special Revenue	111400	NAVY TRANSPORTATION MITIGATION	To account for the implementation of various transportation improvement projects near the Concord Naval Weapons Station.
Special Revenue	111500	TOSCO/SOLANO TRANSPORTATION MITIGATION	To account for financing from TOSCO used to implement various transportation improvement projects near Solano Avenue.
Special Revenue	111600	CHILD DEVELOPMENT FUND	To account for the funding from the State to provide low-income residents by providing childcare and related services.
Special Revenue	111800	HUD NEIGHBORHOOD STABILIZATION PROGRAM	To account for funding for the HUD Neighborhood Stabilization Program grants.
Special Revenue	111900	USED OIL RECYCLING GRANT	To account for the revenues and expenditures related to the "Used Oil Recycling Block Grant" awarded by the State of California Environmental Protection Agency.
Special Revenue	112000	CONSERVATION AND DEVELOPMENT	To account for the funding for community development and building inspection functions in the County.
Special Revenue	112100	CONSERVATION & DEVELOPMENT / PUBLIC WORKS JOINT REVIEW FEE	To account for developer fees used to finance joint application review services for all land development functions throughout unincorporated portions of the County between the Conservation & Development and Public Works Departments.
Special Revenue	112200	DRAINAGE DEFICIENCY	To account for project specific developer fees generally levied through conditions of approval where no formed drainage area exists to finance drainage improvements in the unincorporated County area-enacted pursuant to the Contra Costa County Flood Control and Water Conservation District Act.
Special Revenue	112300	PUBLIC WORKS	To account for developer fees to finance plan review and inspection services of all Land Development functions throughout the unincorporated portions of the County.
Special Revenue	112400	DISTRICT ATTORNEY CONSUMER PROTECTION	To account for funding from court ordered settlements for District Attorney consumer protection projects when individual restitution cannot be determined or is not feasible.

Table of Funds – Financial Fund Order

FUND CATEGORY

Fund Type	Fund Number	Fund Title	Fund Description
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COUNTY - Governmental

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).
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.

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Fund Type	Fund Number	Fund Title	Fund Description
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COUNTY - Governmental

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.
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.

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COUNTY - Governmental

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).
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.

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COUNTY - Governmental

Special Revenue	123100	HERCULES/RODEO/CROCKETT AREA OF BENEFIT	To account for developer fees to finance improvements of bridges and major thoroughfares in the Hercules/Rodeo Crockett County area (Government Code 66484, Div 913, Title 9 of Contra Costa County Ordinance).
Special Revenue	123200	WEST COUNTY AREA OF BENEFIT	To account for developer fees to finance improvements of bridges and major thoroughfares in the West County area (Government Code 66484, Div 913, Title 9 of Contra Costa County Ordinance).
Special Revenue	123400	NORTH RICHMOND AREA OF BENEFIT	To account for developer fees to finance improvements of bridges and major thoroughfares in the North Richmond County area (Government Code 66484, Div 913, Title 9 of Contra Costa County Ordinance).
Special Revenue	124000	MARTINEZ AREA OF BENEFIT	To account for developer fees to finance improvements of bridges and major thoroughfares in the Martinez unincorporated County area (Government Code 66484, Div 913, Title 9 of Contra Costa County Ordinance).
Special Revenue	124100	BRIONES AREA OF BENEFIT	To account for developer fees to finance improvements of bridges and major thoroughfares in the Briones County area (Government Code 66484, Div. 913, Title 9 of Contra Costa County Ordinance).
Special Revenue	124200	CENTRAL COUNTY AREA OF BENEFIT	To account for developer fees to finance improvements of bridges and major thoroughfares in the Central County area (Government Code 66484, Div 913, Title 9 of Contra Costa County Ordinance).
Special Revenue	124300	SOUTH WALNUT CREEK AREA OF BENEFIT	To account for developer fees to finance improvements of bridges and major thoroughfares in the South Walnut Creek County area (Government Code 66484, Div 913, Title 9 of Contra Costa County Ordinance).
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).

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FUND CATEGORY

Fund Type	Fund Number	Fund Title	Fund Description
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COUNTY - Governmental

Special Revenue	128100	MARSH CREEK AREA OF BENEFIT	To account for developer fees to finance improvements of bridges and major thoroughfares in the Marsh Creek County area (Government Code 66484, Div 913, Title 9 of Contra Costa County Ordinance).
Special Revenue	128200	EAST COUNTY AREA OF BENEFIT	To account for developer fees to finance improvements of bridges and major thoroughfares in the East County area (Government Code 66484, Div 913, Title 9 of Contra Costa County Ordinance).
Special Revenue	129000	BETHEL ISLAND AREA OF BENEFIT	To account for developer fees to finance improvements of bridges and major thoroughfares in the Bethel Island County area (Government Code 66484, Div 913, Title 9 of Contra Costa County Ordinance).
Special Revenue	132800	COUNTY CHILDRENS	To account for monies supporting prevention/ intervention services to abused and neglected children/children at risk. Funding generated through birth certificate fees (AB2994).
Special Revenue	133200	ANIMAL BENEFIT	To account for donations limited to items that directly benefit animals.
Special Revenue	133400	COUNTYWIDE GANG AND DRUG	To account for seized money related to criminal activity, held until distributed as authorized by Court Order. Funds must be used for law enforcement efforts aimed at prevention, enforcement, and prosecution of illegal drug and/or gang activity.
Special Revenue	133700	LIVABLE COMMUNITIES FUND	To account for the collection of developer fees in the Camino Tassajara Combined General Plan Area to aid in the implementation of the Smart Growth Action Plan.
Special Revenue	134000	ABANDONED VEHICLE ABATEMENT SERVICE AUTHORITY	To account for \$1/vehicle registration to use for abandoned vehicle abatement activities (County 20%/Cities 80%) (CVC 9250.7) (County Resolution 91/628).
Special Revenue	134700	COMMUNITY DEVELOPMENT BLOCK GRANT SMALL BUSINESS & MICROENT LOAN	To account for loans to small businesses within the urban county, limited to a maximum of \$15,000 for businesses with five or fewer employees (revolving loan program).
Special Revenue	134800	COMMUNITY DEVELOPMENT BLOCK GRANT 1ST-TIME HOMEBUYER LOAN	To account for assistance provided to first-time homeowners through a revolving loan process.
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.

Table of Funds – Financial Fund Order

FUND CATEGORY

Fund Type	Fund Number	Fund Title	Fund Description
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COUNTY - Governmental

Debt Service	135200	RETIREMENT LITIGATION SETTLEMENT DEBT SERVICE	To account for funding for the Retirement Litigation debt services repayment schedule, which resulted from a court case requiring the County to pay \$28.1 million over a period of approximately 20 years.
Special Revenue	136000	CENTRAL IDENTIFICATION BUREAU	To account for funds received from cities and other participants in the Automated Fingerprint Identification System (B.O. 12/7/93).
Special Revenue	138800	SOUTHERN PACIFIC RIGHT-OF-WAY FUND	(Southern Pacific Right of Way fund) To Account for the planning of possible future uses, maintenance, and administration of the former Southern Pacific Railroad right of way. (Res 91-813)
Special Revenue	138900	EAST/CENTRAL TRAVEL CORRIDOR	To account for developer fees used to finance improvements of bridges and major thoroughfares in the East/Central Travel Corridor area, mitigating adverse traffic and infrastructure impacts (GC 66484, Div 913; CCC Ord Title 9).
Special Revenue	139000	ROAD DEVELOPMENT DISCOVERY BAY	To account for developer fees used to finance improvements of bridges and major thoroughfares in the Discovery Bay area, mitigating adverse traffic and infrastructure impacts (GC 66484, Div 913; CCC Ord Title 9).
Special Revenue	139200	ROAD IMPROVEMENT FEE	To account for developer fees levied through conditions of approval to finance road improvements in the unincorporated County area in order to mitigate adverse traffic and infrastructure impacts.
Special Revenue	139400	ROAD DEVELOPMENT RICHMOND/EL SOBRANTE	To account for developer fees used to finance improvements of bridges and major thoroughfares in the Richmond/El Sobrante area, mitigating adverse traffic and infrastructure impacts (GC 66484, Div 913; CCC Ord Title 9).
Special Revenue	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).

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.

Table of Funds – Financial Fund Order

FUND CATEGORY

Fund Type	Fund Number	Fund Title	Fund Description
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COUNTY - Proprietary

Enterprise	142500	CHILDCARE ENTERPRISE	To account for the operations of a fee-for-services program to meet the needs of families who do not qualify for Head Start or Child Development programs due to income restrictions.
Enterprise	145000	HOSPITAL ENTERPRISE	To account for the operations of the Contra Costa Regional Medical Center (CCRMC).
Enterprise	146000	HMO ENTERPRISE	To account for the County-operated prepaid health plan available to Medi-Cal and Medicare recipients, employees of participating private and governmental employers and individual members of the general public.
Enterprise	146100	HMO ENTERPRISE-COMMUNITY PLAN	To account for the costs of the Basic Health Care and the Health Care Initiative individuals that have their care case managed by the Community Plan.
Enterprise	146200	MAJOR RISK MEDICAL INSURANCE ENTERPRISE	To account for health care provided to County residents who qualify for the Access for Infants and Mothers (AIM) program and the Major Risk Medical Insurance Program (MRMIP) which are administered by the State's Managed Risk Medical Insurance Board.
Internal Service	150100	FLEET INTERNAL SERVICE FUND	To account for funding and facilitate regular scheduled replacement of County vehicles.

SPECIAL DISTRICT - Governmental

Various	Various	FIRE PROTECTION DISTRICTS	To account for fire protection services in the County. Services include fire suppression responses, emergency medical services, rescue responses, hazardous condition responses, plan review, code enforcement, fire/arson investigation, weed abatement, public education, and permits issuance required by Fire Code. Primarily funded by property taxes.
Various	Various	FLOOD CONTROL DISTRICTS	To account for activities related to regional drainage facility planning, collection and analysis of rainfall data, and project. Funded by drainage fees, property tax assessments and interest earnings.
Various	Various	STORM DRAINAGE DISTRICTS	To account for accumulated monies for payment of storm drainage bonds. Financed provided by specific property tax levies.

Table of Funds – Financial Fund Order

FUND CATEGORY

Fund Type	Fund Number	Fund Title	Fund Description
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SPECIAL DISTRICT - Governmental

Various	Various	STORMWATER UTILITY DISTRICTS	To account for activities related to: new development and construction controls; public education and industrial outreach; municipal maintenance; inspection activities; and illicit discharge control activities in order to comply with the National Pollutant Discharge Elimination System permit (Clean Water Act). Activities are funded by Stormwater Utility parcel assessments.
Various	Various	SERVICE AREA - POLICE	To account for police protection services in specific areas in the county. Revenues received from property taxes and user charges.
Various	Various	SERVICE AREA - DRAINAGE	To account for the correction of drainage problems and provision of drainage services in unincorporated Walnut Creek. Funding provided by drainage fees, permits and interest earnings.
Various	Various	MISCELLANEOUS DISTRICTS	To account primarily for development of the County's water policy and oversight ship channel navigation projects. Funding provided by property tax assessments and some interagency agreements. Additionally, there are funds to support a park and ride program in Discovery Bay which is funded by property tax assessments and interest earnings.
Various	Various	SERVICE AREA - ROAD MAINTENANCE	To account for the maintenance of Dutch Slough Road, Jersey Island Road to Bethel Island Road in Bethel Island. Funding provided by property tax assessments.
Various	Various	SERVICE AREA - RECREATION	To account for recreation facility maintenance by special districts to specific areas in the county. Revenues received from property taxes assessments, facility rental fees and interest earnings.
Various	Various	EMERGENCY MEDICAL SERVICES	To provide support for expanded first responder and paramedic service; EMS communications; Public Access Defibrillation; Hazardous Materials Program charges and administrative and levy collection costs. Funded by Measure H parcel levies collected with property taxes. Also accounts for the West Contra Costa Health Care District.
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 ongoing operation, maintenance, and servicing of street lighting in the public right-of-way through the unincorporated areas of the County. Funded by property tax assessments.

Fund – Department Relationship

Fund	Department
100300 - General Fund	Agriculture Animal Services Assessor Auditor-Controller Board of Supervisors Capital Improvements Central Support Services Clerk-Recorder/Elections Conflict Defense Conservation & Development Contingency Reserve County Administrator County Counsel Crocket/Rodeo Revenues Debt Service Dept. of Information Technology District Attorney Employee/Retiree Benefits Employment & Human Services General Purpose Revenues Health Services Human Resources Justice System Develop/Planning Probation Public Defender Public Works Sheriff-Coroner Superior Court Related Functions Treasurer-Tax Collector Veterans Service
105600 - County Law Enfrgmt-Cap Proj Fund	Sheriff-Coroner
105700 - Justice Facility Construction Fund	Capital Improvements
105800 - Juvenile Hall - Capital Project Fund	Capital Improvements
105900 - Ellinwood Cap Proj Fund	Capital Improvements
110000 - Recorder Modernization Fund	Clerk-Recorder Elections
110100 - Court/Clerk Automation Fund	Superior Court Related Functions
110200 - Fish and Game Fund	Conservation & Development
110300 - Land Development Fund	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
110800 - Road Fund	Public Works
110900 - Transportation Improvement Fund	Conservation & Development

Fund – Department Relationship

Fund	Department
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
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
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
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
114500 - Sheriff Forfeit-Fed Treasury Fund	Sheriff-Coroner
114600 - PROP 63 MH Svcs Fund	Health Services
114700 - Prisoners Welfare Fund	Sheriff-Coroner
114900 - Probation Officers Special Fund	Probation
115000 - Automated Sys Development Fund	Auditor-Controller General County Services

Fund – Department Relationship

Fund	Department
115100 - Property Tax Admin Fund	Assessor
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
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
126000 - Alamo Area Of Benefit	Public Works
127000 - South Co Area Of Benefit	Public Works
128000 - Pitts/Antioch Area/Benefit	Public Works
128100 - Marsh Crk Area Of Benefit	Public Works
128200 - East County Area Of Benefit	Public Works
129000 - Bethel Isl Area Of Benefit	Public Works
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
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

Fund – Department Relationship

Fund	Department
135400 - Family Law Ctr-Debt Svc Fund	General County Services
136000 - Central Identify Bureau Fund	Sheriff-Coroner
138800 - SPRW Fund	Public Works
139000 - RD Dvlpmnt Discovery Bay Fund	Public Works
139200 - Road Imprvmnt Fee Fund	Public Works
139400 - Rd Devlpmt Rich/EI Sobrt	Public Works
139500 - Road Development Bay Point	Public Works
139900 - Rd Devlpmt 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.

ACR – Ambulatory Care Redesign

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.

ADL – Activities for Daily Living

AED – Automated External Defibrillator

AFDC – Aid to Families with Dependent Children

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.

AIM – Access for Infants and Mothers

AIR – Assumed Investment Rate

Glossary of Acronyms & Terms

ALS – Alliance Advance Life Support

ANC – Absolute Neutrophil Counts

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.

AOD – Alcohol and Other Drugs

APC – Ambulatory Payment Classification

AOT – Assisted Outpatient Treatment

APL – All Plan Letter

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.

APR – All Patient Refined

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.

ARP – Accidental Release Prevention

ARRA – American Recovery and Reinvestment Act of 2009. Federal stimulus funds available to State and local governments to modernize our nation's infrastructure, enhance energy independence, expand educational opportunities, preserve and improve affordable health care, provide tax relief, and protect those in greatest need.

ASAM – American Society of Addiction Medicine

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.

BH – Behavioral Health

BHC – Basic Health Care

BIH – Black Infant Health Program

BOS – Board of Supervisors

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.

CAIR – California Immunization Registry

CARE – Coordinated Assessment Resource

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.

Glossary of Acronyms & Terms

Capital Project Fund – a Governmental Fund used to account for resources dedicated to acquiring or constructing major capital facilities.

CBO – Community Based Organization

CBSST – Cognitive Behavioral Social Skills Training

CBTP – Cognitive Behavioral Therapy for Psychosis

CCCDEH – Contra Costa County Department of Environmental Health

CCCERA – Contra Costa County Employees' Retirement Association

CCCFPD – Contra Costa County Fire Protection District

CCHP – Contra Costa Health Plan

CCHS – Contra Costa Health Services

CCP – Community Corrections Partnership

CCPI – California Consumer Price Index

CCPIF – Community Corrections Performance Incentive Funds

CCR – Continuum of Care Reform

CCTP – Contra Costa Critical Care Paramedic

CCRMC – Contra Costa Regional Medical Center

CCS – California Children's Services

CCYCS – Contra Costa Youth Continuum of Services

CDVA – California Department of Veterans Affairs

CEIP – California Emerging Infection Program

CFS – Children and Family Services

Charges for Services – revenues received as a result of fees charged for certain services provided to residents or other public agencies. These revenues are generally exempt from sales tax.

CHDP – Child Health and Disability Prevention

CHR – Clinical High Risk

CLOC – Coordinating Levels of Care

CMS – Centers for Medicare and Medicaid Services

COFY – Community Options for Families and Youth

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

CORE – Coordinated Outreach Referral and Engagement

CPN – Community Provider Network

CPOC – Chief Probation Officer's Association of California

CPSP – Comprehensive Perinatal Services Program

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

CW&PP – Community Wellness and Prevention Program

Debt Service Fund – a Governmental Fund used to account for accumulation of resources dedicated to pay principal and interest on general obligation debt.

DOJ – U.S. Department of Justice

DHCS – U.S. Department of Health Care Services

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.

Glossary of Acronyms & Terms

DMC-ODS – Drug Medi-Cal Organized Delivery System

DOD – U.S. Department of Defense

DOF – Department of Finance

DRG – Diagnostic Related Group

DSRIP – Delivery System Reform Incentive Pool

DUI – Driving Under the Influence

EBP – Evidence-Based Programming

EHR – Electronic Health Records

EHSD – Employment and Human Services Department

EMR – Electronic Medical Record

EMS – Emergency Medical Services

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.

EPE – Epidemiology, Planning and Evaluation

EPIC – Electronic Health Record System

EPSDT – Early and Periodic Screening Diagnosis and Treatment

ERAF – Educational Revenue Augmentation Funding

ERMHS – Educationally Related Mental Health Services

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.

FIMR – Fetal Infant Mortality Review

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

FMCH – Family, Maternal and Child Health

FPL – Federal Poverty Level

FTA – Failure to Appear Reduction Program

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.

Glossary of Acronyms & Terms

GAAP – Generally Accepted Accounting Principles, a common set of accounting principles, standards and procedures that companies use to compile their financial statements.

GAD7 – Generalized Anxiety Disorder

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.

GIM – Girls in Motion

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.

H3 – Health, Housing and Homeless

HCCI – Health Care Coverage Initiative

HCIN – Health Care Interpreter Network

HFA – Healthy Families America

HIF/MET – Health Information Form and other health information forms

HMIS – Homeless Management Information System

HMO – Health Maintenance Organization

HRA – Health Risk Assessment

ICMA – International City/County Management Association

ICC – Intensive Care Coordination

IEP – Individualized Education Plan

IFT – Intra-facility Transport

IHBS – In-Home Behavioral Services

IHSS – In-Home Supportive Services

ILSS – Independent Living Skills Survey

IMD – Institute for Mental Disease

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*.

IOT – Intensive Outpatient Treatment

IPPP – Injury Prevention and Physical Activity Promotional Projects

IST – Incompetent to Stand Trial

JJCPA – Juvenile Justice Crime Prevention Act

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.

Glossary of Acronyms & Terms

Licenses, Permits and Franchises – a Revenue class that includes animal licenses, business licenses, permits and franchises.

LEV – Lift Every Voice

LIHP – Low Income Health Plan

LPPP – Lead Poisoning Prevention Program

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.

MAT – Medication Assisted Treatment

MCAH – Maternal, Child and Adolescent Health

MCE – Medical Coverage Expansion

MCO – Managed Care Organization

MCP – Managed Care Plan

MEDS – Medication Education and Disposal Safety

MERP – Misdemeanor Early Representation Program

MHET – Mental Health Evaluation Team

MHOAC – Medical Health Operating Area Coordinator

MHSA – Mental Health Services Act

MIECHV – Maternal, Infant and Early Childhood Home Visiting

MIOCR – Mentally Ill Offender Crime Reduction

Mission Statement – a formal summary of the aims and values of a company, organization, or individual.

MME – Morphine Milligram Equivalent

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.

MOE – Maintenance of Effort

MRMIB – Managed Risk Medical Insurance Board

MRMIP – Major Risk Medical Insurance Program

MTU – Medical Therapy Unit

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.

NCQA – National Committee for Quality Assurance

NFP – Nurse-Family Partnership

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.

NPI – National Provider Identifier

NSLP – National School Lunch Program

NTP – Narcotic Treatment Programs

NuPACT – Nutrition & Physical Activity Promotion Program

OAYRF – Orin Allen Youth Rehabilitation Facility

Glossary of Acronyms & Terms

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.

ODF – Outpatient Drug Free

OLR – Office of the Local Registrar

OSHPD – Office of Statewide Health Planning and Development

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.

OWTS – On-site Wastewater Treatment System

PA – Prior Authorization

PCG – Prenatal Care Guidance

PCHH – Patient Centered Health Home

PCP – Primary Care Provider

PDAM – Prescription Drug Abuse & Misuse

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.

PES – Psychiatric Emergency Services

PHCS – Public Health Clinic Services

PHN – Public Health Nurse

PHQ9 – Patient Health Questionnaire measuring severity of depression

PITCH – Planning and Integration Team for Community Health

POBs – Pension Obligation Bonds

PPC - Public Protection Committee

PPS – Prospective Payment System

PRCS – Post Release Community Supervision

PRIME – Public Hospital Redesign and Incentives in Medi-Cal

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.

RCL – Rate Classification Level

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.

REMS – Risk Evaluation and Mitigation Strategy

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;

Glossary of Acronyms & Terms

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.

RFI – Request for Information

RFP – Request for Proposal

S&P – Standard & Poor's

Salaries & Benefits – an Object Level of appropriations for all expenditures for employee-related costs.

SAMHSA – Substance Abuse and Mental Health Services Administration

SAPT-BG – Substance Abuse Prevention and Treatment Block Grant

SBIRT – Screening, Brief Intervention, and Referral to Treatment

SB1 – Senate Bill 1, also known as the Road Repair and Accountability Act of 2017.

SDI – State Disability Insurance

SED – Seriously Emotionally Disturbed

SELPA – Special Education Local Plan Area

Services & Supplies – an Object Level of appropriations for expenditures related to the purchase of goods and services.

SIDS – Sudden Infant Death Syndrome

SNF – Skilled Nursing Facility

SPD – Seniors and Persons with Disabilities

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.

SPF – Strategic Prevention Framework

SPMI – Seriously and Persistently Mentally Ill

STD – Sexually Transmitted Disease

STEMI – High-risk heart attack

STRTP – Short-Term Residential Treatment Program

SUD – Substance Use Disorders

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.

SWITRS – Statewide Integrated Traffic Records System

TBS – Therapeutic Behavioral Services

T-Con – Temporary Conservatorship

TLICP – Medi-Cal's Targeted Low Income Children's Program

Total Sources – all revenues and fund balance utilized to finance expenditure needs (requirements).

TPP – Tobacco Prevention Program

Unassigned Fund Balance – the residual classification for the government's general fund, including all spendable amounts not contained in the other classifications.

Unfunded Accrued Actuarial Liability (UAAL) – as relating to pension costs/benefits, the present value of benefits earned to date that are not covered by plan assets

Unincorporated – a region of land that is not governed by its own local municipal corporation, but rather is administered as part of larger administrative divisions, such as a township, parish, borough, county, city, canton, state, province, or country.

Use of Money and Property – a Revenue class that contains funds received from interest, rent payments or proceeds from the sale of property.

Vision Statement – an aspirational description of what an organization would like to achieve or accomplish in the mid-term or long-term future and is intended to serve as a guide for choosing current and future courses of action.

VLF – Vehicle License Fees

WCDF – West County Detention Facility

Glossary of Acronyms & Terms

WFS – Workforce Services

VA – U.S. Department of Veterans Affairs

VPD – Vaccine Preventable Disease

WIC – Women, Infants, and Children

YOFTP – Youthful Offender Treatment Program

YOPH – Youthful Offender Parole Hearings

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