

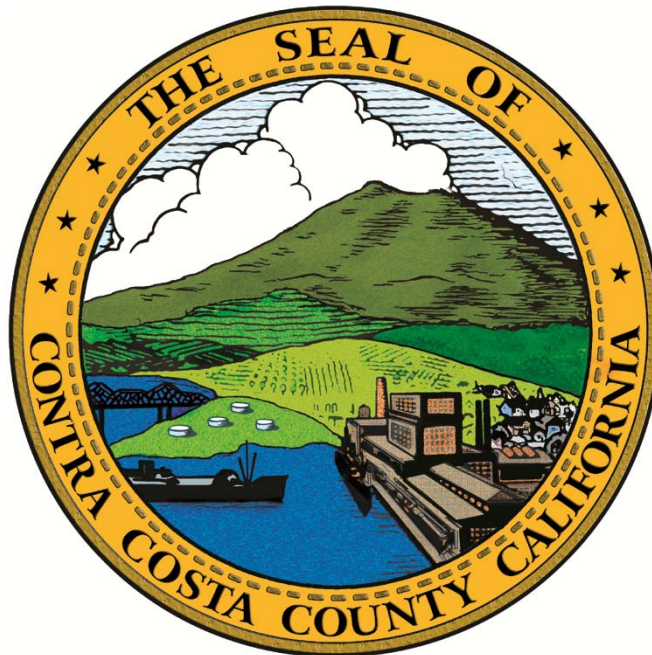
Fiscal Year 2020 – 2021 Recommended Budget

County of Contra Costa
California



COUNTY OF CONTRA COSTA

RECOMMENDED BUDGET 2020-2021



Presented to the Board of Supervisors

CANDACE ANDERSEN

Chair
Supervisor, District II

JOHN M. GIOIA
Supervisor, District I

DIANE BURGIS
Supervisor, District III

KAREN MITCHOFF
Supervisor, District IV

FEDERAL D. GLOVER
Supervisor, District V

By David Twa
County Administrator



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**County of Contra Costa
California**

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
July 1, 2019

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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 30, 2020

Board of Supervisors
Contra Costa County
Martinez, CA 94553

Dear Board Members:

After several years of relative stability, we now enter a period of increased uncertainty. Global factors beyond our control including the spread of Coronavirus (COVID-19) and the likelihood of the economy slowing or even entering into a recession may require adjustment to our County Budgets to meet these challenges. The State is posed to direct more funding to Housing, Homelessness, and Individuals coming out of incarceration. While this may end up with more funding for those critical programs, past actions by the State would indicate this is likely to mean less funding for other equally critical County Services. We also need to address 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 \$3.984 billion (\$1.783 billion General Fund) for FY 2020-21 and beyond.

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

- In support of the Clerk of the Board of Supervisors, Contra Costa Television (CCTV) worked to enable closed captioning for the Board of Supervisors, County Planning Commission, and the Veterans' Voices show, the County's original programming, on cable TV and online. Meetings can be seen live or recorded on broadcast television and online via the County website and on the CCTV YouTube channel.

- The State's Board of State and Community Corrections awarded the Contra Costa County District Attorney's Office \$1 million to establish a county-wide juvenile diversion pre-filing program. This diversion program will be the first countywide program for Contra Costa County.
- The Housing and Disability Income Advocacy Program (HDAP) offers Supplemental Security Income (SSI) advocacy and housing assistance to General Assistance (GA) clients who are homeless. The program, which is a partnership between EHSD General Assistance and Contra Costa Health Services Department, Health Homelessness and Housing, has permanently housed 29 GA recipients.
- Upgraded the EBRCS Radio System to a newer technology called Time Division Multiplexing, which includes dedicated channels. This upgrade provides emergency personnel the ability to have simultaneous calls. Dispatchers can communicate with different emergency services (i.e. ambulance, sheriff, fire...etc.) concurrently, without overtaking each other.
- Health, Housing and Homeless expanded City and County inter-departmental partnerships to successfully secure \$3.3 million to expand outreach services and housing assistance to homeless older adults, CalWORKS families, and transition-age youth – including the re-entry population and persons with severe mental illness.
- Health, Housing and Homeless obtained \$9.2 million emergency funding primarily targeted to support expansion of homeless services or infrastructure development.
- In cooperation with the Contra Costa Transportation Authority, the County co-led initiation of an Accessible Transportation Plan to evaluate and guide potential improvement in, and perhaps transformation of, the provision of transit services to the disabled and seniors, including recruiting a coalition of public and private partners for the effort and securing outside grant funding.
- The Sheriff's Office, in cooperation with Public Works, completed a full renovation of F Module at the Martinez Detention Facility. F Module is now being used to house incarcerated individuals with behavioral health issues resulting in better programming and therapy. The renovations also allowed for the female and male populations to be separated during programming and free time while on the same intensive treatment module.
- Despite another year of volatile financial markets, the Treasurer's Investment Pool received a AAf/S1+, S&P Global's highest credit quality rating.
- The County 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 2020-21 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. We have continued the process of eliminating vacant/unfunded positions with the goal of more easily identifying funded vacant positions requiring recruitment during the fiscal year. 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 2020-21.

Labor

The County bargained in 2018 with the majority of its labor partners to extend contracts that would provide for increased wages and 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. In 2019, negotiations were completed with Physicians and Dentists Organization; Deputy Sheriffs Association Rank and File, Management, and Probation units; and the District Attorney Investigators Association. 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. International Association of Fire Fighters, Local 1230
3. United Chief Officers Association (UCOF)

The IHSS contract has expired but the Local 1230 and UCOF contracts do not expire until July 1, 2020. 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 completion of the County's Emergency Operations Center and the County Administration Buildings. These two projects will be completed in the summer of 2020. The financing for these facilities required 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 comprehensive geographical analysis of service

locations to improve strategic decision-making regarding leasing, construction and rehabilitation of County facilities, perform a facilities condition assessment of the County building portfolio, and produce a list of properties to consider removing from the inventory. More information on this subject can be found in the Capital Improvement Plan section of this document on page 529.

Economic Projection

The economy in Contra Costa County and the Bay Area improved dramatically after the Great Recession. However, major uncertainty exists as to the direction and funding from both the State and Federal Governments as we move into the decade of 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.

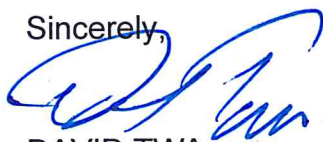
Each department was asked to submit a budget that balanced its requirements to provide services with the County's goals of adopting a FY 2020-21 budget that balances annual expenses and revenues, addresses revenue constraints and benefit cost increases, and includes an appropriation for partially pre-funding 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.

Each year produces new challenges and changing circumstances. The County has and will continue to adapt to these changes. Our strategy over the last several years has been to harness our organizational discipline and innovation to control 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
Deborah Cooper	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 1,155,879 as of January 1, 2019. 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)

	2015 ⁽²⁾	2016 ⁽²⁾	2017 ⁽²⁾	2018 ⁽²⁾	2019
Antioch	111,973	113,495	112,280	113,266	113,901
Brentwood	57,072	59,058	61,383	62,140	63,662
Clayton	11,159	11,262	11,342	11,631	11,653
Concord	128,063	128,280	128,282	129,493	129,889
Danville	42,491	43,287	44,048	45,103	45,270
El Cerrito	24,132	24,490	24,674	25,192	25,459
Hercules	24,578	24,909	26,185	25,964	26,224
Lafayette	24,732	25,041	25,416	26,077	26,327
Martinez	36,931	37,224	37,831	38,406	38,490
Moraga	16,434	16,581	16,866	16,886	16,939
Oakley	39,609	40,327	41,116	40,949	41,759
Orinda	18,578	18,838	19,012	19,331	19,475
Pinole	18,660	18,827	19,101	19,458	19,498
Pittsburg	67,119	68,133	71,342	72,006	72,541
Pleasant Hill	33,918	34,232	34,944	34,969	35,055
Richmond	109,568	110,886	110,114	110,128	110,436
San Pablo	30,498	30,972	31,383	31,737	31,817
San Ramon	77,470	78,729	81,354	83,179	83,957
Walnut Creek	68,652	70,340	70,558	69,498	70,121
Subtotal	941,637	954,911	967,231	975,413	982,473
Unincorporated	169,506	171,913	172,082	172,466	173,406
Total	1,111,143	1,126,824	1,139,313	1,147,879	1,155,879

⁽¹⁾ Columns may not total due to independent rounding

⁽²⁾ Revised

Source: California Department of Finance

Gender		Population Demographics	
		Race and Hispanic Origin*	
Male	48.90%	<u>One Race</u>	94.10%
Female	51.10%	White	58.60%
		Asian	14.40%
		Black or African American	9.30%
		American Indian and Alaskan Native	0.60%
		Native Hawaiian and Other Pacific Islander	0.50%
		Some other race	10.70%
Age		<u>Two or More Races</u>	5.90%
Under 5 years	5.70%		
5 - 19 years	19.40%		
20 - 64 years	59.60%		
65+ years	15.30%		

*Hispanics may be of any race and are included in applicable race categories (24.4%)

Source: US Census Bureau, 2017 American Community Survey 5-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 2018						
	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	
Wage & Salary Employment						
Educational & Health Services	61,500	64,100	67,400	69,200	70,600	18.9%
Trade, Transportation & Utilities	60,400	62,500	64,800	65,300	64,200	17.2%
Professional & Business Services	53,200	50,900	52,000	54,400	55,200	14.8%
Government	49,200	49,300	49,900	50,400	50,900	13.6%
Goods Producing	37,100	37,800	39,700	41,100	41,800	11.2%
Leisure & Hospitality	36,300	38,300	40,100	40,800	40,500	11.1%
Financial Activities	25,000	26,300	26,900	27,300	26,900	7.2%
Other Services	12,500	12,700	12,900	13,000	13,400	3.6%
Information	8,300	8,300	8,000	8,000	7,800	2.1%
Farm	800	700	800	800	700	0.2%

Source: State of California, Employment Development Department, Labor Market Information Division, October 2019 data

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

Employer	2019 ⁽¹⁾	2009 ⁽²⁾	
	Estimated Employees	Estimated Employees	Rank
Chevron Corporation	10,000+	4,700	1
Chevron Research & Technology	5,000 - 9,000		
24-hour Fitness		1,300	6
Bio-Rad Laboratories, Inc.	1,000 - 4,999	1,700	4
Chevron Richmond Refinery	1,000 - 4,999		
Job Connections	1,000 - 4,999		
John Muir Health Concord Hospital	1,000 - 4,999	1,500	3
John Muir Health Walnut Creek Hospital	1,000 - 4,999	1,900	5
Kaiser Foundation Hospital		2,300	2
Kaiser Martinez Medical Offices	1,000 - 4,999		
Kaiser Permanente Antioch	1,000 - 4,999		
Kaiser Permanente Walnut Creek	1,000 - 4,999		
La Raza Market	1,000 - 4,999		
St. Mary's College of California	1,000 - 4,999		
USS-POSCO Industries	1,000 - 4,999	975	8
Doctors Medical Center		1,000	7
Bank of the West		800	10
Broadspectrum Americas	500 - 999		
C & H Sugar Co Inc	500 - 999		
Contra Costa Newspapers, Inc.		900	9
Nordstrom	500 - 999		
Robert Half Intl	500 - 999		
San Ramon Regional Medical Center	500 - 999		
Santa Fe Pacific PipeLines	500 - 999		
Shell Oil Products	500 - 999		
Tesoro Golden Eagle Refinery	500 - 999		

⁽¹⁾ Source: *State of California Employment Development Department, extracted from the America's Labor Market Information System (ALMIS) Employer Database, 2020 1st Edition.*

⁽²⁾ Source: *Rich's everyday Sales Prospecting Directory (2009) – Contra Costa County*

Between 2014 and 2018 the County's jobless rate decreased from 6.20% to 3.20%, below the statewide averages of 7.50% and 4.20%, 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**

	2014*	2015*	2016*	2017	2018
County Civilian Labor Force	539,600	545,100	553,600	559,200	564,600
Employment	506,300	517,700	528,900	537,800	546,800
Unemployment	33,300	27,400	24,800	21,400	17,800
Unemployment Rate					
County	6.20%	5.00%	4.50%	3.80%	3.20%
State of California	7.50%	6.20%	5.50%	4.80%	4.20%

* 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 2014 through 2018.

**Personal Income
Calendar Years 2013 through 2018**

	<u>2014*</u>	<u>2015*</u>	<u>2016*</u>	<u>2017*</u>	<u>2018†</u>
Personal Income (thousands of dollars)					
County	71,152,275	77,877,241	82,426,924	88,024,256	94,900,003
California	2,021,038,500	2,171,947,400	2,263,889,800	2,370,112,400	2,514,129,300
Per Capita Income (dollars)					
County	64,138	69,248	72,483	76,886	82,506
California	52,324	55,758	57,739	60,156	63,557

*Revised

†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, 2019			FY Ended June 30, 2009		
	Taxable Assessed Value Secured and Unitary	Rank	% of Taxable Assessed Value	Taxable Assessed Value Secured and Unitary	Rank	% of Taxable Assessed Value
Chevron USA	\$3,705,236	1	1.84%	7,027,178	1	4.62%
Equilon Enterprises LLC	1,766,214	2	0.88	3,701,044	2	2.43
Tesoro Refining & Marketing	1,133,562	3	0.56	2,306,945	3	1.52
Phillips 66 Company	1,127,286	4	0.56			
SDC 7	841,268	5	0.42			
Golden Rain Foundation	841,024	6	0.42			
Mcd-Rcca-El Cerrito LLC	639,546	7	0.32			
BRE Properties, Inc.	629,690	8	0.31			
Sierra Pacific Properties, Inc.	567,879	9	0.28			
NRG Marsh Landing LLC	479,700	10	0.24			
Tosco Corporation				1,847,022	4	1.21
Pacific Gas & Electric				1,202,116	5	0.79
Sunset Land Company				749,218	6	0.49
Seeno Construction Co.				617,935	7	0.41
Mirant Delta/Delta Energy Ctr				549,140	8	0.36
AT&T/Pacific Bell				543,666	9	0.36
USS Posco Industries				539,087	10	0.35
Total	\$11,731,405		5.83%	\$19,083,351		12.54%

⁽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 \$650.1 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, 2019, indicated that the County had prefunded 32.2% of its OPEB liability, with total OPEB trust assets of \$308.5 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 529-533.
 - 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 2019, which states:

1. Contra Costa County shall annually adopt a budget that balances on-going expenditures with on-going revenue.
2. Contra Costa County shall adopt a budget each year early enough (and no later than May 31) to allow all impacts on programs and/or revenues to be in effect by July 1.
3. Contra Costa County shall prepare multi-year (3-5 year) financial projections as part of the annual budget planning process.
4. Contra Costa County shall at a minimum prepare formal mid-year budget reports to the Board of Supervisors detailing actual expenditures and projections through the remainder of the fiscal year. This report will include through December 31 of each year:
 - a. actual net County cost by department by fund
 - b. actual and budgeted expenditure by major object by department
 - c. actual and budgeted revenue by major object by department
 - d. If a particular cost center is projected to be over-budget, a report clearly indicating planned corrective action will be presented to the Board of Supervisors within 30 days of the mid-year report. If necessary, this report will include appropriation and revenue adjustments.

Overview

5. The County will not directly allocate a specific General Purpose Revenue source to specific programs/communities. The policy would not apply to mitigation revenue that is derived from a project and intended to offset the environmental impacts from the project on the “host” community.
6. Short-term funding sources shall be used for short-term requirements, one-time uses, or contingencies.
7. Revenue windfalls not included in the budget plan will not be expended during the year unless such spending is required in order to receive the funding.
8. Fee-for-service and federal/state revenue offsets will be sought at every opportunity.
9. As part of the annual budget process, each department shall analyze its fee structure in order to maintain maximum offset for services.
10. The Board of Supervisors shall make reserve funding available for venture capital to be used to increase efficiencies and economies in departments that do not have resources available within their normal operating budgets for such expense. Requests for these funds will be included as part of the annual budget process.
11. The year-end practice of “use it or lose it” shall be changed to “save it and keep it”. The County Administrator’s Office will continue to refine the concept of fund balance sharing as an incentive to departments to maximize resources. Some portion of fund balance credit may be used by operating departments for one-time expenditure. These one-time expenditures shall be used to maximize economy/service delivery/efficiencies/employee satisfaction. Unless specific arrangements are made with the County Administrator’s Office, fund balance credit will be spent/encumbered within the following fiscal year.
12. The annual budget process will include funding decisions for maintaining the County’s facility assets, allowing the Board of Supervisors to weigh competing funding decisions using credible information.
13. The annual budget process will include a strategic planning and financing process for facilities renewal and new construction projects (short- and long-term capital budgets) and establishment of a comprehensive management program for the County’s general government real estate assets relative to acquisition, use, disposition, and maintenance. This capital improvement plan should be updated every five years and will integrate operating cost of new facilities and capital life-cycle costs.
14. Each fall, Contra Costa County shall prepare and make a formal budget report to the Board’s Finance Committee detailing earned revenues and expenditures for all mitigation and community benefit fees, trust and special revenue funds, and special Board appropriations during the prior fiscal year. The report shall identify amounts that were diverted from General-Purpose revenue in order to satisfy a special Board appropriation or other special revenue program. The Finance Committee shall review prior-year expenditures for consistency with the approved purpose of the fees, funds or special Board appropriations, and will forward recommendations for the subsequent budget year to the Board of Supervisors for consideration in the annual budget process.
15. Adopt the following definitions to be used in County policies with regard to special revenues:
 - a. **Mitigation fee:** A monetary exaction other than a tax or special assessment, whether established for a broad class of projects by legislation of general applicability, such as Area of Benefit mitigation fees (County Ordinance Code §913-2.404)¹, Drainage fees, and Park Dedication fees, or imposed on a specific 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. Since inception, over \$10 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 2020-21, departments requested over \$7.25 million and the County Administrator is recommending \$1.94 million for projects that include:

- Customer service enhancements in the Animal Services, Employment and Human Services and Health Services departments, waiting area guest/employee Wi-Fi in 29 additional locations throughout County facilities, and network redundancy and IT security enhancements; and
- Technology improvements/upgrades in eight departments.

In addition to these specific Venture Capital resources, the County Administrator is recommending \$2.88 million in FY 2020-21 appropriations from reserves to address the urgent need to provide a strong cyber security system with multiple layers of protection spread across computers, devices, networks and programs. These appropriations will provide the much-needed security to protect and recover our networks, devices and programs from any type of cyberattack and will be supplemented over the next three years with a Committed reserve designation of \$4 million to continue to address countywide cyber security.

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 11, 2019. 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 30, 2019. 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 AA Af 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 2018-19 confirms compliance with the Reserves Policy.

Debt Management Policy In December 2006, the Board of Supervisors established a Debt Management Policy, which was last updated March 10, 2020 (Resolution No. 2020/80). The latest revision to the Debt Management Policy focuses on updates to the County's Continuing Disclosure Procedures (Appendix 3), Financing Policies for Community Facilities Districts (Appendix 4) and Multifamily Mortgage Revenue Bond Program (Appendix 5). The updates to each portion of the Debt Management Policy focus on bringing the policy in line with current practices and industry standards.

- I. PURPOSE:*** The County recognizes the foundation of any well-managed debt program is a comprehensive debt policy. A debt policy sets forth the parameters for issuing debt and managing outstanding debt and provides guidance to decision makers regarding the timing and purposes

for which debt may be issued, types and amounts of permissible debt, method of sale that may be used and structural features that may be incorporated. The debt policy should recognize a binding commitment to full and timely repayment of all debt as an intrinsic requirement for entry into the capital markets. Adherence to a debt policy helps to ensure that a government maintains a sound debt position and that credit quality is protected. Advantages of a debt policy are as follows:

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

II. DEBT AFFORDABILITY ADVISORY COMMITTEE

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

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

B. Members. The committee shall be composed of the Auditor-Controller, Treasurer-Tax Collector, Director/Conservation and Development Department, and County Finance Director.

C. Debt Affordability Measures. The committee shall examine specific statistical measures to determine debt capacity and relative debt position and compare these ratios to other counties, rating agency standards and Contra Costa County's historical ratios to determine debt affordability. From Moody's Investors Service, the committee will evaluate the County against the following debt ratios from the most recent available national medians for counties in the "Aa" rating tier with populations of at least 1 million:

1. Direct net debt as a percentage of Assessed Valuation;
2. Overall net debt as a percentage of Assessed Valuation;
3. Assessed Valuation per-capita;
4. Available general fund balance as a percentage of revenues; and
5. General fund balance as a percentage of revenues.

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

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

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

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

III. COMPREHENSIVE CAPITAL PLANNING

- A. Planning.** The County Administrator's Office shall prepare a multi-year capital program for consideration and adoption by the Board of Supervisors as part of the County's budget process. Annually, the capital budget shall identify revenue sources and expenditures for the coming current year and the next succeeding three fiscal years. The plan shall be updated annually.
- B. Funding of the Capital Improvement Program.** Whenever possible, the County will first attempt to fund capital projects with grants or state/federal funding, as part of its broader capital improvement plan. When such funds are insufficient, the County will use dedicated revenues to fund projects. If these are not available, the County will use excess surplus from the reserve and debt financing, general revenues. The County shall be guided by three principles in selecting a funding source for capital improvements: equity, effectiveness and efficiency.
- 1. Equity:** Whenever appropriate, the beneficiaries of a project or service will pay for it. For example, if a project is a general function of government that benefits the entire community, such as an Office of Emergency Services, the project will be paid for with general purpose revenues or financed with debt. If, however, the project benefits specific users, such as a building permit facility, the revenues will be derived through user fees or charges, and assessments.
 - 2. Effectiveness:** In selecting a source or sources for financing projects, the County will select one or more that effectively funds the total cost of the project. For example, funding a capital project, or the debt service on a project, with a user fee that does not provide sufficient funds to pay for the project is not an effective means of funding the project.
 - 3. Efficiency:** If grants or current revenues are not available to fund a project, the County will generally select a financing technique that provides for the lowest total cost consistent with acceptable risk factors and principals of equity and effectiveness. These methods currently consist of County issued debt, special funding programs funded by state or federal agencies, or special pool financing. Examples include funding pools like the Association of Bay Area Governments Participation Certificates.
- C. Maintenance, Replacement and Renewal/FLIP.** The County intends to set aside sufficient current revenues to finance ongoing maintenance needs and to provide periodic replacement and renewal consistent with its philosophy of keeping its capital facilities and infrastructure systems in good repair and to maximize a capital asset's useful life.
- D. Debt Authorization.** No County debt issued for the purpose of funding capital projects may be authorized by the Board of Supervisors unless an appropriation has been included in the capital budget (Some forms of debt such as Private Activity Bonds for housing, Mello-Roos for infrastructure, and redevelopment bonds for infrastructure/facilities may not be appropriate for inclusion in the County capital improvement program. The policies for such forms of debt are included as Appendixes 4, 5, and 6).

IV. PLANNING AND STRUCTURE OF COUNTY INDEBTEDNESS

- A. Overview.** The County shall plan long- and short-term debt issuance to finance its capital program based on its cash flow needs, sources of revenue, capital construction periods, available financing instruments and market conditions. The County Finance Director shall oversee and coordinate the timing, issuance process and marketing of the County's borrowing and capital funding activities required in support of the capital improvement plan. The County shall finance its capital needs on a regular basis dictated by its capital spending pattern. Over the long-term this policy should result in a consistently low average interest rate. When market conditions in any one-year result in higher than average interest rates, the County shall seek refinancing opportunities in subsequent years to bring such interest rates closer to the average. The Debt Affordability Advisory Committee shall use the Government Financial Officers Association checklist set forth in Appendix 1 hereto in planning and structuring any debt issuances.

- B. Financing Team.** The County employs outside financial specialists to assist it in developing a debt issuance strategy, preparing bond documents and marketing bonds to investors. The key team members in the County's financing transactions include its financial advisor and outside bond and disclosure counsel, the underwriter and County representatives (the County Auditor-Controller, Treasurer-Tax Collector, and the County Finance Director, among others). Other outside firms, such as those providing paying agent/registrars, trustee, credit enhancement, verification, escrow, auditing, or printing services, are retained as required. The County will issue Requests for Qualifications (RFQs) for financial advisor, bond and Tax counsel, disclosure counsel and underwriters every three years. The financing team shall meet at least semi-annually to review the overall financing strategy of the County and make recommendations to the County Administrator.
- C. Term of Debt Repayment.** Borrowings by the County shall mature over a term that does not exceed the economic life of the improvements that they finance and usually no longer than 20 years, unless special structuring elements require a specific maximum term to maturity, as is the case with pension obligation bonds. The County shall finance improvements with a probable useful life less than five years using pay-go funding for such needs. Bonds sold for the purchase of equipment with a probable useful life exceeding five years are repaid over a term that does not exceed such useful life.
- D. Legal Borrowing Limitations/Bonds and other indebtedness.** California Government Code Section 29909 limits General Obligation Bond indebtedness to five percent of the total assessed valuation of all taxable real and personal property within the County, excluding Public Financing Authority lease revenue bonds, Public Facility Corporation certificates of participation, Private Activity Bond, Mello-Roos special tax, and Assessment District Debt for which no legal limitations are currently in effect.
- E. Debt Features**
- 1. Original issue discount or premium.** The County's bonds may be sold at a discount or premium, in order to achieve effective marketing, achieve interest cost savings or meet other financing objectives. The maximum permitted discount is stated in the Notice of Sale accompanying the County's preliminary official statement on the Bond Purchase Agreement, as applicable.
 - 2. Debt service structure/Level Debt Service.** The County shall primarily finance its long-lived municipal improvements over a 20-year term or less, on a level debt service basis. This policy minimizes long-run impact on a funding department's budget. The County will seek to continue this practice, unless general fund revenues are projected to be insufficient to provide adequately for this debt service structure.
 - 3. Call provisions.** The County shall seek to minimize the protection from optional redemption given to bondholders, consistent with its desire to obtain the lowest possible interest rates on its bonds. The County's tax-exempt bonds are generally subject to optional redemption. The County seeks early calls at low or no premiums because such features will allow it to refinance debt more easily for debt service savings when interest rates drop. The County and its financial advisor shall evaluate optional redemption provisions for each issue to assure that the County does not pay unacceptably higher interest rates to obtain such advantageous calls. The County shall not sell derivative call options.
 - 4. Interest rates.** The County shall first consider the use of fixed-rate debt to finance its capital needs, except for short-term needs (such as short-lived assets) that will be repaid or refinanced in the near term; and may consider variable rate debt under favorable conditions.
- F. Other Obligations Classified as Debt/Other Post-Employment Benefits (OPEB)/Vested Vacation Benefits.** OPEBs and vacation benefits are earned by County employees based on time in service. The County records these vacation benefits as earned in accordance with generally accepted accounting principles as established by the Governmental Accounting Board (GASB). The liability for the benefit is recorded on the Fund level financial statements. The expense is recorded during the conversion to the Government Wide

financial statements in accordance with GASB standards. For Enterprise funds the expense and liability are accrued in the respective funds. In this initial policy, the amount of OPEB and vacation benefits will not be in measures used to evaluate the County's debt affordability. However, the County's net OPEB obligation is posted to the County's balance sheet.

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

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

1. the market is familiar with the County;
2. the County is a stable and regular borrower in the public market;
3. there is an active secondary market with a broad investor base for the County's bonds;
4. the issue has a non-enhanced credit rating of A or above or can obtain credit enhancement prior to the competitive sale;
5. the debt structure is backed by the County's full faith and credit or a strong, known or historically performing revenue stream;
6. the issue is neither too large to be easily absorbed by the market nor too small to attract investors without a concerted sale effort;
7. the issue does not include complex or innovative features or require explanation as to the bonds' security;
8. the issue can be sold and closed on a schedule that does not need to be accelerated or shortened for market or policy reasons; and
9. interest rates are stable, market demand is strong, and the market is able to absorb a reasonable amount of buying or selling at reasonable price changes.

B. Negotiated Sales. When certain conditions favorable for a competitive sale do not exist and when a negotiated sale will provide significant benefits to the County that would not be achieved through a competitive sale, the County may elect to sell its debt obligations through a private placement or negotiated sale, upon approval by the County Board of Supervisors. Such determination shall be made on an issue-by-issue basis, for a series of issues, or for part or all of a specific financing program. The following practices are recommended to be observed in the event of a negotiated sale:

1. ensure fairness by using a competitive underwriter selection process through a request for proposals distributed to the established underwriter pool so that multiple proposals are considered;
2. remain actively involved in each step of the negotiation and sale processes to uphold the public trust;
3. ensure that either an employee of the County, or an outside professional other than the issue underwriter, who is familiar with and abreast of the condition of the municipal market, is available to assist in structuring the issue, pricing, and monitoring sales activities;
4. require that the financial advisor used for a particular bond issue not act as underwriter of the same bond issue;
5. require that financial professionals disclose the name or names of any person or firm, including attorneys, lobbyists and public relations professionals compensated in connection with a specific bond issue;
6. request all financial professionals submitting joint proposals or intending to enter into joint accounts or any fee-splitting arrangements in connection with a bond issue to fully disclose to the County any plan or arrangements to share tasks, responsibilities and fees earned, and disclose the financial professionals with whom the sharing is proposed, the method used to calculate the fees to be earned, and any changes thereto; and

7. review the "Agreement among Underwriters" and insure that it is filed with the County and that it governs all transactions during the underwriting period.

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

- A. Debt Service Savings.** The County may refinance outstanding long-term debt when such refinancing allows the County to realize significant debt service savings (2% minimum by maturity and a minimum 4% savings overall) without lengthening the term of refinanced debt and without increasing debt service in any subsequent fiscal year. The County may also consider debt refinancing when a primary objective would be the elimination of restrictive covenants that limit County operations.
- B. Defeasance.** The County may refinance outstanding debt, either by advance refunding to the first call or by defeasance to maturity, when the public policy benefits of replacing such debt outweigh the costs associated with new issuance as well as any increase in annual debt service.

VII. CREDIT RATINGS

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

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

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

regulation of municipal securities, including the State Treasurer's Office; and self-regulatory organizations such as the Municipal Standards Rulemaking Board.

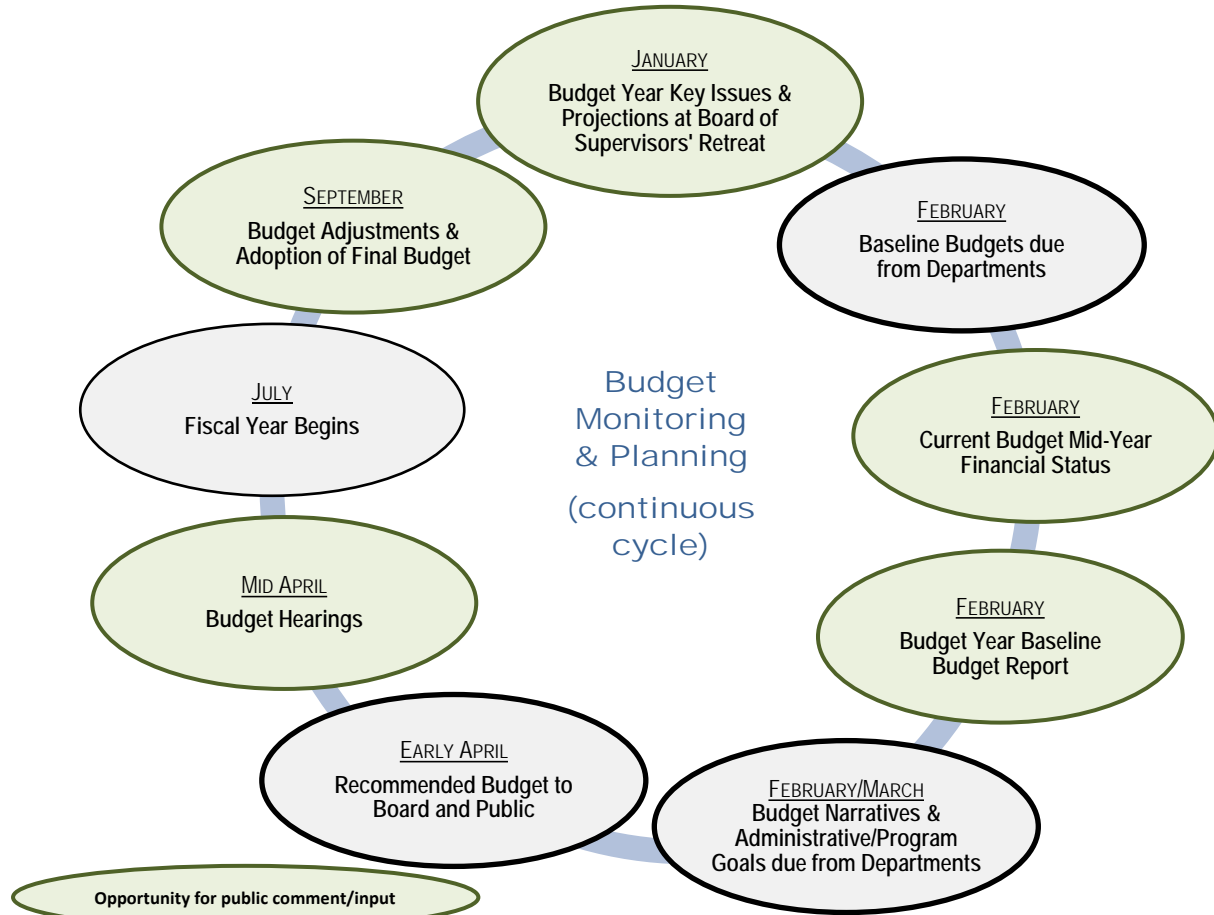
- D. Post-Issuance Tax Compliance Procedures for Tax-Exempt and Tax-Advantaged Bonds.** To assure it manages its debt obligations in accordance with all federal tax requirements, the County will comply with the Post-Issuance Tax Compliance Procedures for Tax-Exempt and Tax-Advantaged Bonds, as set forth 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 2018-19 and was 97% as of June 30, 2019. Presently, the County pays approximately \$19.0 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 2020-2021 Budget Development Calendar

2020 Dates	Key Budget Meetings/Activities/Deliverables
August 13 and October 31, 2019	Department Head meeting discussing FY 2020-21 budget preparation
January 2	Budget preparation instructions to Departments
January 2	Personnel Cost Forecasting staff training
January 2 – 10	Departmental fiscal staff review Personnel Cost Forecasts
January 10	Personnel position count, salary & benefits cost projections due from Departments
January 14	Board of Supervisors set Budget Schedule (Board Chambers*)
January 15 – February 7	Department staff discuss budgets with respective advisory committees and solicit written suggestions (as necessary/appropriate)
	Department fiscal staff meet with CAO analysts (as necessary/appropriate)
January 15 – 17	Budget system training sessions for Departmental fiscal staff
February 7	Baseline Budgets due from Departments
February 21	Venture Capital Project Requests (optional) due from Departments
February 21	Program/Recommended Budget Narrative and Administrative and Program Goals due from Departments
March 1	County Performance Reports due from Departments
March 24	Board of Supervisor's retreat (District II*): The Economic Outlook: Focus on the Contra Costa Economy; Budget & Key Issues for 2020-21 and Beyond (including Mid-Year Current Budget Status; and Capital Projects)
March 31	Formal Public Notice of Hearing
April 10	Recommended Budget to Board of Supervisors and posted on County website
April 21	State Controller's Office Recommended Budget Adopted by Board of Supervisors (Board Chambers*)
April 21	Budget Hearings on County Recommended Budget (Board Chambers*)
May 7	Budget Adoption Board Order to Board of Supervisors
May 12	Budget Adoption Board Order presentation (Board Chambers*)
August	Fiscal year-end closing activities, including final adjustments to fund balance
September	Final Budget presentation based upon fiscal year-end closing activities, including final adjustments to fund balance, and passage of State budget (Board Chambers*) ¹

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

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

Overview

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

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

BUDGETARY BASIS FOR ACCOUNTING

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

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

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

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

County funds to provide reimbursements of costs are generally budgeted in Charges for Services, Miscellaneous Revenue and Expenditure Transfers.

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

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

FY 2020-21 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. Our economist (from Beacon Economics, Inc.) tells us that outside of the economic impacts of COVID-19 pandemic, the outlook for the U.S. economy includes a modest 1-2% growth in GDP for Q1 2020 and closer to 2% for the remainder of the year, even though we have reached the longest economic expansion in the nation's history. There is no doubt that COVID-19 will have a negative impact on the global economy, including the U.S. and California economies, in the short run; however, it is unknown how long those impacts will last or whether it will contribute to triggering the next recession in the U.S.

Beacon also advises us that U.S. employment growth is expected to slow in 2020 primarily due to tight labor markets and the difficulty employers have had in filling vacant positions. Financial markets were forecasted to remain strong with continued low interest rates on the horizon and residential real estate markets turning a corner with increased construction activity and home sales; however, it is unclear what impacts the COVID-19 pandemic will have on these forecasts.

The end of 2019 also marked the end of a decade long expansion for the California economy. California job growth over the last ten years outpaced the nation at 23% to 18%, respectively. Continued pressures on Californians, including shortage of housing units, are created domestic migration patterns that have resulted in California losing more residents than it has gained from other states. This results in a change in the workforce mix in California, potentially exacerbating worker scarcity issues.

Growth or lack of growth in the housing market significantly impacts the County budget as 81.3% of General Purpose revenues and 24.0% 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 6.7% 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 online to support ad valorem growth in the coming fiscal year. The FY 2019-20 total assessed value growth was 5.30%. The FY 2019-20 assessment roll is the highest to date in Contra Costa County's history. The current forecast is projected upon continued property tax recovery. The County is projecting growth of 4.5% for FY 2020-21 and beyond; however, the economic impacts of the COVID-19 pandemic will likely impact all of our FY 2020-21 projections.

- **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 2020-21 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, 2019, the County's fiduciary net position as a percentage of total other post-employment benefit liability was 32.2%. The total liability for benefits was \$958.6 million, and the actuarial value of assets was \$308.5 million, resulting in a net OPEB liability of \$650.1 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 2020-21 includes several items that impact counties, including a \$695 million initiative to boost the CalAIM program providing for more preventative care to Medi-Cal recipients, significant changes to adult Probation terms and \$5.7 billion for CalWORKs program expenditures, including a 3.1% increase to CalWORKS grant programs. The State Budget would result in a \$21 billion reserve under the Governor's proposal. The Budget Stabilization Account would receive approximately \$2 billion in FY 2020-21, bringing the total to \$18 billion, the largest portion of the \$21 billion reserve. The State continues to have a \$250 billion unfunded retirement liability, which the Governor is proposed to fund at \$340 million towards retiree health during the budget year.

The Governor's Budget proposed no changes to the IHSS MOE, but includes \$14.9 billion for IHSS, of which \$5.2 billion is from the State General Fund, which is a 16% increase over the current year State General Fund contribution. The Governor's Budget anticipates that average monthly caseload will increase by 4.5% to a total of 586,000 recipients statewide in FY 2020-21. This also reflects \$1.1 billion for the state minimum wage increases.

The CalAIM expansion is proposed to streamline the state's Medi-Cal program and focus on preventative care. In addition to the \$695 million identified in the FY 2020-21 budget, the Governor is proposing an additional \$1.4 billion in FYs 2021-22 and 2022-23. The funded amount would then reduce to \$790 million in FY 2023-24, which assumes that implementation of the revised program is complete. In addition, the Governor is proposing allocations of \$45.1 million in FY 2020-21 and \$42 million in FY 2021-22 specifically for County Behavioral Health systems to assist with system integration and data sharing and collection efforts.

Finally, perhaps one of the most ambitious initiatives proposed by the Governor is establishing the California Access to Housing and Services Fund with an initial investment of \$750 million to be administered by the State Department of Social Services to (1) pay rent for individuals facing homelessness, (2) support regions to bring more dwelling units online and (3) to help stabilize board and care facilities. This funding is proposed to be distributed directly to service providers by the State, which differs from prior models where funding is allocated to cities and counties. Under the proposed model, the funding will flow through Regional Administrators who administer performance-based contracts.

- 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 completing 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 529.

- **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, 2019, the County's outstanding bonded debt was \$122.6 million leaving a statutory margin of \$10.3 billion and a Constitutional margin of \$2.49 billion. (See Current Debt Position, Page 534 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 2020-21 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 3, 2020 to review funding recommendations from the CCP for FY 2020-21. The Public Protection Committee ultimately approved a \$31.5 million budget package to continue and expand funding critical program infrastructure put in place following 2011 Realignment. The FY 2020-21 budget provides an increase in appropriations of \$1.6 million, or 5.4% across all initiatives funded with the community corrections allocation of AB 109 dollars. Highlights of the FY 2020-21 budget include: (1) addition of a Mental Health Evaluation Team (MHET) in the Sheriff's Office and Health Services Department to serve the unincorporated area, and (2) a Patient Financial Specialist position in the Behavioral Health Division of the Health Services Department to assist with the growing homeless population, pre-release initiative and Juvenile Detention. In addition, the FY 2020-21 CCP budget continues the \$500,000 AB 109 reserve allocation for the Stand Together CoCo immigration rapid response program, which was originally 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 2020-21 Recommended Budget.

- Pension Benefits:** Per GASB Statement No. 67, the Net Pension Liability (NPL) replaced the Unfunded Actuarial Accrued Liability (UAAL) as a reporting measure for pension liabilities in audited financial statements. The County and Contra Costa Employees Retirement Association (CCERA) still calculate and report on the UAAL annually. 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%. At the end of 2018, the County’s portion of the UAAL was \$677.7 million (the Contra Costa County Fire Protection District’s portion of UAAL was \$123.3 million). Those figures do not include \$176.3 million in outstanding pension obligation bonds as of June 30, 2019 (\$122.5 million in County bonds and \$53.7 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. In addition, the average employer rate has decreased due several factors, including an investment return on actuarial value (after smoothing) greater than the 7.00% assumed rate of return, actual contributions (employee and employer) 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.
- 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 7.8%) which resulted in a negative impact of over 34%. Even using a five-year smoothing model, County costs were expected to begin to rise in FY 2010-11 and virtually double by FY 2015-16. Since that time, market experience has fluctuated greatly, and the assumed investment rate has been reduced three times. The chart below summarizes the net impact of market experience and the assumed investment rate since the 2008 market crash:

Calendar Year	Gross Market Value Investment Returns	Assumed Investment Rate	Net Impact
2008	(26.50%)	7.80%	(34.30%)
2009	21.90%	7.80%	14.10%
2010	14.00%	7.75%	6.25%
2011	2.70%	7.75%	(5.05%)
2012	14.10%	7.75%	6.35%
2013	16.50%	7.25%	9.25%
2014	8.40%	7.25%	1.15%
2015	2.4%	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%)
2019	14.6%	7.00%	7.6%

Overview

In a letter dated March 12, 2020, CCCERA's actuary issued a report which projected employer contribution rate changes based on an estimated 14.6% net market value investment return for 2019 and other changes in economic assumptions. The projection is derived from the December 31, 2018 actuarial valuation results, which are the most current available. A new five-year projection will be available in the fall using December 31, 2019 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.

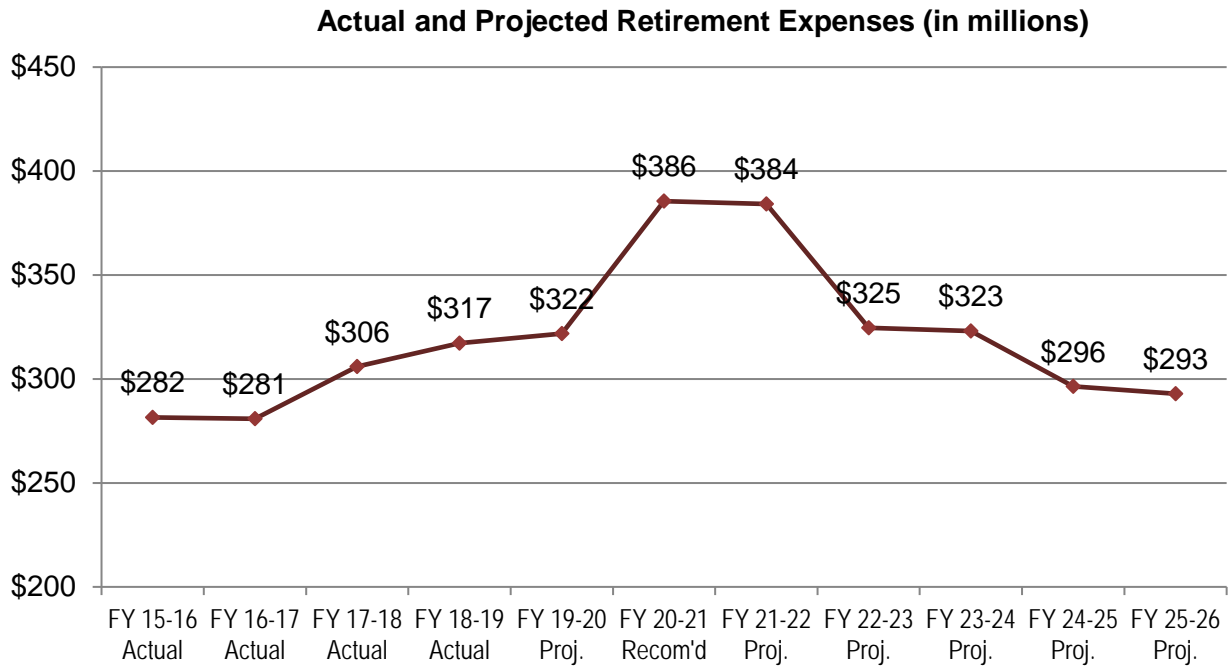
As can be seen in the chart below, the cumulative impact of smoothing gains and losses for the aggregate plan is projected to be a decrease of 9.41% (as of December 31, 2023). These projected rate changes are implemented 18 months after the actuarial date. Therefore, the projected increase of 0.75% in the chart below for 2019 will be implemented on July 1, 2021.

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 0.56% for 2020 (rate increase date of July 1, 2021), a County Safety employee by 0.75%, and a Contra Costa County Fire District Safety employee by 0.77%. 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)				
	2019	2020	2021	2022	2023
Deferred (Gains)/Losses	0.56%	(0.18%)	(0.43%)	0.07%	(0.50%)
Loss of Investment Income on (Gain)/Loss of Investment Income on Difference Between AVA and MVA	0.30%	(0.09%)	(0.08%)	(0.05%)	(0.05%)
18 Month Rate Delay	(0.11%)	0.04%	0.01%	(0.055)	(0.65%)
Drop Off of UAAL Layers	0.0%	0.0%	0.0%	(8.20%)	0.00%
Incremental Rate Change	0.75%	(0.23%)	(0.50%)	(8.23%)	(1.20%)
Cumulative Rate Change	0.75%	0.52%	0.02%	(8.21%)	(9.41%)

The following chart, which County Administration staff and the Auditor prepared together, uses all of the latest information available for a new five-year projection of total County pension costs, including Fire. The cumulative effect of the market rate improvements is dramatic. Presented in the chart are four years of actual data, a projection of the current year (straight-lining eight months of actual data), the Recommended Budget for FY 2020-21, and a projection based on the Recommended Budget of FY 2020-21 and beyond (no increases in FTE or wages for FY 2021-22 and beyond). 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 2019 market impacts. A significant note is that the chart includes four years after the final year of debt service for the County and Fire District 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.



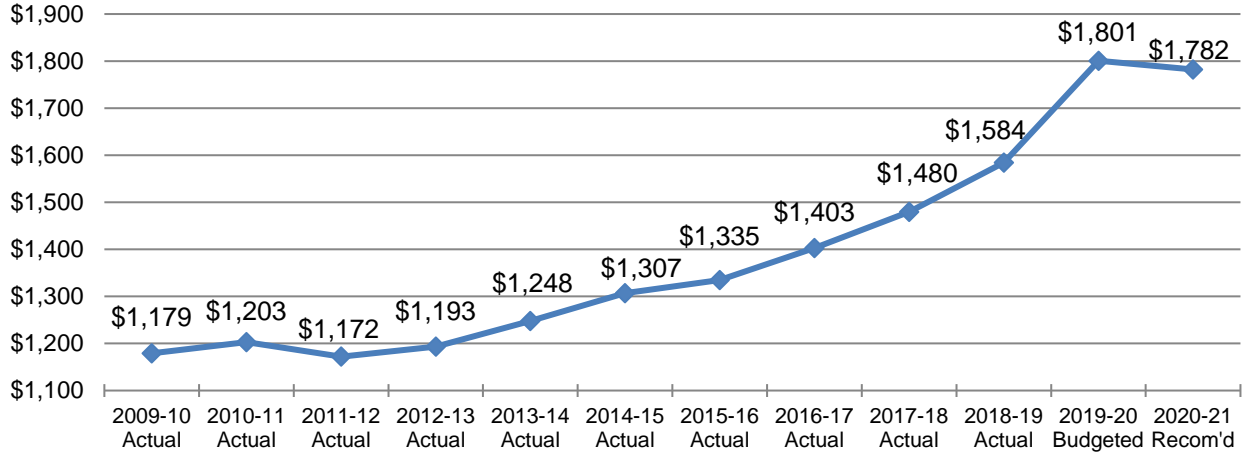
HISTORICAL PERSPECTIVE

General Fund

Between FY 2008-09 and FY 2009-10, total expenditures for the General Fund declined 6.1%. Although they were budgeted to grow by approximately 4.3% in FY 2010-11, actual growth was within 2% and was bolstered 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 both steady and significant since FY 2011-12. The current year budget shown in the following graph displays more growth in expenditures than expenditure projections indicate. This is due to the number of vacant positions and reserve funding. The FY 2019-20 appropriations include \$8.8 million in fund balance budgeted for mental health infrastructure projects. The Recommended Budget is projecting relatively flat growth for FY 2020-21. All of these projections were prepared prior to COVID-19 becoming a pandemic and will likely change.

Overview

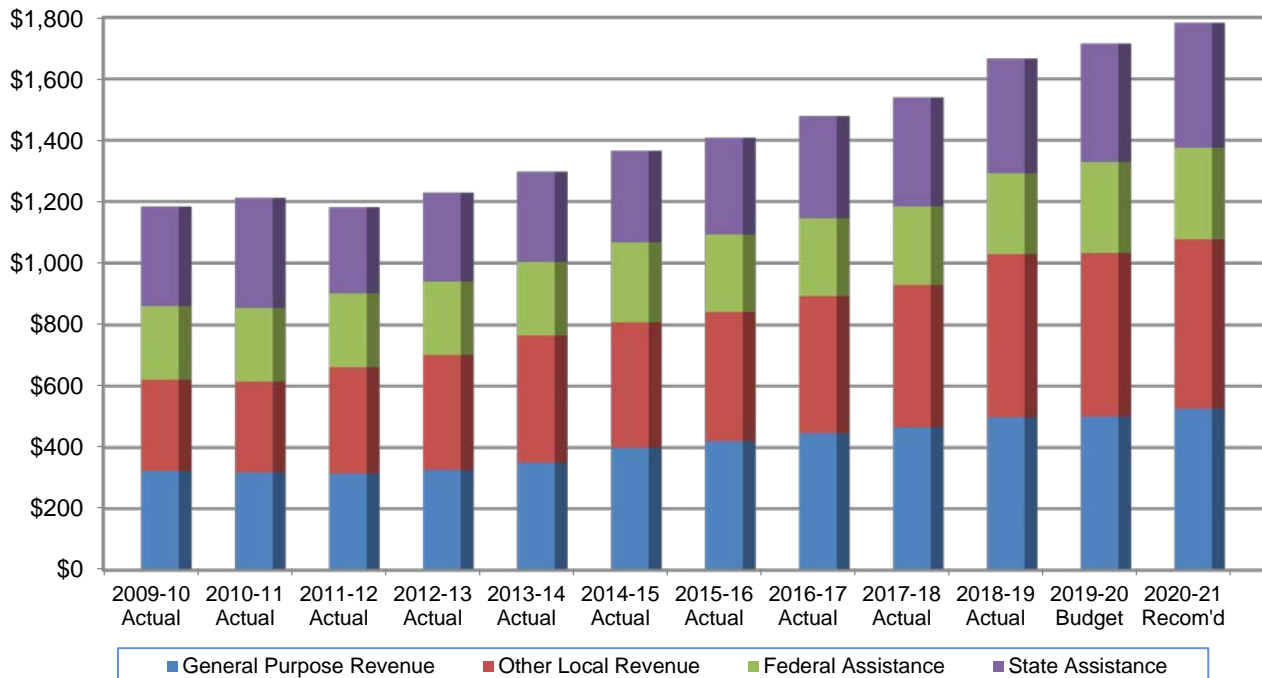
10 Year Actual Expenditure History (in millions)



As depicted in the following chart, total revenues were relatively flat until FY 2012-13 when they began to steadily increase. Revenue is expected to be relatively flat in the next year. It should be noted that the \$501.36 million budgeted general purpose revenue in FY 2019-20 includes \$8,819,683 in fund balance to provide for medical and mental health services and related infrastructure at the Martinez Detention Facility. These Other Local Revenue monies were appropriated from reserves mid-year FY 2019-20 and are not an on-going source of revenue. If the fund balance were not included in that figure, the FY 2019-20 budgeted amount would be \$492,550,000 and the total general fund revenue figure would be \$1,706.1 million.

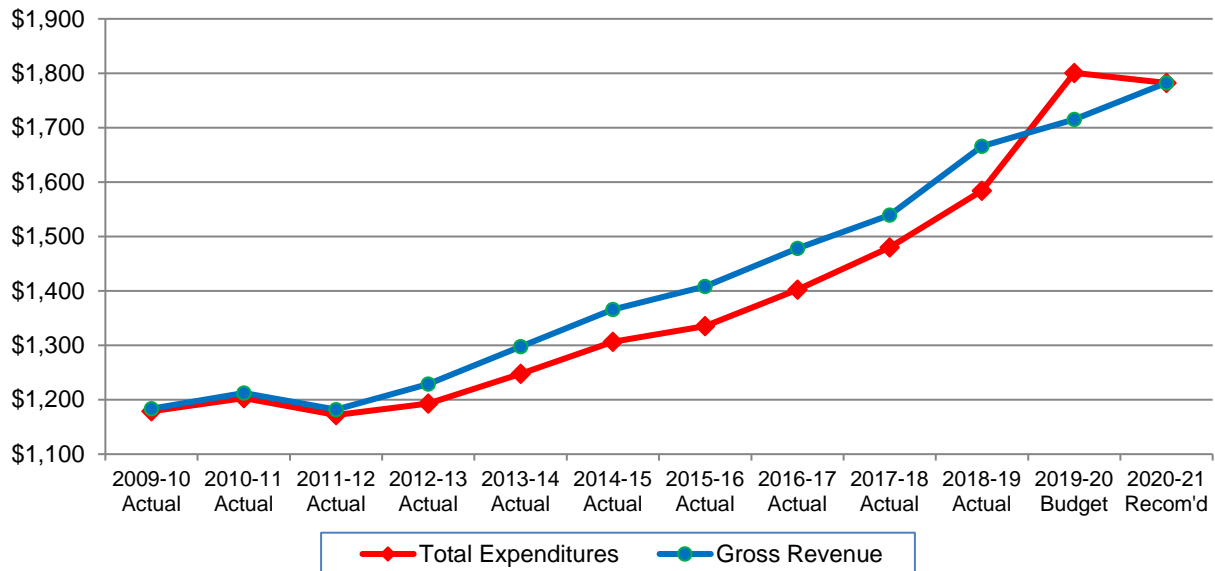
These revenues are projected based on historical trends, which have been impacted by property tax and general economic recovery.

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 2019-20 Budget figures reflect capital carryover funding and fund balance use. State impacts on FY 2020-21 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 have not anticipated reserve spending for on-going program expenses and in fact projected and achieved \$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 2020-21 Recommended Budget as a revenue.

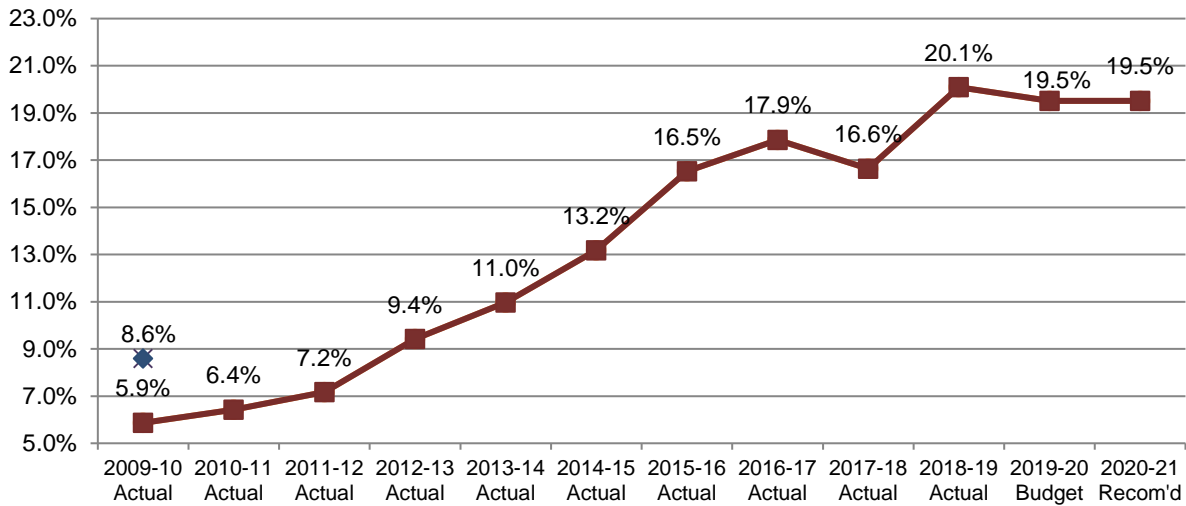
Fiscal year-end 2010-11 marked a change in the calculation of the County’s General Fund Reserve to comply with terminology revisions required by the Governmental Accounting Standards Board (GASB) Statement No. 54-Fund Balance Reporting and Governmental Fund Type Definitions. GASB issued Statement No. 54 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. The pre-GASB Statement No. 54 percentage was 8.6% (this is the final year for overlay). There was no change in the total fund balance. The County is exceeding the minimum 5% target (Unassigned Fund Balance was 20.1% of total General Fund Revenues on June 30, 2019).

Although the next graph depicts no budgeted growth in reserves, it should be noted that actuals are usually higher than projected due to a high number of vacant positions. The budget for contingency (\$10 million), reallocation of property tax revenue (\$2.5 million), and infrastructure

Overview

(\$8.8 million) is included in the chart. Fund balance is shown as a percentage of total General 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.

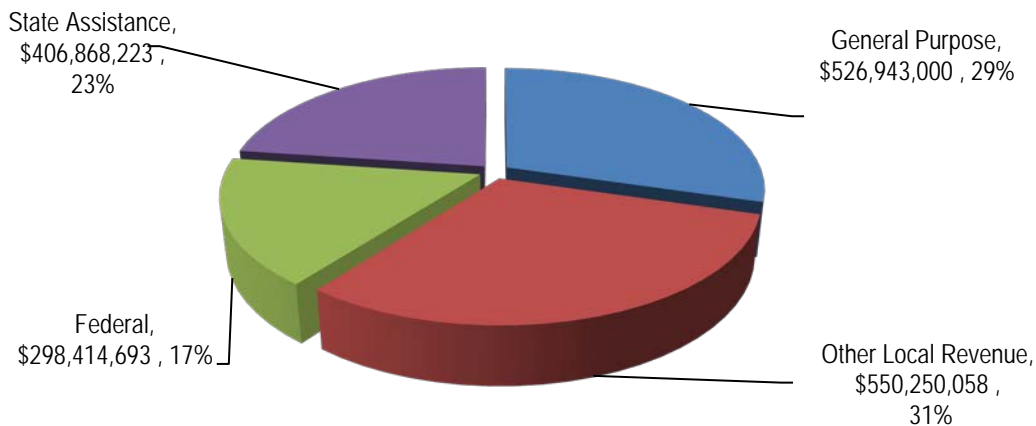
Unreserved/Unassigned Fund Balance (as of June 30)



General Fund Revenue and Appropriations

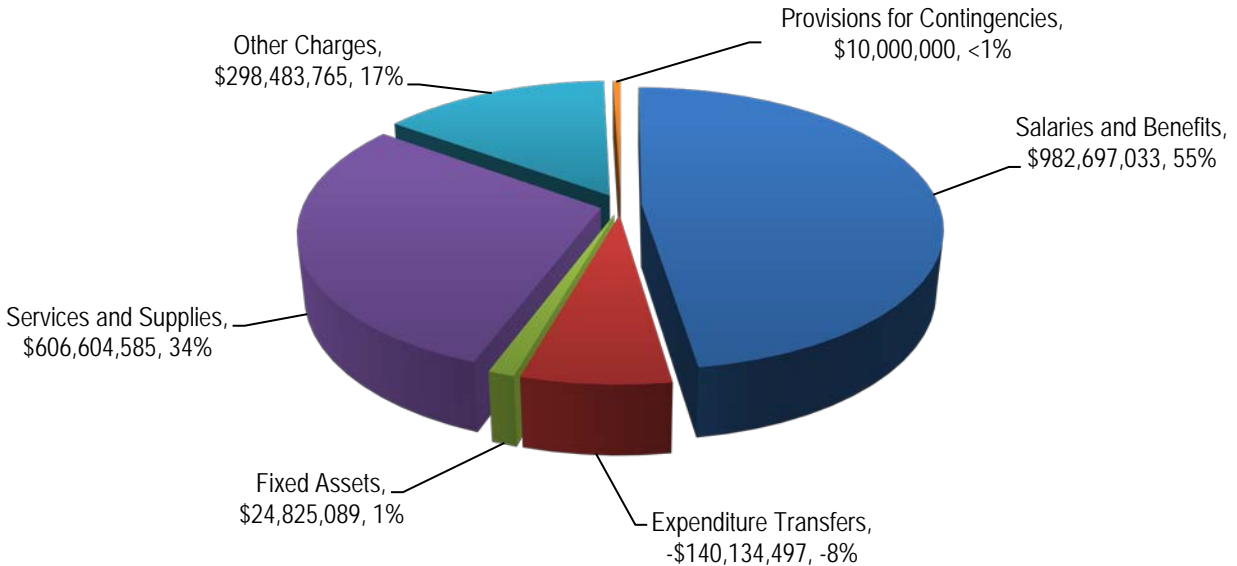
The County Summary Information available beginning on page 475 depicts history and recommendations for all revenue sources and uses for all County funds. The recommended General Fund budget of \$1.782 billion is supported by local, federal, and State resources. A large portion of the revenue, \$705.2 million, or 39.6%, is dependent upon State and federal allocations (very close to the 39.9% of last year). General Purpose revenue available from sources such as property tax and interest income is \$526.9 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. These revenue sources are used to fund programs throughout the County.

Total Revenues: \$1.782 Billion



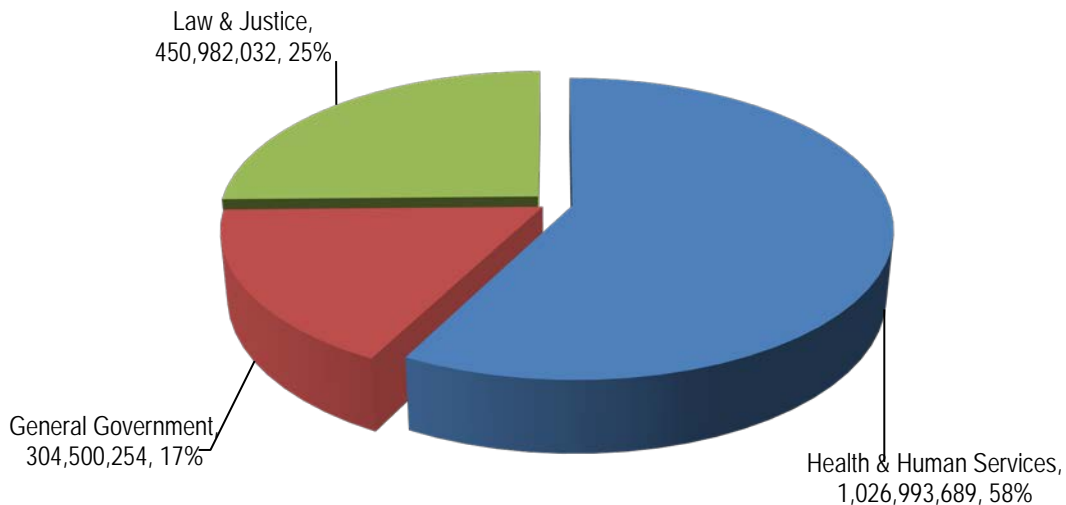
All categories below are self-explanatory, except 'Other Charges', which includes contributions to other funds such as the Enterprise Funds and interest expense on bonds and other debt. The pie chart is used to show the size of the expenditures in relation to each other (ideally, pie charts are not used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

Total Appropriations: \$1.782 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 2020-21 Recommended Budget. Distribution of resources has tracked very closely to these ratios for many years, with a fractional increase to Health and Human Services and decrease to Law and Justice.

Distribution of Appropriations: \$1.782 Billion



Other County Funds

The County Summary Information beginning on page 475 depicts history and recommendations for all revenue sources and uses for all County funds. Of the \$3.98 billion represented, \$1.78 billion is within the General Fund, \$2.02 billion is from other funds, and \$32.6 million is from fund balance. There are seven County Enterprise funds, which makeup \$1.596 billion of the \$2.20 billion in non-general funds.

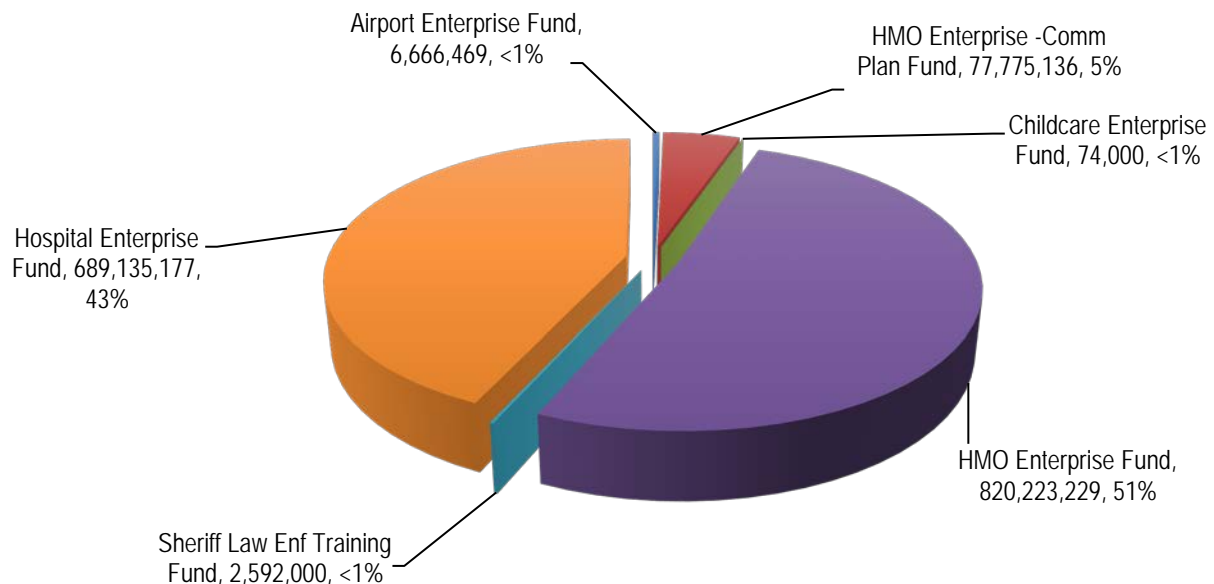
Enterprise Funds

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 256
- 2) HMO Enterprise, Page 262
- 3) HMO Enterprise-Community Plan, Page 266
- 4) Major Risk Medical Insurance (no appropriations in FY 2019-20 and FY 2020-21)
- 5) Airport Enterprise, Page 180
- 6) Sheriff Law Enforcement Training Center, Page 448
- 7) Childcare Enterprise, Page 239

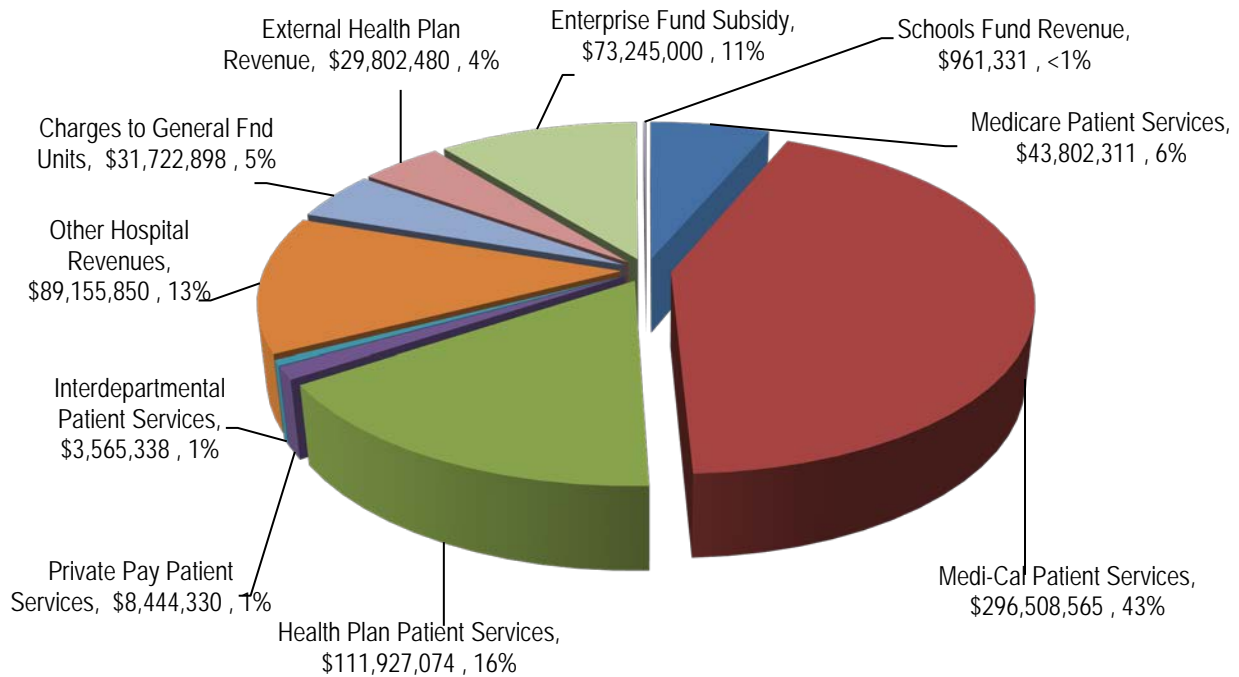
The total Recommended Budget for Enterprise Funds is \$1.596 billion.

Enterprise Fund Appropriations: \$1.596 Billion



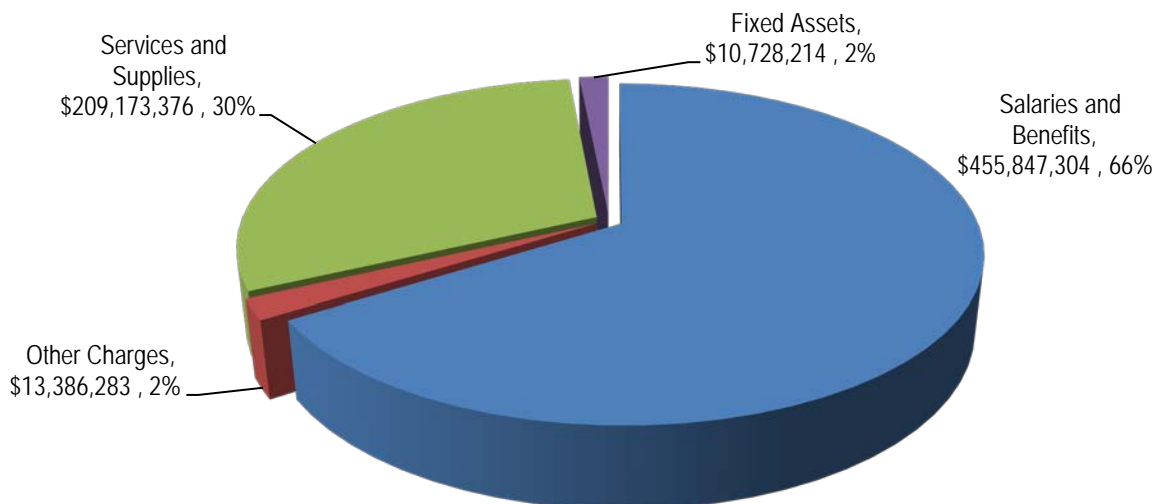
The largest of the Enterprise funds are the HMO Enterprise and Hospital Enterprise Funds. The HMO fund is used to account for all the premiums and expenditures related to Medi-Cal enrollees. The fund includes the Contra Costa Health Plan and Medi-Cal products. The Contra Costa Health Plan is a County-operated, 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: \$689.1 Million

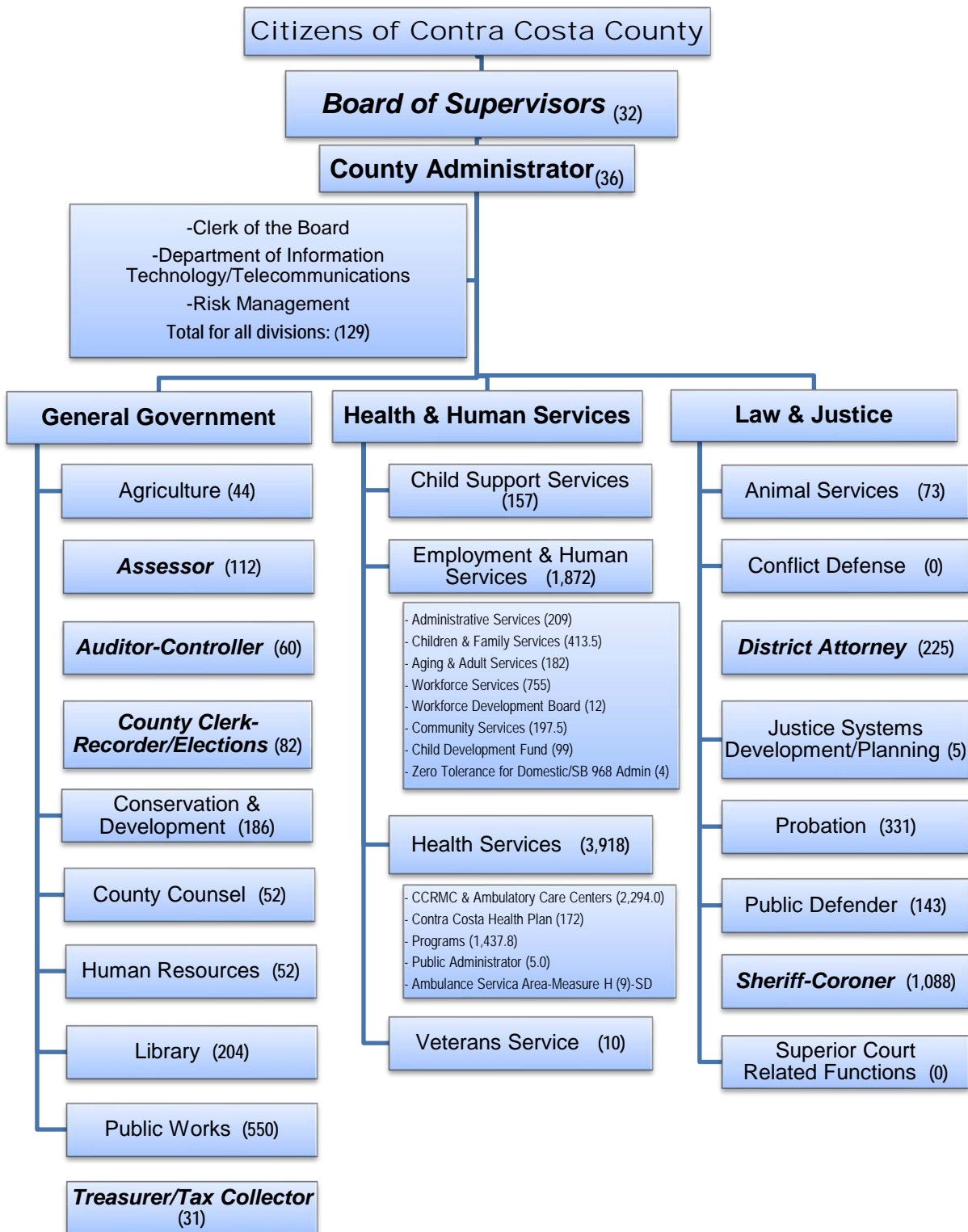


The majority of the expense in the Hospital Enterprise Fund, 66%, is for salary and benefit costs to operate the hospitals and clinics.

Total Appropriations: \$689.1 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**

<p>Airport Committee Supervisors: Karen Mitchoff Diane Burgis</p>	<p>Family & Human Services Committee Supervisors: John Gioia Candace Andersen</p>	<p>Finance Committee Supervisors: John Gioia Karen Mitchoff</p>
<p>Hiring Outreach Oversight Committee Supervisors: Federal D. Glover John Gioia</p>	<p>Internal Operations Committee Supervisors: Candace Andersen Diane Burgis</p>	<p>Legislation Committee Supervisors: Karen Mitchoff Diane Burgis</p>
<p>Public Protection Committee Supervisors: Candace Andersen Federal D. Glover</p>	<p>Transportation, Water & Infrastructure Committee Supervisors: Candace Andersen Karen Mitchoff</p>	<p>Sustainability Committee Supervisors: Federal D. Glover John Gioia</p>

Affiliated Organizations

<p>Assessment Appeals Board</p>	<p>CCC Employees' Retirement Association</p>	<p>Fire Protection District</p>
<p>Housing Authority⁽¹⁾</p>	<p>Local Agency Formation Commission</p>	<p>Public Financing Authority⁽¹⁾</p>
<p>Successor Agency to the Redevelopment Agency⁽¹⁾</p>	<p>First 5 Contra Costa Children & Families Commission</p>	<p>In-Home Supportive Services Public Authority⁽¹⁾</p>

⁽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 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 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	Juvenile Justice Coordinating Council	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***
<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;"> Workforce Development Board*** </div>					

*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://www.contracosta.ca.gov/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 2020-21 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 2020-21 Recommended Budget book is the official transmittal document for the Recommended Budget to the Board of Supervisors and citizens of Contra Costa County from the County Administrator, David Twa.

OVERVIEW

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

DEPARTMENTAL BUDGET SUMMARIES BY FUNCTIONAL GROUP

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

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

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

ROUNDING

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

FIRE DISTRICTS

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

COUNTY SUMMARY INFORMATION

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

APPENDIX

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

NAVIGATION INFORMATION FOR DEPARTMENTAL BUDGET SUMMARIES

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

- 1** This area lists the department name, functional group in which the department is assigned, and the department head's name.
- 2** This area summarizes the budget by fund and major account, shows the number of full-time budgeted positions, the change from the current year's budget at the recommended level, and a comparison of key financial indicators. Requirements, as well as the means of financing them, are shown in this section. Expenditure Transfers and Total Expenditures are shown as net figures. In the header row of each major function box, the term General Fund is used if the function is entirely funded by the General Fund. The term General Fund Only is used if the function is funded by more than one fund (the box, however, will depict only the General Fund portion).
- 3** This area provides summary compensation information.
- 4** This area summarizes the program descriptions, providing a narrative explanation of the department's programs.
- 5** This area provides details of service requirements and financing sources. Gross expenditures are displayed. The Funding Sources lists both revenues and transfers.
- 6** This area summarizes the County Administrator's recommended funding level, the reasons for the recommendation and the expected impact on services if the recommended level is approved.
- 7** This area summarizes FY 2020-21 Administrative and Program Goals.
- 8** This area summarizes recommended service additions and/or reductions by program.

1

**Agriculture
General Government**

2

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expenditures					
Salaries and Benefits	4,271,295	5,907,973	5,118,571	5,114,235	(4,336)
Services and Supplies	1,602,536	1,396,598	1,454,799	1,454,799	
Fixed Assets	80,296	0	8,500	8,500	
Expenditure Transfers	478,175	477,429	485,466	485,466	
Expense Total	6,432,302	6,972,000	7,067,336	7,063,000	(4,336)
Revenue					
Other Local Revenue	911,863	1,182,828	1,185,606	1,185,606	
State Assistance	2,953,207	3,274,172	3,377,394	3,377,394	
Total Revenue	3,865,070	4,457,000	4,563,000	4,563,000	
Net County Cost (NCC)	2,567,231	2,515,000	2,504,336	2,500,000	(4,336)
Allocated Positions (FTE)	44.6	45.6	45.6	43.3	(1.3)
FINANCIAL INDICATORS					
Salaries as % of Total Exp	66%	73%	72%	72%	
% Change in Total Exp		8%	1%	0%	
% Change in Total Rev		15%	2%	0%	
% Change in NCC		(2%)	0%	0%	
Compensation Information					
Permanent Salaries	2,746,648	3,374,556	3,397,760	3,337,335	(60,425)
Temporary Salaries	28,386	0	0	0	0
Permanent Overtime	12,866	0	0	0	0
Deferred Comp	32,850	36,798	35,700	37,581	1,881
FICA/Medicare	211,515	259,116	258,723	267,032	8,309
Ret Exp-Pre 97 Retirees	6,870	9,350	9,350	9,350	0
Retirement Expense	685,954	719,000	767,055	798,868	31,813
Employee Group Insurance	267,743	317,657	336,904	349,469	12,565
Retiree Health Insurance	199,557	209,832	183,259	183,259	0
OPEB Pre-Pay	59,179	91,662	82,252	82,252	0
Unemployment Insurance	1,050	1,626	3,398	3,507	109
Workers Comp Insurance	18,679	78,376	44,170	45,582	1,412

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 are data for the following cost centers: Agriculture/Weights & Measures Admin, Agriculture & Pest Management, Weights & Measures, and Cooperative Extension.

Major Department Responsibilities

The Agriculture/Weights and Measures Department promotes and protects the County's agricultural interests while protecting the public health and environment; protects the public interest in the commercial exchange of goods where value is determined by weights and measures; 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.

4

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. This action lent more stable and consistent administration and guidance for the Department. The fiscal year 2020-21 budget includes a new Deputy Agricultural Commissioner, which will provide for additional management support and succession planning.

Overview

6

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 through unclaimed gas taxes and a high risk exclusion contract also increased last fiscal year. This additional revenue has helped fund increased personnel costs and increase service levels.

Agricultural Division Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:	5	\$3,614,430
Financing:		3,670,250
Net County Cost:		(55,820)
Funding Sources:		
State	91.4%	\$3,355,689
Fees	5.6%	205,561
Interfund Revenue	2.4%	88,000
Other	0.5%	17,000
Forfeiture/Penalties	0.1%	4,000
FTE:	32.3	

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 increase as compared to the previous fiscal year. The additional funding will help offset the higher operational cost. The Department and the University of California Cooperative Extension completed their relocation into their new offices. As a result of the relocation occupancy cost will increase by approximately \$57,000 in FY 2020-21. The Department will offset this increase with revenue from unclaimed gas tax, increased contracts, and grants.

The FY 2020-21 Recommended Budget for the Department is balanced while maintaining current service levels. 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. 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.

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 work.

8

FY 2020-21

Program Modification List

Order	Reference to Mand/Disc List	Programs/ Budget Units	Services	FTE	Net County Cost Impact	Impact
1	3	Administration	Salaries and benefits	1.0	\$164,701	Add 1 Deputy Agricultural Commissioner
2	2	Agricultural Division	Salaries and benefits	(2.3)	(169,037)	Reduce 19 Pest Detection Specialist positions from .82 FTE to .7 FTE
			Total	(1.3)	(4,336)	

County of Contra Costa General Government

General Government



Functional Group Summary General Government

Table Description

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

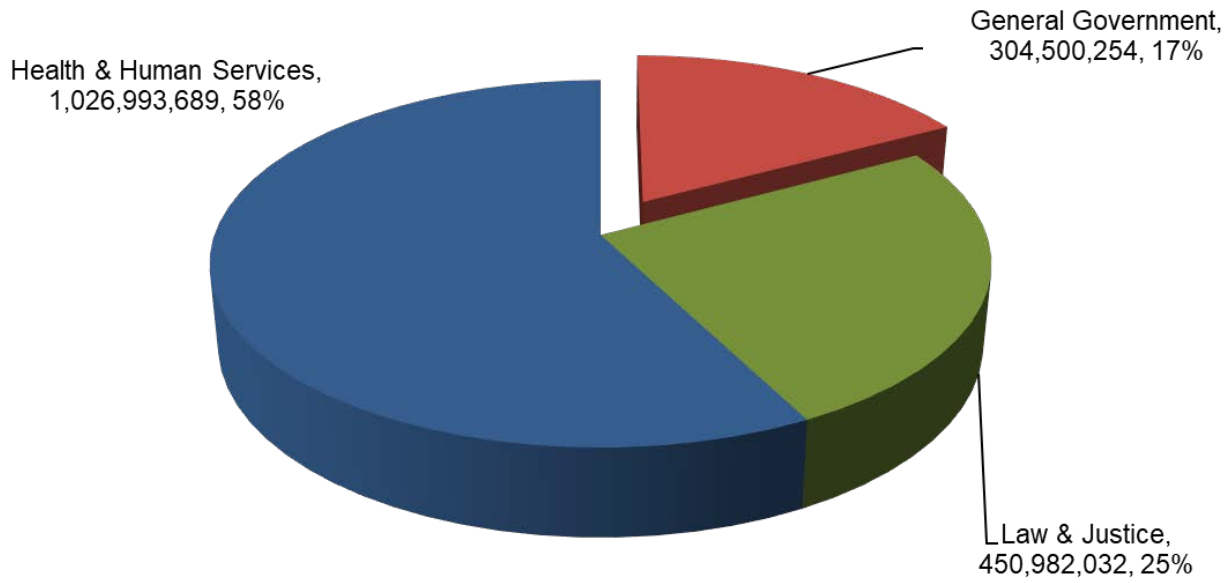
Administrator, County Counsel, Crockett/Rodeo Revenues, Debt Service, Department of Information Technology, Employee/Retiree Benefits, General Purpose Revenue, Human Resources, Public Works, and Treasurer-Tax Collector. (Some departments may have non-General Fund activity as well.) The Recommended Net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

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	134,371,737	163,281,511	170,183,254	169,782,865	(400,389)
Services And Supplies	168,208,929	217,432,434	182,197,697	182,001,906	(195,791)
Other Charges	48,261,726	49,537,717	48,989,077	48,989,077	0
Fixed Assets	72,509,744	60,594,295	18,731,733	18,689,310	(42,423)
Provisions For Contingencies	0	7,510,000	10,000,000	10,000,000	0
Expenditure Transfers	(114,577,533)	(120,540,775)	(124,762,904)	(124,962,904)	(200,000)
Expense Total	308,774,603	377,815,182	305,338,857	304,500,254	(838,603)
Revenue					
Other Local Revenue	691,035,304	665,003,545	694,764,161	695,037,560	273,399
Federal Assistance	10,444,232	13,717,786	14,746,000	14,746,000	0
State Assistance	19,623,666	5,156,172	5,323,694	5,323,694	0
Revenue Total	721,103,202	683,877,503	714,833,855	715,107,254	273,399
Net County Cost (NCC):	(412,328,599)	(306,062,321)	(409,494,998)	(410,607,000)	(1,112,002)
Allocated Positions (FTE)	1,133.7	1,141.4	1,132.6	1,134.3	1.7
Financial Indicators					
Salaries as % of Total Exp	44%	43%	56%	56%	
% Change in Total Exp		22%	(19%)	0%	
% Change in Total Rev		(5%)	5%	0%	
% Change in NCC		(25%)	34%	0%	
Compensation Information					
Permanent Salaries	78,236,144	94,447,304	99,347,864	98,799,721	(548,143)
Temporary Salaries	1,969,583	2,245,940	2,145,040	2,061,556	(83,484)
Permanent Overtime	2,121,146	1,826,074	2,013,600	2,013,600	0
Deferred Comp	1,085,144	1,504,278	1,593,480	1,600,761	7,281
Comp & SDI Recoveries	(280,852)	(183,041)	(138,820)	(138,820)	0
FICA/Medicare	5,953,898	7,217,567	7,438,844	7,466,589	27,745
Ret Exp-Pre 97 Retirees	242,155	302,959	305,581	305,581	0
Retirement Expense	23,811,462	28,926,878	30,009,688	30,127,634	117,946
Excess Retirement	34,092	3,800	4,100	4,100	0
Employee Group Insurance	11,297,729	15,641,452	16,906,936	16,971,708	64,772
Retiree Health Insurance	6,224,251	6,290,271	6,176,377	6,176,377	0
OPEB Pre-Pay	2,787,492	2,689,803	2,629,725	2,629,725	0
Unemployment Insurance	30,005	53,549	100,764	100,873	109
Workers Comp Insurance	859,488	2,314,676	1,650,075	1,663,460	13,385

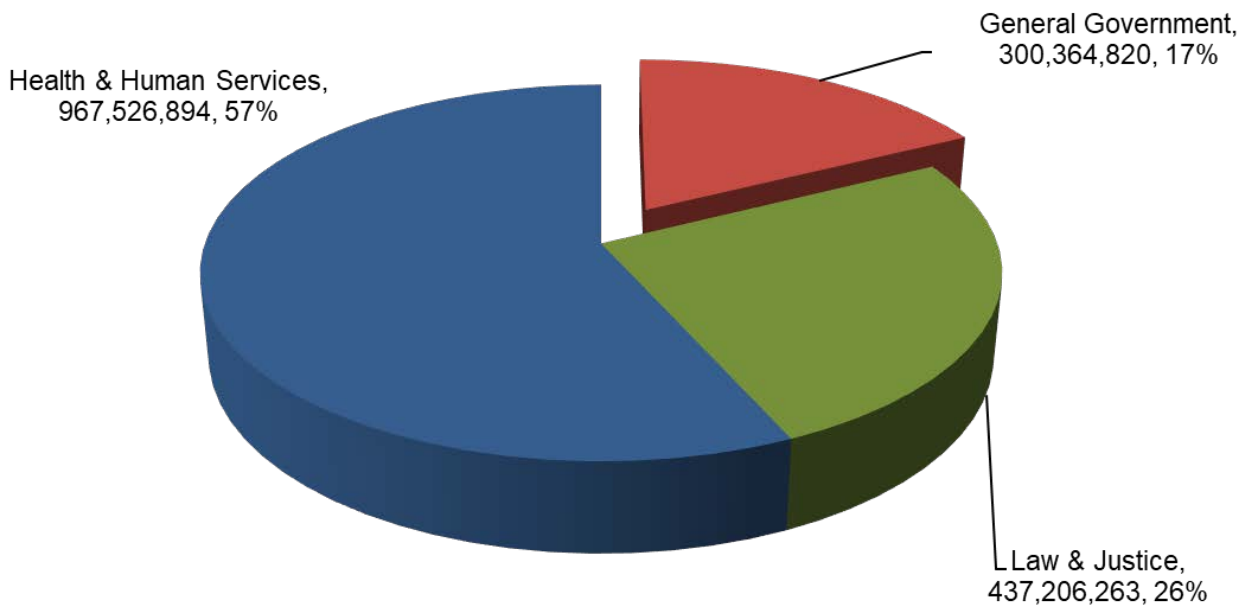
Functional Group Summary

General Government

FY 2020-21
Recommended General Fund Expenditures



FY 2019-20
Recommended General Fund Expenditures



Agriculture/Weights and Measures General Government

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	4,271,295	5,097,973	5,118,571	5,114,235	(4,336)
Services And Supplies	1,602,536	1,396,598	1,454,799	1,454,799	0
Fixed Assets	80,296	0	8,500	8,500	0
Expenditure Transfers	478,175	477,429	485,466	485,466	0
Expense Total	6,432,302	6,972,000	7,067,336	7,063,000	(4,336)
Revenue					
Other Local Revenue	911,863	1,182,828	1,185,606	1,185,606	0
State Assistance	2,953,207	3,274,172	3,377,394	3,377,394	0
Revenue Total	3,865,070	4,457,000	4,563,000	4,563,000	0
Net County Cost (NCC):	2,567,231	2,515,000	2,504,336	2,500,000	(4,336)
Allocated Positions (FTE)	44.6	45.6	45.6	44.3	(1.3)
Financial Indicators					
Salaries as % of Total Exp	66%	73%	72%	72%	
% Change in Total Exp		8%	1%	0%	
% Change in Total Rev		15%	2%	0%	
% Change in NCC		(2%)	0%	0%	
Compensation Information					
Permanent Salaries	2,746,648	3,374,556	3,397,760	3,337,335	(60,425)
Temporary Salaries	28,386	0	0	0	0
Permanent Overtime	12,866	0	0	0	0
Deferred Comp	32,850	36,798	35,700	37,581	1,881
FICA/Medicare	211,515	259,116	258,723	267,032	8,309
Ret Exp-Pre 97 Retirees	6,870	9,350	9,350	9,350	0
Retirement Expense	685,954	719,000	767,055	798,868	31,813
Employee Group Insurance	267,743	317,657	336,904	349,469	12,565
Retiree Health Insurance	199,557	209,832	183,259	183,259	0
OPEB Pre-Pay	59,179	91,662	82,252	82,252	0
Unemployment Insurance	1,050	1,626	3,398	3,507	109
Workers Comp Insurance	18,679	78,376	44,170	45,582	1,412

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:

Agriculture/Weights & Measures Admin,
Agriculture & Pest Management, Weights &
Measures, and 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. This action leant more stable and consistent administration and guidance for the Department. The fiscal year 2020-21 budget includes a new Deputy Agricultural Commissioner, which will provide for additional management support and succession planning.

Administration Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$2,108,386
Financing:		0
Net County Cost:		2,108,386
Funding Sources:		
General Fund	100.0%	\$2,108,386
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 through unclaimed gas taxes and a high risk exclusion contract also increased last fiscal year. This additional revenue has helped fund increased personnel costs and increase service levels.

Agricultural Division Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$3,614,430
Financing:		3,670,250
Net County Cost:		(55,820)
Funding Sources:		
State	91.4%	\$3,355,689
Fees	5.6%	205,561
Interfund Revenue	2.4%	88,000
Other	0.5%	17,000
Forfeitures/Penalties	0.1%	4,000
FTE: 32.3		

Weights and Measures

Description: Provides assurance of fair business practices by performing routine inspection of all weighing and measuring devices such as deli scales and gasoline pumps used in commercial transactions. Provides regulatory services to ensure commercial sales are made in compliance with state laws. This unit also enforces laws and regulations to prevent deceptive packaging and ensuring accurate units of measure and accurate pricing charged to consumers at automated point-of-sale (POS) systems commonly known as register scanners.

Agriculture/Weights and Measures General Government

The Weights and Measures Division will continue to experience increased workload as new weight, measuring and transaction 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.

Program volunteers who answer questions and educate the general public on sustainable landscape practices and pest management; 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.

Weights and Measures Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$1,115,464	
Financing:	892,750	
Net County Cost:	222,714	
Funding Sources:		
Fees	77.1%	\$860,545
State	1.9%	21,705
Forf/Penalties	1.0%	10,500
General Fund	20.0%	222,714
FTE: 7.0		

Cooperative Extension Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$224,720	
Financing:	0	
Net County Cost:	224,720	
Funding Sources:		
General Fund	100.0%	\$224,720
FTE: 1.0		

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; includes UC Master Gardener

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 increase as compared to the previous fiscal year. The additional funding will help offset the higher operational cost. The Department and the University of California Cooperative Extension completed their relocation into their new office building. As a result of the relocation occupancy cost will increase by approximately \$57,000 in FY 2020-21. The Department will offset this increase with revenue from unclaimed gas tax, increased contracts, and grants.

The FY 2020-21 Recommended Budget for the Department is balanced while maintaining current service levels. California Food and

Agriculture/Weights and Measures

General Government

Agricultural Code (FAC) Section 224 (g) states that counties must maintain a certain level of County General Fund support of Agriculture Department. Additional cuts would place unclaimed gas tax revenue in jeopardy.

The FY 2020-21 Recommended Budget includes the reduction of 2.3 FTE Pest Detection Specialists (19 positions ranging from 0.82 to .7 FTE), which reflect the mandates of the Agricultural Division. The cost savings will be used to add one Deputy Agricultural Commissioner position to ensure that current and future operations of the Department are properly managed and is consistent with the overall succession plan of the Agriculture Commissioner.

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 one nursery tested positive with *Phytophthora ramorum*. The Department worked with CDFA and the nursery operator to establish a plant holding area in accordance with quarantine protocols. The nursery was able to continue selling and shipping plants. The Department will continue to monitor and inspect all host plants on a regular basis to ensure compliance with the applicable regulations. All other shipping nurseries are 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 meets the state's protocols and is ready for the new technology by bringing in the state to conduct training with staff, checking the work of staff to ensure they are keeping their work up to the standards set by the state, and getting all of our data into the new statewide electronic database. The Department places and services 10 different types of exotic insect traps with a total of 5,759 individual traps. Pest Detection Staff detected 1 Peach Fruit Fly in a trap in Walnut Creek and 4 Peach Fruit Flies in Brentwood and Oakley near our Agricultural core area during 2019. Additional traps were placed to monitor for the pest. CDFA conducted treatments and have no finds after treatments begun.
- The Glassy-Winged Sharpshooter/Pierce's Disease Control Program continues to be a very successful program in Contra Costa County. Though there was some reduction in this state contract, increased efficiencies in our program have resulted in retaining the efficacy of the program.
- The Department continues to work closely with the Integrated Pest Management Coordinator to improve the Department and county's pest management programs.
- The Department has secured funding for the pest management program. The Department surveyed and/or treated 44 historically invasive noxious weed infested sites for the 3 target species of the program and will be increasing these numbers soon.
- For the fourth year in a row, the Department has received a CDFA contract to conduct a trapping program for Asian Citrus Psyllid (ACP). This relatively new pest of citrus already infests much of Southern California. This insect pest has been detected in Contra Costa County in three locations. CDFA conducted treatments and increased trapping with no new finds since then.
- Our pesticide use enforcement program involves inspections of operations by growers, pest control operators, agencies and others that use and store pesticides. The program completed 645 inspections and 31 investigations of alleged misuse or exposure. Education is a key component of our enforcement program. The Department

Agriculture/Weights and Measures

General Government

reached 610 individuals through 16 training sessions, some of which were given in Spanish.

- The Weights & Measures Division conducted 68 investigations last year and filed 21 administrative actions to correct the problems found. These actions serve to protect consumers and businesses in the county.
- The Department currently has 2 Weights and Measures staff members in the areas of Heavy Capacity and Industrial Scales Inspection and has others who are being trained to assist in these programs. All Weights and Measures staff attends training for different aspects of Weights and Measures programs, including administrative hearings and investigations, to keep current with the ever changing industry.
- Staff performed 415 point-of-sale (Price Verification) inspections in 2019. Inspections resulted in 110 violation notices and 21 administrative actions were issued involving \$17,650 in proposed fines.
- The Detector Dog Team Program continues to be a success and continues to work regionally in 12 Greater Bay Area counties at FedEx and UPS. The Detector Dog Team Program continues to work in two U.S. Post Office facilities and will be working at more facilities in the future. They have successfully intercepted packages that could have severe economic impact to California's agriculture and environment in parcel facilities throughout the state.
- A needs assessment is underway, evaluating the most important priorities for the diverse cropping systems and agricultural enterprises in the county. As a part of this process, the recently hired Specialty Crops Advisor has continued to have personal contacts with farmers in the form of farm visits, office visits, e-mails, and telephone calls. Partnering with the Contra Costa agriculture department, he has delivered presentations to growers on new and imminent pests, and planned pesticide safety trainings for handlers and farm

workers for the Spring. The Specialty Crops Advisor plans to continue producing grower newsletters and updating and maintaining the Agricultural Resources website, offering a wealth of evidence-based information relevant to all aspects of growing crops in Contra Costa County.

- The UC Master Gardener Program of Contra Costa County has 243 active Master Gardener volunteers who contributed 26,321 hours valued by the Independent Sector at \$749,096 educating local 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. The UC Master Gardener volunteers had 15,761 direct contacts with county residents answering questions on home horticulture, integrated pest management and sustainable landscape practices.

Program deliveries include 86 free public presentations touching over 2,600 county residents, supported over 20 community gardens, including at the Veteran's Administration, and a county residential treatment facility. The demonstration garden in Walnut Creek donated over 13,000 pounds of fresh produce to the Monument Crisis Center thereby helping individuals and families in need. UC Master Gardener volunteers directly support the County Agriculture Department by staffing their help line one afternoon per week. The UC Master Gardener Program of Contra Costa County continues to increase its volunteer base and educational outreach efforts, especially in East and West County, through our demonstration gardens, public talks and community workshops.

- 4-H Youth and Community Development Program engages/educates future farmers and consumers on the importance of agriculture and where food comes from. Youth participate in yearlong youth development programs. Participating youth were 1.6 times more likely to report better

Agriculture/Weights and Measures

General Government

grades (B or better), 1.8 times more likely to go to college, 3 times more likely to contribute to their communities, and girls were 2 times more likely to have plans to pursue science careers vs non 4-H girls. Youth also learn citizenship, leadership and life skills, necessary to be competent and productive adults. Our program is accessible county-wide, from El Cerrito to Brentwood and Martinez to Tassajara. The Department has 9 clubs throughout Contra Costa County!

- The UCCE Expanded Food and Nutrition Education Program educators provided 2,880 low-income students, an average of 6 hours of nutrition education. 81% showed improvement in their diet quality. In addition, 250 low-income parents, with children, learned how to eat healthy on a limited budget. Evaluations showed that 92% of parents improved their nutrition habits and 78% 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 about IPM strategies, tactics, invasive pest species awareness / preparation, and urban surface water concerns related to pest management.
- The UCCE Urban Forestry Program organized one meeting and one webinar in Contra Costa County focused on landscape tree selection and on tree response to

climate change and presented at two additional professional conferences. 152 professionals were educated on managing new tree pests, and on assessing fungal decay organisms and tree risk. Through four training sessions, 48 Contra Costa Master Gardeners gained new knowledge on abiotic disorders of trees and tree planting techniques, on evaluating tree water-use and providing appropriate drought-conscious irrigation to preserve trees, and a special training on successful use of recycled (reclaimed) water in landscapes.

- The Urban Agriculture Program increased awareness of risk management and heavy metals exposure prevention in urban agricultural operations, urban agriculture policies among urban producers, policy makers and residents, sound land management practices to optimize food growing, support pollinator habitat, natural resource conservation and minimize environmental impacts. The program develops and distributes free, online educational materials for urban food growers on urban soil quality and food safety, urban ag land access, edible landscaping policies and best practices.

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 continue to find new sources of funding to support an effective 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 and to support local farmers and direct marketing to the public.

Agriculture/Weights and Measures General Government

- Inform and help train growers and the 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.
- Keep property values high by helping residents sustain landscaping during drought while minimizing landscape water use.
- Reduce demands on California's natural resources; utilize renewable resources; and protect the environment through educational outreach on sustainable landscape practices.
- Reduce landfill materials
- Improve efficacy and ensure sustainability of professions 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 science careers and 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 in a healthier manner.

FY 2020-21 Program Modification List

Order	Reference to Mand/Disc List	Programs/ Budget Units	Services	FTE	Net County Cost Impact	Impact
1	1	Administration	Salaries and benefits	1.0	164,701	Add 1 Deputy Agricultural Commissioner
2	2	Agricultural Division	Salaries and benefits	(2.3)	(169,037)	Reduce 19 Pest Detection Specialist positions from .82 FTE to .7 FTE
			Total	(1.3)	(4,336)	

Agriculture/Weights and Measures
General Government

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	13,623,175	15,387,565	16,107,252	16,107,252	0
Services And Supplies	3,094,795	2,739,832	2,770,633	2,770,633	0
Other Charges	173	4,900	4,900	4,900	0
Fixed Assets	90,770	10,000	10,000	10,000	0
Expenditure Transfers	(203,664)	(249,788)	(249,896)	(249,896)	0
Expense Total	16,605,250	17,892,509	18,642,889	18,642,889	0
Revenue					
Other Local Revenue	1,126,803	1,642,509	1,642,889	1,642,889	0
Revenue Total	1,126,803	1,642,509	1,642,889	1,642,889	0
Net County Cost (NCC):	15,478,447	16,250,000	17,000,000	17,000,000	0
Allocated Positions (FTE)	122.0	122.0	112.0	112.0	0.0
Financial Indicators					
Salaries as % of Total Exp	82%	86%	86%	86%	
% Change in Total Exp		8%	4%	0%	
% Change in Total Rev		46%	0%	0%	
% Change in NCC		5%	5%	0%	
Compensation Information					
Permanent Salaries	7,663,915	8,142,304	8,599,453	8,599,453	0
Temporary Salaries	318,664	267,259	267,259	267,259	0
Permanent Overtime	352	15,000	15,000	15,000	0
Deferred Comp	98,215	178,740	177,960	177,960	0
Comp & SDI Recoveries	(20,979)	(9,120)	(9,120)	(9,120)	0
FICA/Medicare	578,837	746,892	762,200	762,200	0
Ret Exp-Pre 97 Retirees	24,925	41,027	41,027	41,027	0
Retirement Expense	2,469,296	3,062,792	3,118,084	3,118,084	0
Employee Group Insurance	1,095,875	1,640,919	1,846,792	1,846,792	0
Retiree Health Insurance	823,988	799,608	820,397	820,397	0
OPEB Pre-Pay	385,767	362,655	346,560	346,560	0
Unemployment Insurance	2,862	4,982	10,136	10,136	0
Workers Comp Insurance	181,457	134,508	111,503	111,503	0

Department Description

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

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

Assessor General Government

Major Department Responsibilities

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

Appraisal

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

Appraisal Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$7,273,722	
Financing:	728,722	
Net County Cost:	6,545,000	
Funding Sources:		
Fees	4.8%	\$351,462
Prop Tax Admin	3.9%	281,050
Transfers	1.3%	96,210
General Fund	90.0%	6,545,000
FTE:	43.0	

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:	\$1,851,493	
Financing:	185,493	
Net County Cost:	1,666,000	
Funding Sources:		
Fees	4.8%	\$89,463
Prop Tax Admin	3.9%	71,540
Transfers	1.3%	24,490
General Fund	90.0%	1,666,000
FTE:	10.0	

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, 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:	\$8,690,681	
Financing:	870,681	
Net County Cost:	7,820,000	
Funding Sources:		
Fees	4.8%	\$419,929
Prop Tax Admin	3.9%	335,800
Transfers	1.3%	114,952
General Fund	90.0%	7,820,000
FTE:	52.0	

Administrative Services

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

Administrative Services Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$1,076,889	
Financing:	107,889	
Net County Cost:	969,000	
Funding Sources:		
Fees	4.8%	\$52,035
Prop Tax Admin	3.9%	41,610
Transfers	1.3%	14,244
General Fund	90.0%	969,000
FTE: 7.0		

Property Tax Administration Program (Fund 115100)

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

Property Tax Administration Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$3,091,000	
Financing:	0	
Net Fund Cost:	3,091,000	
Funding Sources:		
Net Fund Cost	100.0%	\$3,091,000
Fund: 115100		

CAO's Recommendation

The baseline net County cost reflects a net \$75,000 increase from FY 2019-20.

Salary and benefit costs increased by \$719,687, reflecting negotiated cost-of-living increase as of July 1, 2020 as well as the elimination of 10 funded long-term vacant positions. Operational costs, including interdepartmental charges for IT support, increased by approximately \$30,000. Assessor Fees increased by \$380.

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

Continued to promote usage of the Electronic Standard Data Record system to enable taxpayers to file business property statements (form 571L) electronically. Approximately 80% 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.

Updated clerical desk manuals for the Residential and Standards Divisions.

Migrated to a new version of the Assessment Evaluation Services (AES) System that is easier to support. This new version also allows for automated weekly refresh of data saving staff time.

Improved workflow in the Standards Division through cross training of appraisal staff.

Assessor

General Government

Streamlined various clerical processes throughout the Residential, Standards, and Local Exemptions Divisions to improve efficiency.

As part of a major project to convert data from the Geographical Information System (GIS) Database into a parcel fabric, Drafting Division staff ran database queries to compare, identify discrepancies, and update the fabric.

Due to an increased volume of new condominium construction, the Drafting Division dedicated additional staff time to complete an unusually high number of complicated Assessor Map Parcel Pages.

The Department served as the regional host for the 2019 Bay Area Assessor's Association Management Conference and CA Assessor's Association-Information Technology Affiliate Conference. More than 200 people attended the conference, including assessors from across the State of California, assessors' office staff, State Board of Equalization members and various exhibitors and vendors. The event included training on a variety of topics and a strong speaker program including two-term Mayor of San Francisco and Speaker of the California State Assembly, Willie L. Brown.

Administrative and Program Goals

Continue to train Drafting Division staff on editing and map production in the new parcel fabric environment.

Fill vacant Auditor-Appraiser positions so that more assessments and audits can be completed to comply with Board of Equalization audit requirements.

Update Proposition 8 procedures and correspondence for consistency and clarity throughout the department.

Continue to cross train the Standards Division appraisal staff to include more complex ownership changes, and applications of exemptions and exclusions.

Continue to improve and streamline shared work processes between the clerical and valuation divisions.

Research implementation of an electronic filing system to reduce the use of paper and need for storage space.

Recruit, hire, and train Junior Appraisers for assignment to the Residential Division to maintain sufficient staffing.

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	6,504,459	8,107,121	8,930,066	8,242,211	(687,855)
Services And Supplies	2,187,046	2,615,923	2,275,705	2,275,705	0
Expenditure Transfers	(435,372)	(432,750)	(363,994)	(363,994)	0
Expense Total	8,256,133	10,290,294	10,841,777	10,153,922	(687,855)
Revenue					
Other Local Revenue	6,343,498	6,565,294	6,603,922	6,603,922	0
Revenue Total	6,343,498	6,565,294	6,603,922	6,603,922	0
Net County Cost (NCC):	1,912,635	3,725,000	4,237,855	3,550,000	(687,855)
Allocated Positions (FTE)	60.0	60.0	60.0	60.0	0.0
Financial Indicators					
Salaries as % of Total Exp	79%	79%	82%	81%	
% Change in Total Exp		25%	5%	(6%)	
% Change in Total Rev		3%	1%	0%	
% Change in NCC		95%	14%	(16%)	
Compensation Information					
Permanent Salaries	3,878,758	4,798,285	5,467,860	4,780,005	(687,855)
Temporary Salaries	16,474	62,500	27,500	27,500	0
Permanent Overtime	79,588	0	0	0	0
Deferred Comp	73,703	99,240	105,120	105,120	0
Comp & SDI Recoveries	0	(5,000)	(5,000)	(5,000)	0
FICA/Medicare	284,583	383,230	403,608	403,608	0
Ret Exp-Pre 97 Retirees	12,066	19,616	19,616	19,616	0
Retirement Expense	1,205,530	1,526,569	1,641,606	1,641,606	0
Excess Retirement	9,573	0	0	0	0
Employee Group Insurance	534,352	802,864	857,953	857,953	0
Retiree Health Insurance	270,059	276,664	266,121	266,121	0
OPEB Pre-Pay	107,048	112,724	113,379	113,379	0
Unemployment Insurance	1,365	2,579	5,475	5,475	0
Workers Comp Insurance	31,360	27,850	26,828	26,828	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		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$1,812,633
Financing:		1,701,069
Net County Cost:		111,564
Funding Sources:		
Fees	93.8%	\$1,701,069
General Fund	6.2%	111,564
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		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$2,276,413
Financing:		1,570,980
Net County Cost:		705,433
Funding Sources:		
Fees	54.2%	\$1,233,741
Prop Tax Admin	13.7%	312,239
Transfers	1.1%	25,000
General Fund	31.0%	705,433
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		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$2,404,728	
Financing:	3,214,085	
Net County Cost:	(809,357)	
Funding Sources:		
Fees	131.7%	\$3,167,282
Transfers	2.0%	46,803
General Fund	(33.7%)	(809,357)
FTE: 17.0		

Allocation Plan. To prepare various fiscal reports. To assist in the issuance and administration of County and school bonds.

Special Accounting Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$312,210	
Financing:	191,794	
Net County Cost:	120,416	
Funding Sources:		
Fees	60.3%	\$188,351
Transfers	1.1%	3,443
General Fund	38.6%	120,416
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 (CAFR).

Internal Audit Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$854,912	
Financing:	29,988	
Net County Cost:	824,924	
Funding Sources:		
Fees	3.3%	\$28,479
Transfers	0.2%	1,509
General Fund	96.5%	824,924
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 administrative support.

Administration & Systems Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$2,857,020	
Financing:	260,000	
Net County Cost:	2,597,020	
Funding Sources:		
Fees	9.1%	\$260,000
General Fund	90.9%	2,597,020
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

Auditor-Controller General Government

Automated Systems Development (Fund 115000)

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 Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$200,000
Financing:		78,000
Net Fund Cost:		122,000
Funding Sources:		
Interest Earnings	39.0%	\$78,000
Fund Balance	61.0%	122,000

CAO's Recommendation

Baseline Budget

The baseline net County cost represents a \$512,855 increase from the FY 2019-20 Adjusted Budget.

Salary and benefit costs increased by \$822,945, reflecting negotiated wage adjustments. Services and supplies decreased by \$340,218 primarily due to the elimination of one-time allocations of prior year fund balance totaling \$225,000 for software, equipment and professional services.

Expenditure transfers and revenues are anticipated to decrease by a net of \$30,128. The Department receives funding through a combination of auditing and accounting fees, as well as, charges for service through the A-87 cost plan.

Recommended Budget

The Recommended Budget was reduced by a further \$687,855. The department will achieve this reduction by realizing savings from positions held vacant throughout fiscal year 2020-21

The recommended net County cost of \$3,550,000 will provide funding necessary to maintain basic services in fiscal year 2020-21.

Performance Measurement

- Worked with the Department of Information Technology staff to update timekeeping (Kronos) procedures and training for Departments.
- Continued the process of documenting business procedures and of improving efficiencies throughout the Office.
- Continued the process of implementing a new countywide Finance System.
- Work with the Department of Information Technology staff regarding update to the Kronos Timekeeping Platform.
- Started the process of implementing new Reporting Software for CAFR and State Reporting needs to replace current outdated software.

Administrative and Program Goals

- Work with the Department of Information Technology staff regarding next phase(s) of Kronos Timekeeping and Employee Self Service access.
- Continue to work with DOIT and County Administrators Office in regards to implementation of new Finance System.
- Continue the process of documenting business procedures and of improving efficiencies throughout the Office.
- Evaluate the process of document scanning within the department to minimize reliance on Print and Mail and reduce costs.
- Evaluate acquiring independent Technology Support to minimize reliance on DOIT and reduce costs.

**FY 2020-21
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	(687,855)	Establish Vacancy Factor – will require the department to manage filling staff vacancies.
			Total	0.0	(687,855)	

**Board of Supervisors
General Government**

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	4,494,872	4,974,535	5,092,776	5,092,776	0
Services And Supplies	2,037,169	4,995,745	2,717,249	2,717,249	0
Other Charges	61	550,200	200	200	0
Expenditure Transfers	863,548	923,775	(55,225)	(55,225)	0
Expense Total	7,395,650	11,444,255	7,755,000	7,755,000	0
Revenue					
Other Local Revenue	503,271	525,579	495,000	495,000	0
Revenue Total	503,271	525,579	495,000	495,000	0
Net County Cost (NCC):	6,892,379	10,918,676	7,260,000	7,260,000	0
Allocated Positions (FTE)	32.3	31.8	31.8	31.8	0
Financial Indicators					
Salaries as % of Total Exp	61%	43%	66%	66%	
% Change in Total Exp		55%	(32%)	0%	
% Change in Total Rev		4%	(6%)	0%	
% Change in NCC		58%	(34%)	0%	
Compensation Information					
Permanent Salaries	2,802,793	2,948,129	3,146,789	3,146,789	0
Temporary Salaries	16,429	190,000	36,100	36,100	0
Deferred Comp	116,615	125,100	121,260	121,260	0
FICA/Medicare	214,203	240,403	245,653	245,653	0
Ret Exp-Pre 97 Retirees	8,583	12,867	12,867	12,867	0
Retirement Expense	855,362	891,524	948,001	948,001	0
Employee Group Insurance	381,823	466,571	514,639	514,639	0
Retiree Health Insurance	47,750	53,502	37,341	37,341	0
OPEB Pre-Pay	31,926	21,464	15,485	15,485	0
Unemployment Insurance	811	6,497	3,183	3,183	0
Workers Comp Insurance	18,577	18,476	11,459	11,459	0

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 \$200,000; 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 staff 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:		\$7,516,225
Financing:		355,225
Net County Cost:		7,161,000
Funding Sources:		
Intergovernmental	2.8%	\$209,921
Property Tax Admin	1.4%	108,579
Transfers	0.5%	35,225
Miscellaneous	0.1%	1,500
General Fund	95.2%	7,161,000
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 2020-21. 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:		\$80,000
Financing:		20,000
Net County Cost:		60,000
Funding Sources:		
Transfers	25.0%	\$20,000
General Fund	75.0%	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 position in North Richmond and programs through the Richmond Community Housing Development Corporation.

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:		\$785,000
Financing:		785,000
Net Fund Cost:		0
Funding Sources:		
No. Richmond Waste & Recovery Mitigation	100.0%	\$785,000

CAO's Recommendation

The FY 2020-21 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.

Salary and benefit costs are increased by \$283,556 over the FY 2019-20 Budget. This increase is composed of three primary factors: scheduled cost-of-living increases, increased costs of employee group insurance and increased pension costs. This increase is

Board of Supervisors

General Government

mitigated by a proposed reduction of \$153,900 in temporary salaries to better align with actual prior year temporary salary costs.

The FY 2020-21 Recommended Budget continues an expenditure transfer of CC Futures monies to 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, the Recommended Budget continues \$100,000 of Keller Canyon Mitigation Funding to support staffing needs in the District V Office.

Capital Improvements General Government

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Services And Supplies	1,384,528	2,650,000	1,500,000	1,500,000	0
Fixed Assets	71,246,745	58,645,931	17,550,000	17,550,000	0
Expenditure Transfers	(6,863,500)	(2,550,000)	(2,550,000)	(2,550,000)	0
Expense Total	65,767,773	58,745,931	16,500,000	16,500,000	0
Revenue					
Other Local Revenue	55,038,180	0	0	0	0
Revenue Total	55,038,180	0	0	0	0
Net County Cost (NCC):	10,729,593	58,745,931	16,500,000	16,500,000	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		(11%)	(72%)	0%	
% Change in Total Rev		(100%)	0%	0%	
% Change in NCC		357%	(72%)	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	
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 2020-21 baseline net County cost decreased by \$42,245,931 from the 2019-20 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 Non-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 ongoing resource for construction and repair of County facilities. The monies can be used for capital projects and/or debt service for a future infrastructure borrowing program.

The recommended net County cost of \$16,500,000 will provide the funding necessary to maintain capital improvement efforts in fiscal year 2020-21.

For more detailed information on current County capital projects, please see Page 529.

Central Support Services
General Government

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	4,856,851	5,906,321	5,914,987	5,914,987	0
Services And Supplies	1,991,351	4,017,730	2,671,048	2,671,048	0
Other Charges	5,415,974	5,213,230	5,239,230	5,239,230	0
Fixed Assets	62,251	20,000	71,326	71,326	0
Expenditure Transfers	103,404	8,864	(335,727)	(335,727)	0
Expense Total	12,429,830	15,166,145	13,560,864	13,560,864	0
Revenue					
Other Local Revenue	5,136,629	6,729,395	6,492,564	6,492,564	0
State Assistance	49,860	32,000	46,300	46,300	0
Revenue Total	5,186,489	6,761,395	6,538,864	6,538,864	0
Net County Cost (NCC):	7,243,341	8,404,750	7,022,000	7,022,000	0
Allocated Positions (FTE)	44.0	43.0	43.0	43.0	0.0
Financial Indicators					
Salaries as % of Total Exp	39%	39%	44%	44%	
% Change in Total Exp		22%	(11%)	0%	
% Change in Total Rev		30%	(3%)	0%	
% Change in NCC		16%	(16%)	0%	
Compensation Information					
Permanent Salaries	2,897,247	3,543,239	3,508,578	3,508,578	0
Temporary Salaries	82,152	70,000	70,000	70,000	0
Deferred Comp	42,670	56,460	62,640	62,640	0
FICA/Medicare	221,185	270,278	266,041	266,041	0
Ret Exp-Pre 97 Retirees	9,070	10,557	10,557	10,557	0
Retirement Expense	903,456	1,068,966	1,060,713	1,060,713	0
Employee Group Insurance	390,458	528,780	579,145	579,145	0
Retiree Health Insurance	231,050	233,653	241,283	241,283	0
OPEB Pre-Pay	58,322	106,533	100,241	100,241	0
Unemployment Insurance	1,133	1,780	3,509	3,509	0
Workers Comp Insurance	20,107	16,075	12,280	12,280	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 remained the same as the current year. Salary and benefit costs are increased by \$32,747 reflecting cost of living, step and benefit increases. Services and supplies were reduced by \$26,771.

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 FY 2020-21.

Clerk of the Board Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$1,236,000
Financing:		93,000
Net County Cost:		1,143,000
Funding Sources:		
Assmnt Appeals	3.6%	\$ 44,000
Intergovernmental	2.2%	27,000
Property Tax Adm	1.8%	22,000
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 are increased by \$26,000 to reflect the anticipated County's share of LAFCO activity for FY 2020-21. 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 2020-21. The Cortese-Knox-Hertzberg LAFCO Reorganization Act of 2000 requires that LAFCO's operating costs be shared equally among the cities, County and special districts. The LAFCO operating budget is not reflected in a County fund; instead, it is treated as an outside agency with only the County's one-third contribution in the County General Fund.

LAFCO Summary		
Service:	Mandatory	
Level of Service:	Mandatory	
Expenditures:	\$296,000	
Financing:	0	
Net County Cost:	296,000	
Funding Sources:		
General Fund	100.0%	\$296,000

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 \$1,414,750 from FY 2019-20 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 Systems Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$1,092,000	
Financing:	480,000	
Net County Cost:	612,000	
Funding Sources:		
Charges	44.0%	\$480,000
General Fund	56.0%	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 decreased by \$18,105 and reflect negotiated salary increases as well as the transfer of the County ADA Manager position to the Human Resources department. Operating costs, including interdepartmental charges, increased by \$2,484. Revenue, reflecting transfers to cover costs from the Self-Insurance Internal Service Funds, decreased by \$15,621. 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 2020-21. 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:	\$10,779,564	
Financing:	6,279,564	
Net County Cost:	4,500,000	
Funding Sources:		
Liability & Benefit Fees	58.3%	\$6,279,564
General Fund	41.7%	4,500,000
FTE: 36.0		

Central Support Services

General Government

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.

Impact: The recommended net County cost of \$471,000 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.

Economic Promotion Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$517,300
Financing:		46,300
Net County Cost:		471,000
Funding Sources:		
Grants	9.0%	\$ 46,300
General Fund	91.0%	471,000

CAO's Recommendation

The Recommended Budget for Central Support Services reflects a net County cost of \$7,022,000. This amount will fund the aforementioned departments, enabling them to provide services into FY 2020-21.

Clerk-Recorder-Elections Budget Summary

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	7,299,511	8,365,180	9,084,375	9,084,375	0
Services And Supplies	6,809,275	8,364,135	7,963,916	7,963,916	0
Other Charges	0	1,200	1,200	1,200	0
Fixed Assets	200,013	1,037,590	625,000	625,000	0
Expenditure Transfers	9,999	2,395	2,509	2,509	0
Expense Total	14,318,797	17,770,500	17,677,000	17,677,000	0
Revenue					
Other Local Revenue	9,093,022	9,483,268	11,677,000	11,677,000	0
Revenue Total	9,093,022	9,483,268	11,677,000	11,677,000	0
Net County Cost (NCC):	5,225,776	8,287,232	6,000,000	6,000,000	0
Allocated Positions (FTE)	71.5	70.5	70.5	70.5	0.0
Financial Indicators					
Salaries as % of Total Exp	51%	47%	51%	51%	
% Change in Total Exp		24%	(1%)	0%	
% Change in Total Rev		4%	23%	0%	
% Change in NCC		59%	(28%)	0%	
Compensation Information					
Permanent Salaries	4,034,575	4,678,284	5,107,773	5,107,773	0
Temporary Salaries	470,974	407,892	557,892	557,892	0
Permanent Overtime	44,541	46,000	52,000	52,000	0
Deferred Comp	66,318	89,280	98,280	98,280	0
Comp & SDI Recoveries	(6,743)	(23,500)	(23,500)	(23,500)	0
FICA/Medicare	330,510	372,670	379,409	379,409	0
Ret Exp-Pre 97 Retirees	12,539	13,486	13,486	13,486	0
Retirement Expense	1,254,847	1,475,268	1,519,704	1,519,704	0
Employee Group Insurance	640,193	887,241	972,605	972,605	0
Retiree Health Insurance	267,167	268,467	260,198	260,198	0
OPEB Pre-Pay	124,638	110,666	111,796	111,796	0
Unemployment Insurance	1,593	2,495	5,107	5,107	0
Workers Comp Insurance	58,360	36,930	29,625	29,625	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

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

Major Department Responsibilities

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

- Conduct elections in a fair, accurate, and timely manner;
- Conduct outreach to maximize voter registration and ensure that all eligible citizens of Contra Costa County can 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	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	4,273,374	4,485,476	4,804,088	4,804,088	0
Services And Supplies	6,366,676	7,568,542	7,301,906	7,301,906	0
Fixed Assets	200,013	1,037,590	625,000	625,000	0
Expenditure Transfers	11,194	10,892	11,006	11,006	0
Expense Total	10,851,257	13,102,500	12,742,000	12,742,000	0
Revenue					
Other Local Revenue	2,775,429	3,483,268	5,273,000	5,273,000	0
Revenue Total	2,775,429	3,483,268	5,273,000	5,273,000	0
Net County Cost (NCC):	8,075,828	9,619,232	7,469,000	7,469,000	0
Allocated Positions (FTE)	32.5	32.5	32.5	32.5	0.0
Financial Indicators					
Salaries as % of Total Exp	39%	34%	38%	38%	
% Change in Total Exp		21%	(3%)	0%	
% Change in Total Rev		26%	51%	0%	
% Change in NCC		19%	(22%)	0%	
Compensation Information					
Permanent Salaries	2,304,922	2,590,802	2,648,359	2,648,359	0
Temporary Salaries	374,520	300,000	450,000	450,000	0
Permanent Overtime	35,897	42,000	42,000	42,000	0
Deferred Comp	38,203	40,980	43,560	43,560	0
Comp & SDI Recoveries	(4,412)	(15,000)	(15,000)	(15,000)	0
FICA/Medicare	195,197	187,633	192,758	192,758	0
Ret Exp-Pre 97 Retirees	7,159	5,782	5,782	5,782	0
Retirement Expense	715,744	754,265	786,723	786,723	0
Employee Group Insurance	350,161	378,500	456,939	456,939	0
Retiree Health Insurance	124,197	126,068	123,621	123,621	0
OPEB Pre-Pay	96,023	54,240	51,338	51,338	0
Unemployment Insurance	915	1,279	2,648	2,648	0
Workers Comp Insurance	34,848	18,926	15,360	15,360	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;

Clerk-Recorder-Elections

General Government

- Maintain voter registration records and accurate voter rolls through timely and continual voter file maintenance;
- Conduct voter outreach with civic organizations, political groups, and schools, with a focus on underrepresented groups;
- Process and verify initiative, referendum, and recall petitions;
- Issue and process vote-by-mail and provisional ballots, including verification of the signatures;
- Prepare and mail sample ballot and voter information 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:		\$12,742,000
Financing:		5,273,000
Net County Cost:		7,469,000
Funding Sources:		
Election Svc	40.4%	\$5,153,000
Interfund Rev	0.4%	50,000
Misc. Svc	0.2%	30,000
Candidate Fees	0.2%	20,000
Document Sales	0.2%	20,000
General Fund	58.6%	7,469,000
FTE: 32.5		

Clerk-Recorder-Elections General Government

Clerk-Recorder

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	3,026,136	3,879,704	4,280,287	4,280,287	0
Services And Supplies	442,599	795,593	662,010	662,010	0
Other Charges	0	1,200	1,200	1,200	0
Expenditure Transfers	(1,195)	(8,497)	(8,497)	(8,497)	0
Expense Total	3,467,540	4,668,000	4,935,000	4,935,000	0
Revenue					
Other Local Revenue	6,317,593	6,000,000	6,404,000	6,404,000	0
Revenue Total	6,317,593	6,000,000	6,404,000	6,404,000	0
Net County Cost (NCC):	(2,850,053)	(1,332,000)	(1,469,000)	(1,469,000)	0
Allocated Positions (FTE)	39	38	38	38	0.0
Financial Indicators					
Salaries as % of Total Exp	87%	83%	87%	87%	
% Change in Total Exp		35%	6%	0%	
% Change in Total Rev		(5%)	7%	0%	
% Change in NCC		(53%)	10%	0%	
Compensation Information					
Permanent Salaries	1,729,653	2,087,482	2,459,413	2,459,413	0
Temporary Salaries	96,453	107,892	107,892	107,892	0
Permanent Overtime	8,644	4,000	10,000	10,000	0
Deferred Comp	28,115	48,300	54,720	54,720	0
Comp & SDI Recoveries	(2,331)	(8,500)	(8,500)	(8,500)	0
FICA/Medicare	135,313	185,037	186,652	186,652	0
Ret Exp-Pre 97 Retirees	5,381	7,704	7,704	7,704	0
Retirement Expense	539,102	721,003	732,981	732,981	0
Employee Group Insurance	290,032	508,741	515,666	515,666	0
Retiree Health Insurance	142,969	142,399	136,577	136,577	0
OPEB Pre-Pay	28,615	56,426	60,458	60,458	0
Unemployment Insurance	677	1,216	2,459	2,459	0
Workers Comp Insurance	23,512	18,004	14,265	14,265	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, 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:		\$4,935,000
Financing:		6,404,000
Net County Cost:		(1,469,000)
Funding Sources:		
Fees	129.4%	\$6,404,000
Transfers	0.2%	8,497
General Fund	(29.6%)	(1,469,000)
FTE: 38.0		

Clerk-Recorder-Elections General Government

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

Recorder Modernization Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	748,360	1,329,893	1,286,747	1,286,747	0
Services And Supplies	537,872	8,771,036	8,773,427	8,773,427	0
Other Charges	351,004	472,194	484,826	484,826	0
Fixed Assets	28,826	250,000	250,000	250,000	0
Expense Total	1,666,062	10,823,123	10,795,000	10,795,000	0
Revenue					
Other Local Revenue	1,531,726	1,530,000	1,530,000	1,530,000	0
Revenue Total	1,531,726	1,530,000	1,530,000	1,530,000	0
Net Fund Cost (NFC):	134,336	9,293,123	9,265,000	9,265,000	0
Allocated Positions (FTE)	11	11	11	11	0.0
Financial Indicators					
Salaries as % of Total Exp	45%	12%	12%	12%	
% Change in Total Exp		550%	0%	0%	
% Change in Total Rev		0%	0%	0%	
% Change in NFC		6,818%	0%	0%	
Compensation Information					
Permanent Salaries	422,241	706,162	713,170	713,170	0
Temporary Salaries	11,831	77,000	77,000	77,000	0
Permanent Overtime	1,102	37,000	37,000	37,000	0
Deferred Comp	5,970	17,220	13,620	13,620	0
FICA/Medicare	32,439	49,810	54,557	54,557	0
Ret Exp-Pre 97 Retirees	1,321	2,000	2,000	2,000	0
Retirement Expense	130,618	203,236	213,942	213,942	0
Employee Group Insurance	86,483	172,384	127,499	127,499	0
Retiree Health Insurance	33,173	47,225	28,851	28,851	0
OPEB Pre-Pay	17,440	12,711	14,258	14,258	0
Unemployment Insurance	169	326	713	713	0
Workers Comp Insurance	5,574	4,818	4,136	4,136	0

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

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

Clerk-Recorder-Elections

General Government

including infrastructure, technology, equipment and staff to efficiently process, organize, maintain, preserve, and have official documents and records in the Clerk-Recorder Division readily available to the public;

- Improve vital records and recordkeeping;
- Redact a portion of Social Security numbers from public documents;
- Establish and maintain an electronic recording program; and
- Provide records management and archival preservation of Clerk-Recorder records.

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 projects appropriate to the legislated requirements.

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

Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$10,795,000	
Financing:	1,530,000	
Net Fund Cost:	9,265,000	
Funding Sources:		
Fees	14.2%	\$1,530,000
Fund Balance	85.8%	9,265,000

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 81.5 full time equivalent positions, supplemented by temporary employees, seasonal election employees, volunteers and poll workers. The services are funded through a combination of County general funds, charges for services, and special-purpose revenues.

The Baseline Net County Cost is decreased from the FY 2019/20 budgeted level by \$2,287,232. Increased employee compensation costs are recoverable through elections fees. The Baseline budget provides for elections costs resulting from both the State mandate requiring the County to pay return postage on every mail ballot and the Federal mandate adding specialized printing costs for the Chinese

Clerk-Recorder-Elections

General Government

language requirements to election materials and ballots.

Baseline revenue is increased significantly by \$2,193,732 in anticipation of SB2 recording fees to the public and reimbursement for the November 2020 Presidential election. Though most of the SB2 revenue is deposited with the State for affordable housing, the Clerk-Recorder Division receives a small portion as a program administrative fee. The Elections Division is also expected to realize increased revenues from reimbursements for the November 2020 Presidential General Election.

The department will conduct the November 2020 Presidential General 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.

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

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

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.

Recent legislation allows the County to apply for reimbursement from the State for the cost of voting system replacement on a 3:1 match. The department will continue to request reimbursement for qualifying expenditures.

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 services by three additional hours per week, until 7:30 pm every Thursday during the months of July and August 2019. The division completed 235 transactions, a 2.5% increase over 2018, and served 196 customers.
- The Elections Division successfully prepared for and conducted the March 3, 2020 Presidential Primary Election.
- The Clerk-Recorder Division continued its popular "Destination Wedding" Program by conducting two ceremonies at the Historic John Muir House in Martinez and on the summit of Mount Diablo.
- On September 24, 2019, the Elections Division participated in National Voter Registration Day for the fifth 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.
- As voting by mail continues to increase, the number of polling places was reduced to 167 for the March and November 2020 elections. Staff reviewed all polling place locations for accessibility and created plans to mitigate potential accessibility issues.
- The award-winning Accessible Polling Place Locations and Equipment (APPLE) 2.0 class was revised and, in 2019, more than 400 workers attended during the first two months. This interactive training class trains staff and volunteers 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

Clerk-Recorder-Elections

General Government

drop box. For the March 2020 election, 12 permanent 24/7 secure drop boxes were added and the department plans to add another 8 prior to the November election, for a total of 20 additional located throughout the county.

- 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 33 fraud cases.
- The Clerk-Recorder Division continually pursues opportunities to offer its services to the public, outside the office. In 2020, the division partnered with the Concord DMV to issue vital records on designated Saturdays for customers applying for REAL-ID cards. 2019 marked the third 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 Elections Division met regularly with its Planning for Elections and Engagement Panel to partner with community civic engagement groups to dialogue about the democratic process. Questions are answered and accurate information is provided to the public. This forum allows attendees to offer feedback and suggestions about upcoming policies and programs.
- The Department's cross-training program continues to enhance personnel skills and efficiencies. The Department is working to bring the same cross-training components to the Elections Division. The department has begun to share staff across Division lines during peak periods.
- The Department continues to work at the state and federal 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).

Administrative and Program Goals

- Continue to implement policies and procedures to enhance customer service and offer additional opportunities to serve the public.
- Prepare for and conduct the November 2020 Presidential General Election.
- Continue to develop and implement the Voter Education and Engagement Outreach Program, with a focus on underrepresented populations.
- Decrease the number 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 with increased exposure during peak election times.
- Continue the search for a suitable warehouse and records archive facility. The current location's lack of temperature and climate-controlled environment is deteriorating the County's historic records. The current warehouse that stores the elections voting equipment is near the end of the lease term.
- 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 these 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.
- With the 2019 passage of AB12, which allows the Clerk-Recorder to use dedicated Micrographics funds for Recorder records management and archival preservation, reimpose the Micrographics fee, which ceased in 2008.

Clerk-Recorder-Elections
General Government

Conservation and Development General Government

John Kopchik, Director

Land Development Fund Summary

Conservation & Development Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	21,304,298	25,105,406	27,047,039	27,047,039	0
Services And Supplies	8,294,808	12,044,310	11,451,704	11,451,704	0
Other Charges	2,074,525	2,370,184	2,408,143	2,408,143	0
Fixed Assets	143,263	650,000	650,000	650,000	0
Expenditure Transfers	(4,082,244)	(5,752,900)	(6,191,886)	(6,191,886)	0
Expense Total	27,734,651	34,417,000	35,365,000	35,365,000	0
Revenue					
Other Local Revenue	29,428,447	34,417,000	35,365,000	35,365,000	0
Revenue Total	29,428,447	34,417,000	35,365,000	35,365,000	0
Net Fund Cost (NFC):	(1,693,796)	0	0	0	0
Allocated Positions (FTE)	174.0	181.0	181.0	181.0	0.0
Financial Indicators					
Salaries as % of Total Exp	77%	73%	76%	76%	
% Change in Total Exp		24%	3%	0%	
% Change in Total Rev		17%	3%	0%	
% Change in NCC		(100%)	(1%)	0%	
Compensation Information					
Permanent Salaries	12,774,189	15,270,203	16,473,997	16,473,997	0
Temporary Salaries	105,942	0	0	0	0
Permanent Overtime	5,722	0	0	0	0
Deferred Comp	157,309	203,880	233,160	233,160	0
Comp & SDI Recoveries	(347)	0	0	0	0
FICA/Medicare	952,634	1,159,690	1,245,907	1,245,907	0
Ret Exp-Pre 97 Retirees	40,537	45,066	45,066	45,066	0
Retirement Expense	4,028,925	4,621,639	4,982,980	4,982,980	0
Excess Retirement	7,089	0	0	0	0
Employee Group Insurance	1,869,647	2,455,966	2,729,428	2,729,428	0
Retiree Health Insurance	783,236	792,463	786,408	786,408	0
OPEB Pre-Pay	314,389	337,108	334,279	334,279	0
Unemployment Insurance	4,793	7,671	16,475	16,475	0
Workers Comp Insurance	260,235	211,720	199,339	199,339	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 Conservation and Land Development Fund (112000)

- Land Development Operations
- Energy Upgrade California
- 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. DCD is also responsible for the administration of the Building Code, coordination of planning, building, special housing, economic development, infrastructure, solid waste and habitat conservation programs. Additionally, the Department provides 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 Conservation and 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.

Land Development Operations includes:

- Administration
- Current Planning
- Advance Planning
- Water Planning & Habitat Conservancy
- Conservation & Solid Waste
- Transportation Planning
- Community Development Block Grant/Housing and Economic Development
- Business & Information Services
- Building Inspection Services
- Code Enforcement
- Weatherization
- Permit Center
- Clean Water
- Residential Rental Inspection Program
- Vehicle Abatement Program
- Service Contracts/Satellite Locations
- Multi-Year Special Projects
- Energy Upgrade CA
- 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:	\$1,506,848		
Financing:	1,506,848		
Net Fund Cost:	0		
Funding Sources:			
Expenditure Transfers	85.7%	\$1,291,788	
Misc. Revenue	14.3%	215,060	
FTE: 2.0			

Current Planning

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

Current Planning Summary			
Service:	Mandatory		
Level of Service:	Discretionary		
Expenditures:	\$7,691,374		
Financing:	7,691,374		
Net Fund Cost:	0		
Funding Sources:			
Planning Services	100%	\$7,691,374	
FTE: 31.0			

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:	\$365,012		
Financing:	365,012		
Net Fund Cost:	0		
Funding Sources:			
Licenses & Permits	100.0%	\$365,012	
FTE: 2.0			

Water Planning & Habitat Conservancy

Description: Develop the 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:	\$1,076,263		
Financing:	1,076,263		
Net Fund Cost:	0		
Funding Sources:			
Charges for Services	76.4%	\$822,413	
Misc. Revenue	23.6%	253,849	
FTE: 5.0			

Conservation and Development

General Government

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:	\$1,719,472	
Financing:	1,719,472	
Net Fund Cost:	0	
Funding Sources:		
Licenses & Permits	58.2%	\$1,000,000
Charges for Services	31.8%	545,975
Misc. Revenue	10.0%	173,497
FTE: 6.0		

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:	\$2,836,135	
Financing:	2,836,135	
Net Fund Cost:	0	
Funding Sources:		
Misc. Revenue	88.7%	\$2,516,135
Charges for Services	11.3%	320,000
FTE: 13.0		

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

Transportation Planning Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$1,860,683	
Financing:	1,860,683	
Net Fund Cost:	0	
Funding Sources:		
Charges for Services	52.1%	\$970,000
Misc. Revenue	47.9%	890,683
FTE: 5.0		

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 administration 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.

Conservation and Development General Government

Business & Information Services Summary	
Service:	Discretionary
Level of Service:	Discretionary
Expenditures:	\$5,891,407
Financing:	5,891,407
Net Fund Cost:	0
Funding Sources:	
Expenditure Transfers	94.3% \$5,556,207
Misc. Revenue	4.9% 290,200
Charges for Services	0.8% 45,000
FTE: 29.0	

Building Inspection Services

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

Building Inspection Services Summary	
Service:	Mandatory
Level of Service:	Mandatory
Expenditures:	\$8,968,876
Financing:	8,968,876
Net Fund Cost:	0
Funding Sources:	
Licenses & Permits	69.4% \$6,228,036
Expenditure Transfers	27.2% 2,433,537
Misc. Revenue	3.4% 307,303
FTE: 27.0	

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:	\$1,787,276
Financing:	1,787,276
Net Fund Cost:	0
Funding Sources:	
Licenses & Permits	58.0% \$1,037,092
Charges for Services	22.6% 404,000
Misc. Revenue	14.6% 261,067
Expenditure Transfers	4.8% 85,117
FTE: 12.0	

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:	\$1,179,804
Financing:	1,179,804
Net Fund Cost:	0
Funding Sources:	
Misc. Revenue	100.0% \$1,179,804
FTE: 12.0	

Conservation and Development

General Government

Application and Permit Center

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

Application & Permit Center Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$4,823,386	
Financing:	4,823,386	
Net Fund Cost:	0	
Funding Sources:		
Licenses & Permits	51.9%	\$2,503,000
Expenditure Transfers	48.1%	2,320,387
FTE:	32.0	

Clean Water

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

Clean Water Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$15,000	
Financing:	15,000	
Net Fund Cost:	0	
Funding Sources:		
Licenses & Permits	100.0%	\$15,000

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

Conservation and Development General Government

Service Contracts/Satellite Locations

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

Service Contracts & Satellite Locations Program Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$5,543,500	
Financing:	5,543,500	
Net Fund Cost:	0	
Funding Sources:		
Expenditure Transfers	99.2%	\$5,530,000
Misc. Revenue	0.8%	13,500
FTE: 4.0		

Energy Upgrade CA

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

Energy Upgrade CA Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$287,000	
Financing:	287,000	
Net Fund Cost:	0	
Funding Sources:		
Charges for Services	100.0%	\$287,000
FTE: 1.0		

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 Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$90,000	
Financing:	90,000	
Net Fund Cost:	0	
Funding Sources:		
State Aid	100.0%	\$90,000

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

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

Measure WW Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$1,270,000	
Financing:	1,270,000	
Net Fund Cost:	0	
Funding Sources:		
Intergovernmental	100.0%	\$1,270,000

Conservation and Development

General Government

General Fund Summary – Federal and Other Specific Grant Programs

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	509,478	535,443	784,084	784,084	0
Services And Supplies	9,546,966	15,097,039	13,236,418	13,236,418	0
Other Charges	180,037	312,000	212,348	212,348	0
Expenditure Transfers	1,856,886	1,929,000	2,050,950	2,050,950	0
Expense Total	12,093,368	17,873,482	16,283,800	16,283,800	0
Revenue					
Other Local Revenue	2,598,082	2,447,186	2,900,800	2,900,800	0
Federal Assistance	8,656,050	12,854,786	12,598,000	12,598,000	0
Revenue Total	11,254,132	15,301,972	15,498,800	15,498,800	0
Net County Cost (NCC):	839,236	2,571,510	785,000	785,000	0
Allocated Positions (FTE)	3.0	5.0	5.0	5.0	0.0
Financial Indicators					
Salaries as % of Total Exp	4%	3%	5%	5%	
% Change in Total Exp		48%	(9%)	0%	
% Change in Total Rev		36%	1%	0%	
% Change in NCC		206%	(69%)	(0%)	
Compensation Information					
Permanent Salaries	337,826	358,964	572,934	572,934	0
Deferred Comp	5,980	5,640	7,440	7,440	0
Comp & SDI Recoveries	(5,006)	0	0	0	0
FICA/Medicare	24,969	27,450	30,579	30,579	0
Ret Exp-Pre 97 Retirees	1,001	0	0	0	0
Retirement Expense	100,702	101,188	120,702	120,702	0
Employee Group Insurance	37,058	37,049	47,192	47,192	0
Unemployment Insurance	123	180	400	400	0
Workers Comp Insurance	6,824	4,971	4,837	4,837	0

Conservation and Development General Government

General Fund Grant Programs

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

Non-Federal Grant Programs:

- Keller Canyon Mitigation
- Housing Rehabilitation, Economic Development & Sustainability Programs

Federal Grant Programs:

- HOPWA Grant
- HUD Block Grant
- HUD Emergency Shelter Grant
- 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 East County.

Keller Canyon Mitigation Fee Summary	
Service:	Discretionary
Level of Service:	Discretionary
Expenditures:	\$1,724,800
Financing:	1,724,800
Net County Cost:	0
Funding Sources:	
Charges for Services	100.0% \$1,724,800

2. Housing Rehabilitation, Economic Development & Sustainability

Description: Provide financial assistance to low- and moderate-income families performing housing rehabilitation of existing structures in order to ensure building code compliance. In FY 2016-17, DCD received a General Fund subsidy to develop organizational capacity in Sustainability Programs.

Housing Rehabilitation, Economic Development & Sustainability Summary	
Service:	Discretionary
Level of Service:	Discretionary
Expenditures:	\$1,961,000
Financing:	1,176,000
Net County Cost:	785,000
Funding Sources:	
Charges for Services	60.0% \$1,176,000
General Fund	40.0% 785,000
FTE: 5.0	

Conservation and Development

General Government

3. HOPWA Grant

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

HOPWA Grant Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$629,000	
Financing:	629,000	
Net County Cost:	0	
Funding Sources:		
Federal Aid	100.0%	\$629,000

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:	\$620,000	
Financing:	620,000	
Net County Cost:	0	
Funding Sources:		
Federal Aid	100.0%	\$620,000

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:	\$6,670,000	
Financing:	6,670,000	
Net County Cost:	0	
Funding Sources:		
Federal Aid	100.0%	\$6,670,000

6. HUD HOME Block Grant

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

HUD HOME Block Grant Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$4,679,000	
Financing:	4,679,000	
Net County Cost:	0	
Funding Sources:		
Federal Aid	100.0%	\$4,679,000

Conservation and Development General Government

Other Special Revenue Programs

- AVA Service Authority (Trust 814000)
- SB1186 Cert Access Prgm
 - Used Oil Recycling Grant
 - Fish and Game Protection
 - Livable Communities
 - HUD Neighborhood Stabilization Prgm
 - Housing Successor Agency
 - HOME Investment Partnership Act
 - Private Activity Bond
 - Affordable Housing
 - HUD Neighborhood Preservation
 - Transportation Improvement- Measure J

1. Abandoned Vehicle Abatement Service Authority (AVA)

Description: Provide for collection and disbursement of State funds for reimbursement of costs associated with 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. Due to a reclassification of this fund, funds are no longer appropriated in the County Budget.

2. SB1186/SB1379 Cert Access Program

Description: Funding provided by a \$4 fee collected from applicants for local business licenses, used to fund training and increase compliance with construction-related accessibility standards as set by California's Division of the State Architect.

SB1186/SB1379 Cert Access Program Summary			
Service:	Mandatory		
Level of Service:	Mandatory		
Expenditures:	\$45,000		
Financing:	45,000		
Net Fund Cost:	0		
Funding Sources:			
Licenses	100.0%	\$45,000	
Fund 116200			

3. Used Oil Recycling Grant

Description: Provide assistance 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:	\$70,000		
Financing:	70,000		
Net Fund Cost:	0		
Funding Sources:			
Intergovernmental	100.0%	\$70,000	
Fund 111900			

4. Fish & 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 & Game Protection Summary			
Service:	Mandatory		
Level of Service:	Discretionary		
Expenditures:	\$133,000		
Financing:	133,000		
Net Fund Cost:	0		
Funding Sources:			
Fines	100.0%	\$133,000	
Fund 110200			

Conservation and Development General Government

5. 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:	\$1,750,000		
Financing:	320,000		
Net Fund Cost:	1,430,000		
Funding Sources:			
Livable Com Fund	81.7%	\$1,430,000	
Developer Fees	18.3%	320,000	
Fund 133700			

6. 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:	\$762,000		
Financing:	762,000		
Net Fund Cost:	0		
Funding Sources:			
Federal Aid	100.0%	\$762,000	
Fund 111800			

7. Housing Successor Agency

Description: Provide funding for all Successor Agency-related obligations and oversee activities related to the former Redevelopment Agency pursuant to the Dissolution Act.

Housing Successor Agency Summary			
Service:	Discretionary		
Level of Service:	Mandatory		
Expenditures:	\$11,255,636		
Financing:	11,255,636		
Net Fund Cost:	0		
Funding Sources:			
Misc. Revenue	100.0%	\$11,255,636	
Fund 115900			

8. HOME Investment Partnership Act

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

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

Conservation and Development General Government

9. 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:	\$1,276,000		
Financing:	1,276,000		
Net Fund Cost:	0		
Funding Sources:			
Misc. Revenue	100.0%	\$1,276,000	
Fund 111100			

10. 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:	\$400,000		
Financing:	400,000		
Net Fund Cost:	0		
Funding Sources:			
Misc. Revenue	100.0%	\$400,000	
Fund 111300			

11. HUD Neighborhood Preservation

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

HUD Neighborhood Preservation Summary			
Service:	Discretionary		
Level of Service:	Mandatory		
Expenditures:	\$805,000		
Financing:	805,000		
Net Fund Cost:	0		
Funding Sources:			
Federal Aid	100.0%	\$805,000	
Fund 134900			

12. Transportation Improvement-Measure J

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

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

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CAO's Recommendation

The Conservation and Development Department is responsible for facilitating land use and development consistent with the County General Plan; administering and enforcing the Building Code; and coordinating the following land use programs: planning, building, special housing, economic development, infrastructure, solid waste and habitat conservation, building inspection, and code enforcement.

Land Development Fund

DCD's operations are funded primarily through the Land Development Fund.

DCD's Baseline and Recommended Budget of \$35,365,000 reflects an increase in expenditures of \$948,000. Salaries and benefits total \$27,047,039, an increase of \$1,941,633 over the current year. This increase is primarily attributed to inflation in benefits costs and negotiated salary increases. The department added six Principal Planner positions in response to several new high-level projects in FY 2019-20. Additionally, the enactment of new regulations such as those for Commercial Cannabis have created the need for additional senior level staff. Revenues for land development increased by \$1,231,000 as a result of a variety of land use projects and an anticipated increase in permitting activities for FY 2020-21.

General Fund Programs

DCD administers numerous programs budgeted in the General Fund, including Keller Canyon Landfill Mitigation, Housing Rehabilitation, and a variety of federal grant programs. The baseline and recommended budget for these programs is \$16,283,800.

Other Special Revenue Programs

DCD administers several special revenue funds, in which they serve as the local fiscal agent for the collection and disbursement of State funds to the cities and County for reimbursement of costs related to program administration.

Performance Measurements

The following is a progress report of the goals identified in FY 2019-20:

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

The Accela Automation upgrade was successfully completed in January 2020 improving functionality and enhancing services for the public.

- **Prepare an ordinance for Board consideration to adopt the 2019 California Building Code, with local amendments.**

The Board of Supervisors adopted an ordinance in November 2019 to adopt the 2019 California Building Code with local amendments.

- **Continue to implement the County's Climate Action Plan goals and begin a multi-year process of updating the Climate Action Plan to address energy and sustainability beyond 2020.**

DCD staff has begun updating the County's Climate Action Plan in accordance with a larger project, updating the County's General Plan.

- **Seek and expand the use of renewable energy within the County and partner with other agencies to increase the network of electric vehicle charging stations within the County.**

See progress updates related to the Solar Overlay Ordinance and the EV Readiness Blueprint.

- **Partner with the County Library and Health Services Departments to educate and promote the benefits of home energy efficiency.**

DCD staff coordinated with County Library staff to develop and deploy energy efficiency

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toolkits for the public at all County libraries. DCD staff also partnered with the County Health Services Department to receive a technical assistance grant through the Green and Healthy Homes Initiative. The grant developed a business plan that integrates, among other things, a home energy assessment with a health assessment to improve housing quality and health outcomes.

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

This matter is scheduled for an additional hearing before the County Planning Commission in March of 2020 to include the elimination of the minimum acreage requirement, as well as time limits for extensions.

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

DCD staff continue to work on this goal.

- **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.**

Coordination meetings have occurred with a plan to meet with the Municipal Advisory Councils in April of 2020.

- **Prepare the Short-Term Rental Ordinance based on input from the County Board of Supervisors.**

The Short-Term Rental Ordinance was considered at a hearing before the County Planning Commission on February 12, 2020. It was recommended for approval by the Board of Supervisors. Board consideration is planned for March or April 2020.

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

In December 2019 the Board of Supervisors adopted an ordinance to streamline and expedite the permitting for electric vehicle charging stations.

- **Develop a proposed Zoning Text Amendment and Zoning Overlay District for Renewable Energy based on Board direction.**

DCD staff presented a Solar Overlay Ordinance to the Board of Supervisors on February 25, 2020.

- **Review and update the County's Sign Ordinance including the offsite Advertising Sign Ordinance.**

The Community Development Division of DCD has nearly completed a draft Sign Ordinance and also continues to work with the Public Works Department to develop the wayfinding signage design and locations to enhance agricultural areas.

- **Continue Envision Contra Costa 2040, the comprehensive update to the County's General Plan, Zoning Code and Climate Action Plan.**

The comprehensive review of the General Plan has been underway since late 2018. It is expected that the adoption of the new General Plan 2040 and Climate Action Plan will occur by mid-2021. The zoning review work has been initiated and is anticipated to be a major, multi-year effort as the Code has never been comprehensively reviewed.

- **Launch the County's land use permitting program for commercial cannabis.**

The new permitting program launched in January 2019. The Request for Proposal process for types of commercial cannabis activities launched in February 2019 and the Board selected parties to apply for Land Use Permits in December of 2019.

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- **Manage the Contra Costa County Groundwater Sustainability Agency (GSA) and continue to participate in the development of the Groundwater Sustainability Plan (GSP) for the portion of the Tracy sub-basin within the County. The County is the land use authority for all unincorporated lands in this basin.**

The GSAs in Contra Costa County successfully divided the groundwater basin between Contra Costa and San Joaquin Counties. The County and other GSAs in Contra Costa County will continue to develop a GSP by January 31, 2022.

- **Initiate update of the Board adopted Delta Water Platform.**

Further revisions and updates will be presented for review by the Transportation, Water and Infrastructure Committee. Incorporation of the new Delta Conveyance Project as well as updates in groundwater, water resiliency portfolio, and water bond are among the topics to be refined.

- **Continue to support the study of deepening the San Francisco to Stockton ship channel.**

The draft Environmental Impact Statement was published by the US Army Corps of Engineers in Summer 2019. This provides another step towards a final Director's Report, anticipated by December 2020.

- **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.**

The California Department of Education has delayed the release of the public draft school siting policies for over five years. Staff has received direction to reach out to the Superintendent of Public Instruction directly in 2020.

- **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.**

The East Contra Costa County Habitat Conservancy acquired 116 acres of land to be added to the HCP/NCCP Preserve System, constructed two small wetland restoration projects, and completed design on one large wetland restoration project. The Conservancy also provided streamlined permit coverage for 17 projects, providing a range of benefits for the communities of east Contra Costa County.

- **In cooperation with the Contra Costa Transportation Authority, develop the Countywide Accessible Transportation Strategic Plan.**

The County, in cooperation with the Contra Costa Transportation Authority, successfully initiated the Countywide Accessible Transportation Strategic (ATS) Plan.

- **Continue to pursue the development of new funding streams to support the operations and improvement of accessible transportation services.**

In 2020, there are several legislative (SB 278 [Beall], AB 2057 [Chiu]), and administrative (Master Plan on Aging) opportunities to secure new revenue and policy support for accessible transportation.

- **Assist the Sheriff's Office of Emergency Services and Bay Area Urban Areas Security Initiative in developing a transit/transportation response protocol for the**

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Disability/Access and Functional Needs population

DCD continues to work on this goal.

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

DCD continues to work on this goal.

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

DCD continues to work on this goal.

- **Continue to develop active transportation corridor studies for the Iron Horse and Marsh Creek corridors.**

Both plans made significant progress in 2019.

- **Seek implementation funds (grants) for the I-680/Treat Blvd. Bicycle and Pedestrian Improvement Study.**

State Transportation Improvement Program funds (2023 – 2024, 2024 – 2025) were secured in 2019.

- **In cooperation with Public Works, propose regulations for shared mobility devices (e.g. docked and dockless bikeshare, scooters) in unincorporated Contra Costa County.**

DCD staff will work with the Public Works to adopt regulations during FY 2020-2021.

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

The EV Readiness Blueprint was completed and adopted by the CCTA Board in 2019. County staff will continue to work with CCTA and other stakeholders to build out a

network of electric vehicle charging stations to promote increased use of electric vehicles within the County.

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

DCD is working on completing this.

- **Coordinate with the 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.**

DCD has assumed the task of organizing the Countywide Oversight Board meetings since July 2018. Two to three meetings per year have been scheduled thus far.

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

Additional sites will be offered through a request for proposal process this year.

- **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.**

The Block D Disposition and Development Agreement was completed in June 2019. The Rodeo Town Center, Rodeo Senior Housing and Orbisonia Heights sites are subject to Exclusive Negotiating Agreements with developers. Disposition and Development Agreements are in the process for these sites.

- **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**

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Southern California and the Central Valley.

DCD continues to work on this goal. They support the Board's efforts to oppose the "Delta Conveyance Project" a de novo single tunnel project to convey Sacramento River water under the Delta to export pumps for use south of the Delta, proposed by the Department of Water Resources.

- **Coordinate with other County Departments and Cities to prepare for the 2020 Census, including geographic updates and community outreach strategy.**

DCD is currently working on this with other County departments.

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

DCD continues to work on this goal.

- **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.**

The Weatherization Program conducted outreach at the North Richmond Center for Health, Bay Point Unity Day and the Bethel Island Safety Fair. The program served 16 of the County's medically vulnerable clients referred by the Visiting Nurses of Contra Costa County Health Services. Staff participated in a presentation of the program to Contra Costa County Code Enforcement Officers as well as Code Enforcement Officers from cities in the County.

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

In 2019, 42 households received the mortgage credit, a value of over \$3 million in assistance.

- **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.**

In 2019, the Housing and Community Improvement Division prepared a new five-year Consolidated Plan and two-year Action Plan for the multi-jurisdictional Federal funding consortium (scheduled for adoption in spring 2020), as well as managed a Notice of Funding Availability process to attract the best possible projects to our community. The Department disbursed more than \$9 million in Federal funds in 2018-19, supporting the work of 67 non-profits.

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

The Keller Canyon Mitigation Fund provided over \$1.4 million in grants to 95 separate projects in 2018-19 and is on track for a similar impact in 2019-20. In FY 2018-19, the North Richmond Mitigation Fund provided over \$100,000 in funding for four community-based projects, and a total of \$46,733.25 for two Neighborhood Community Garden Projects.

- **Conduct the short-line railroad feasibility study in the Northern Waterfront area.**

The feasibility study is nearly finalized.

- **Continue to develop the County's new economic development program to promote economic growth, jobs, and transition the County-led Northern**

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General Government

Waterfront Economic Development Initiative from planning to the implementation phase.

In 2019-20, all seven partner cities entered a Memorandum of Understanding with the County to jointly undertake economic development activities along the Northern Waterfront. Additionally, the County undertook a short-line rail feasibility study, trademarked both the name of the initiative as well as the slogan “Capital of the Northern California Mega-Region”, approved two Priority Production Areas in cooperation with regional agencies, and continued work to preserve access to the Crockett waterfront. In 2020-21, DCD anticipates partnering with the four East Contra Costa cities, along with the City of Hercules, on a branding effort for new jobs-oriented development and, with supporting organizations like EC² and the East Bay Leadership Council, to promote and enhance economic opportunity in the Northern Waterfront.

- **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 recycling materials generated at county facilities and enforcing mandatory commercial recycling and organics requirements.**

DCD continues to work on this goal.

- **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.**

DCD continues to work on this goal.

- **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, the Historic Landmarks Advisory Committee.

DCD continues to staff these boards and appointed committees.

- **During FY 2019-20, DCD, in partnership with the Public Works Department, completed a comprehensive update to the County’s Land Development Fee Schedule, which is the fee schedule used for charging permit fees and other fees to the public for land development services.**

Administrative and Program Goals

DCD has identified the following administrative and program goals for FY 2020-21:

- Continue to move projects through the land use entitlement and building plan check processes, and continue efforts to find innovative strategies to improve and expedite such review.
- Continue to ensure a smooth transition to implementing the 2019 California Building Standards Code by continuing staff trainings and advising applicants.
- Continue to update the County’s Planned Unit District (P-1) ordinance to make it a more helpful tool for planning new developments, for instance by eliminating the minimum acreage requirement and the time limit for extensions.
- Review and revise the Surface Mining and Reclamation Ordinance in accordance with the new changes to the Surface Mining and Reclamation Act of 1975.
- Continue to initiate revisions to the County’s Tree Preservation and Protection Ordinance

Conservation and Development

General Government

making it a more effective, efficient tool for regulating impacts to significant resources.

- Finalize the Short-Term Rental Ordinance for the County Board of Supervisors consideration and implement accordingly
- Implement the Board's direction on Renewable Energy by finalizing and implementing a proposed Zoning Text Amendment and Zoning Overlay District for Solar Renewable Energy.
- Continue to review and update the County's Sign Ordinance including the offsite Advertising Sign Ordinance, and including of Wayfinding Signage.
- Continue to comprehensively review and reform the current County Zoning Code, including identifying changes requiring immediate attention.
- Continue Envision Contra Costa 2040, the comprehensive update to the County's General Plan, Zoning & Climate Action Plan.
- Facilitate the establishment and growth of a legal commercial cannabis industry within the unincorporated area of the County through the administration and enforcement of the County's Cannabis Ordinance.
- Implement Board of Supervisors recommendations to reform Agricultural Policies.
- Continue to initiate and implement compliance with Senate Bill 743, the new Transportation Impact analysis adopted under (§ 15064.3) guidelines of the California Environmental Quality Act (CEQA).
- Manage the Contra Costa County Groundwater Sustainability Agency, and continue to participate in the development of the Groundwater Sustainability Plan for the East Contra Costa sub-basin, 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.
- Assist the Board with its efforts to oppose the "Delta Conveyance Project", a de novo single tunnel project to convey Sacramento River water under the Delta to the export pumps for use south of the Delta, proposed by the Department of Water Resources.
- 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.
- 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 per year; design and/or construct one or more wetland restoration projects per year; 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, finalize the Countywide Accessible Transportation Strategic (ATS) Plan, and initiate implementation.
- 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.

Conservation and Development

General Government

- 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.
- Finalize and approve the active transportation corridor studies for the Iron Horse and Marsh Creek corridors.
- Seek implementation funds (grants) for I-680/Treat Boulevard Bicycle and Pedestrian Improvement Study.
- In cooperation with the Public Works Department, adopt regulations for shared mobility devices (e.g. docked and dock-less bikeshare, scooters) in unincorporated Contra Costa County.
- Assist in the development of Contra Costa Transportation Authority Electric Vehicle (EV) readiness plan; continue to seek funding for County EV Infrastructure at County facilities.
- Finalize the short-line railroad feasibility study in the Northern Waterfront area.
- Complete and submit the Measure J Growth Management Program Compliance Checklist to secure Measure J return-to-source funds for the current reporting year.
- Coordinate with the 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.
- In coordination with other County Departments and cities, complete the 2020 Census geographic updates and community outreach effort.
- In coordination with the County Administrator's Office, facilitate the redistricting process of the County Board of Supervisors based on the 2020 census.
- Continue to support development and expansion of unincorporated area parks through Park Impact, Park Dedication, Measure WW funding, and additional grant funding.
- 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, and various State of California grant programs.
- Continue to support local non-profit service agencies by providing grants through the Community Development Block Grant, Keller Canyon Mitigation Fund, and North Richmond Waste and Recovery Mitigation Fund.
- Continue to develop the County's new economic development program to promote economic growth and jobs and transition the

Conservation and Development

General Government

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 in accordance with the Integrated Waste Management Act (AB 939) and other applicable state laws, including dedicating resources to help collect and recover more recyclables and compostable materials from county facilities and enforcing mandatory commercial recycling and organics recovery 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, Board's Sustainability Committee, Board's Ad-Hoc Committee on the Northern Waterfront, Board's Ad-Hoc Illegal Dumping Committee, County Planning Commission, Affordable Housing Finance Committee, Abandoned Vehicle Abatement Service Authority, Fish and Wildlife Committee, Airport Land Use Commission, TRANSPLAN, North Richmond Waste and Recovery Mitigation Fee Joint Planning Expenditure Committee, the Historic Landmarks Advisory Committee, and the Sustainability Commission.
- In cooperation with the Public Works Department, finalize and implement the Contra Costa Active Transportation Plan.
- Attract and retain staff needed to provide adequate service levels to the public in an increasingly competitive job market
- Provide training and career development opportunities to existing staff in anticipation of upcoming retirements among senior staff within the department
- Implement upgrades to the department's automated permitting system
- Continue to implement the goals of the County's Climate Action Plan and continue the process underway to update the County's Climate Action Plan.
- Seek opportunities to expand the use of renewable energy within the County.
- Work to develop a Green and Healthy Homes Initiative in coordination with the County's Health Services Department to seek out additional resources to improve housing quality and health outcomes.
- Continue to partner with the County Library to educate the public and promote the benefits of home energy efficiency.
- Provide homeowner workshops throughout the County to promote energy efficiency incentives offered through the Bay Area Regional Energy Network.
- Pursue new funding streams to expand existing energy efficiency program offerings.
- Continue to improve outreach to low-income communities with information on how to apply for and receive assistance through the Weatherization program to improve the comfort, safety and habitability of their homes.
- Continue to coordinate with the County's Health Services Department and the Visiting Nurses to receive assistance through the Weatherization program to improve the comfort, safety, habitability of the home as well as health of the medically vulnerable low-income residents of the County.

Contingency Reserve General Government

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Provisions For Contingencies	0	7,510,000	10,000,000	10,000,000	0
Expense Total	0	7,510,000	10,000,000	10,000,000	0
Net County Cost (NCC):	0	7,510,000	10,000,000	10,000,000	0
Financial Indicators					
% Change in Total Exp		0%	33%	0%	
% Change in NCC		0%	33%	0%	

Contingency Reserve

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

to offset a portion of the County's \$45 million budget reduction in that year.

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

The County Administrator reinstated the contingency reserve in FY 2012-13. General Fund contingencies include funding necessary to provide continued County operations despite economic uncertainties. Generally 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 2020-21. The appropriation will allow funding for: 1) any unforeseen emergency that the Board may need to fund during the fiscal year; 2) appropriations without a dedicated earmark to help to rebuild and grow the County's fund balance; and 3) appropriations for technology projects to increase efficiencies and economies.

CAO's Recommendation

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

Contingency Reserve
General Government

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries and Benefits	6,014,284	6,880,163	7,582,304	7,582,304	0
Services and Supplies	8,857,522	16,204,301	10,707,186	10,707,186	0
Other Charges	280	1,253,310	1,299,688	1,299,688	0
Fixed Assets	133,317	46,000	0	0	0
Expenditure Transfers	(148,998)	(73,662)	(74,178)	(74,178)	0
Expense Total	14,856,404	24,310,112	19,515,000	19,515,000	0
Revenue					
Other Local Revenue	9,259,637	10,969,819	11,199,000	11,199,000	0
Federal Assistance	53,626	0	0	0	0
State Assistance	232,634	200,000	200,000	200,000	0
Revenue Total	9,545,897	11,169,819	11,399,000	11,399,000	0
Net County Cost (NCC):	5,310,506	13,140,293	8,116,000	8,116,000	0
Allocated Positions (FTE)	34.0	36.3	36.3	36.3	0.0
Financial Indicators					
Salaries as % of Total Exp	40%	28%	39%	39%	
% Change in Total Exp		64%	(20%)	0%	
% Change in Total Rev		17%	2%	0%	
% Change in NCC		147%	(38%)	0%	
Compensation Information					
Permanent Salaries	3,865,845	4,391,997	4,868,584	4,868,584	0
Temporary Salaries	0	29,000	29,000	29,000	0
Deferred Comp	49,148	66,600	71,220	71,220	0
FICA/Medicare	249,939	293,197	317,042	317,042	0
Ret Exp-Pre 97 Retirees	12,246	7,500	7,500	7,500	0
Retirement Expense	1,186,334	1,335,291	1,479,607	1,479,607	0
Employee Group Insurance	403,161	525,788	577,176	577,176	0
Retiree Health Insurance	147,452	146,057	148,247	148,247	0
OPEB Pre-Pay	72,179	62,840	61,987	61,987	0
Unemployment Insurance	1,455	2,175	4,876	4,876	0
Workers Comp Insurance	26,524	19,716	17,065	17,065	0

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:			\$6,282,477
Financing:			283,514
Net County Cost:			5,998,963
Funding Sources:			
Property Tax Admin	3.5%		\$218,537
Charges for Svc	1.0%		64,977
General Fund	95.5%		5,998,963
FTE:			15.2

Office of Reentry & Justice

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 Central & East County 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, Employment and Human Services, Health Services, Probation, Public Defender, and Sheriff's Office.

Office of Reentry & Justice Summary			
Service:			Mandatory
Level of Service:			Discretionary
Expenditures:			\$9,191,073
Financing:			8,241,073
Net County Cost:			950,000
Funding Sources:			
Charges for Svc	89.7%		\$8,241,073
General Fund	10.3%		950,000
FTE:			3.8

Labor Relations

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

Labor Relations Summary			
Service:			Mandatory
Level of Service:			Discretionary
Expenditures:			\$2,289,344
Financing:			1,419,246
Net County Cost:			870,098
Funding Sources:			
Charges for Svc	62.0%		\$1,419,246
General Fund	38.0%		870,098
FTE:			7.0

CCTV & Public Information

Description: Administers cable franchises and community access television (CATV) and disseminates and coordinates public information. Supported primarily by CATV franchise fees and Public, Education and Government (PEG) Fees.

CCTV & Public Information Summary			
Service:			Mandatory
Level of Service:			Discretionary
Expenditures:			\$1,455,167
Financing:			1,455,167
Net County Cost:			0
Funding Sources:			
CATV Franchise	67.9%		\$987,514
PEG Fees	24.6%		357,653
Charges for Svc	7.5%		110,000
FTE: 8.3			

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 Summary			
Service:			Mandatory
Level of Service:			Discretionary
Expenditures:			\$296,939
Financing:			0
Net County Cost:			296,939
Funding Sources:			
General Fund	100.0%		\$296,939
FTE: 2.0			

CAO's Recommendation

The FY 2020-21 baseline net County cost is reduced by \$5,024,293 from FY 2019-20. The reduction primarily reflects the elimination of restricted prior year fund balance of \$3,179,523 from CCTV fees, and \$1,736,727 from special projects and programs.

Baseline costs for salaries and benefits are increased by \$702,141. This includes cost of living increases effective July 1, 2020. Services and supplies are increased by \$223,178 reflecting inflation in operating costs.

Cost offsets from expenditure transfers and revenue are increased by \$229,181. The adjustment in revenue primarily reflects an increased share of A-87 cost plan revenue and increased revenue from the AB 109 – Office of Reentry and Justice,

The recommended net County cost of \$8,116,000 will provide the funding necessary to maintain current service levels in FY 2020-21.

Performance Measurements

County Administrator accomplishments during fiscal year 2019-20 include:

- Initiated, through the Office of Reentry and Justice, participation in the California State Association of Counties Hub for Criminal Justice to develop a strategic framework for data-driven and evidence-based evaluations, developed a Draft Racial Equity Action Plan, and began development of a multi-year recidivism analysis.
- Coordinated a strong countywide response to a Local Emergency due to weather-related events, including unprecedented PG&E Public Safety Power Shutoffs, and protected the public's safety.
- Launched a new, mobile-friendly County website with new navigation and features that include a Permit Portal and Tax Portal to help residents find information quickly and easily.

County Administrator

General Government

- Developed a 2020 Census Strategic Plan, Budget, and Implementation Plan. Assisted organizations throughout the county with Census 2020 information at various events and developed a list of partners with which to collaborate at the grassroots level.
- Organized and conducted 11 regional Census outreach workshops, focus groups, and community training sessions to identify and communicate effective methods of reaching hard-to-count populations with the Census message.
- Completed construction of a parking deck at the Martinez Detention Facility adding 75 parking spaces to downtown Martinez.
- Substantially completed construction of the new 38,000 square foot Emergency Operations Center /Public Safety building.
- Substantially completed construction of the 72,000 square foot new County Administration Building.

Administrative and Program Goals

Increase effectiveness of 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
- Conduct annual recidivism analysis and reentry program evaluation

Provide Board of Supervisors with high quality support:

- Staff Ad Hoc and standing Board of Supervisors 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 consistently informed of new policies/practices
- Manage Advisory Committee tasks, in compliance with applicable requirements and Board of Supervisors' policies.
- Provide countywide record keeping and document management through Clerk of the Board's Office.

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 accomplishments
- Evaluate Countywide progress on various goals and initiatives
- 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 programs.
- Develop and provide countywide public information through use of all forms of media, including print, CCTV and online content.

Capital Projects Management:

- Remodel modules at the Martinez Detention Facility for specialized health services programming.
- Begin construction of the West County Reentry and Treatment Facility.
- Begin demolition of the retired County Administration Building at 651 Pine Street, Martinez.

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	10,504,906	11,445,245	12,067,141	11,983,657	(83,484)
Services And Supplies	720,650	1,726,554	1,323,823	908,032	(415,791)
Other Charges	7	0	0	0	0
Fixed Assets	0	42,423	42,423	0	(42,423)
Expenditure Transfers	(4,878,567)	(5,419,372)	(5,638,597)	(5,638,597)	0
Expense Total	6,346,995	7,794,850	7,794,790	7,253,092	(541,698)
Revenue					
Other Local Revenue	5,316,428	5,377,850	5,803,092	5,803,092	0
Revenue Total	5,316,428	5,377,850	5,803,092	5,803,092	0
Net County Cost (NCC):	1,030,567	2,417,000	1,991,698	1,450,000	(541,698)
Allocated Positions (FTE)	52.0	52.0	52.0	52.0	0.0
Financial Indicators					
Salaries as % of Total Exp	166%	147%	155%	165%	
% Change in Total Exp		23%	(0%)	(7%)	
% Change in Total Rev		1%	8%	0%	
% Change in NCC		135%	(18%)	(27%)	
Compensation Information					
Permanent Salaries	6,788,044	7,446,931	7,867,260	7,867,260	0
Temporary Salaries	81,960	165,484	165,484	82,000	(83,484)
Permanent Overtime	85	0	0	0	0
Deferred Comp	60,426	65,820	70,440	70,440	0
Comp & SDI Recoveries	(1,548)	0	0	0	0
FICA/Medicare	442,232	462,805	485,629	485,629	0
Ret Exp-Pre 97 Retirees	21,501	24,616	24,616	24,616	0
Retirement Expense	2,136,090	2,288,747	2,410,327	2,410,327	0
Employee Group Insurance	684,054	714,692	776,522	776,522	0
Retiree Health Insurance	161,758	162,252	157,271	157,271	0
OPEB Pre-Pay	71,329	70,031	67,858	67,858	0
Unemployment Insurance	2,581	3,718	7,874	7,874	0
Workers Comp Insurance	56,394	40,149	33,860	33,860	0

County Counsel

General Government

Department Description

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

General Law

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

General Law Summary			
Service:			Mandatory
Level of Service:			Discretionary
Expenditures:			\$6,877,604
Financing:			5,427,604
Net County Cost:			1,450,000
Funding Sources:			
Charges for Svc	73.5%	\$5,052,604	
Property Tax Admin	5.5%	375,000	
General Fund	21.0%	1,450,000	
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:			\$3,680,993
Financing:			3,680,993
Net County Cost:			0
Funding Sources:			
Charges for Svc	100.0%	\$3,680,993	
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:			\$2,333,092
Financing:			2,333,092
Net County Cost:			0
Funding Sources:			
Liability Insurance Internal			
Service Fund	100%	\$2,333,092	
FTE: 10.0			

CAO's Recommendation

Baseline Budget

The baseline net County cost decreased by \$425,302 from FY 2019-20. The decrease includes the elimination of \$417,000 rebudgeted as a one-time allocation of prior year fund balance.

Salary and benefit costs increased by \$621,896, reflecting a 3% cost of living increase as of July 1, 2020 as well as an increased County share of the costs for benefits. Operating costs, including interdepartmental charges for Information Technology, Telecommunications and Public Works increased by \$14,269.

Revenue offsets and expenditure transfers increased by \$644,467 to reflect the estimated charges for service in FY 2020-21.

Recommended Budget

A further \$541,698 was eliminated from the budget in order to meet the targeted net County cost for FY 2020-21. Cuts include reductions to temporary salaries, software and hardware costs, furniture, and non-County professional specialized services.

The recommended net County cost of \$1,450,000 will provide the funding necessary to maintain services in FY 2020-21.

Performance Measurement

Ongoing Project to Address Records Management and Retention

Beginning in 2019 and continuing into 2020, the County Counsel's Office has spent numerous staff hours reviewing, organizing, and indexing paper files so they can be digitized and ultimately purged. We anticipate that our historical records will be digitally archived in advance of the move into the new County Administration building in 2020. In conjunction with the digital archiving of our records, we will work with the Department of Information Technology to implement a digital document management system for the Office's non-litigation records. This is intended to streamline operations, decrease the amount of

paper-based records the office handles, and reduce storage costs.

Continuing Efforts to Address Recruitment and Staffing

A continuing priority for the Office is attracting and retaining qualified and dedicated civil law attorneys to support the legal demands of the County and our other public clients. Thirty-seven percent of our attorneys have been with this Office for five years or less. We want to provide opportunities and incentives for more experienced attorneys to stay with the County so they can continue providing outstanding service to our clients as well as train and mentor new attorneys in the Office. Retaining and recruiting clerical staff to support the varied work of this Office also is a continuing challenge. Several clerical staff left the office for jobs in the private sector. When we recruited for an Experienced Level clerk this year the list of candidates included nine eligible candidates, compared to a list of approximately 50 candidates in previous recruitments. In addition, in many cases the education and job history of candidates were more general than in previous recruitments, (i.e. retail clerk as opposed to office worker), requiring the office to devote significant resources to training.

Administrative and Program Goals

Records Management and Case Management Systems

The Office will continue its program to modernize its records management and case management systems. After completing the records digitizing and archiving phase of the project, the Office will work with the Department of Information Technology to implement a digital case management system for non-litigation records. While implementing that system, we also will work with the Department of Information Technology to evaluate potential case management systems and replace the Office's three separate case file management systems with a single integrated system. A new case management system will further reduce the Office's reliance on paper-based systems and improve efficiencies.

County Counsel

General Government

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. The FY 2020-21 budget reflects a \$550,000 reduction in the Office's net County cost allocation, which follows a \$1 million reduction last fiscal year in the Office's net County cost allocation. The net

County cost allocation for FY 2020-21 accounts for only 11% of the total County Counsel budget, compared to 16% in FY 2019/20 and 24% in FY 2018-19. In the coming fiscal year, the Office will be compelled to consider how best to provide effective advice and assistance to clients whose legal services are not fully funded.

FY 2020-21 Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	1	General Law	Salaries and Benefits	0.0	(83,484)	Reduce temporary staffing
2	1	General Law	Services and Supplies	0.0	(415,791)	Reduce appropriations for operating costs relating to equipment, software, and non-county professional specialized services.
3	1	General Law	Fixed Assets	0.0	(42,423)	Eliminate appropriations for office equipment and furniture
			Total	0.0	(541,698)	

Crockett/Rodeo Revenues General Government

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Services And Supplies	159,461	636,000	276,000	276,000	0
Other Charges	211,379	284,000	284,000	284,000	0
Expense Total	370,840	920,000	560,000	560,000	0
Net County Cost (NCC):	370,840	920,000	560,000	560,000	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		148%	(39%)	0%	
% Change in Total Rev					
% Change in NCC		148%	(39%)	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 \$360,000 from FY 2019-20, 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	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Revenue					
Other Local Revenue	3,773,787	2,500,000	2,500,000	2,500,000	0
State Assistance	31,394	0	0	0	0
Revenue Total	3,805,181	2,500,000	2,500,000	2,500,000	0
Net County Cost (NCC):	(3,805,181)	(2,500,000)	(2,500,000)	(2,500,000)	0
Financial Indicators					
% Change in Total Rev		(34%)	0%	0%	
% Change in NCC		(34%)	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:	\$45,452,243	
Financing:	45,452,243	
Net Fund Cost:	0	
Funding Sources:		
Use of Money	1.4%	\$649,513
Transfers	98.6%	44,802,730

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 \$3.8 million ad valorem property tax in FY 2018-19 and is expected to receive approximately \$2.5 to \$3.8 million in FY 2019-20 from this source and each year thereafter until the agreement is fulfilled in approximately FY 2021-22. 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 \$45.5 million.

We do not anticipate issuing Tax Revenue Anticipation Notes (TRANS) in FY 2020-21.

For detailed information of the County's overall current debt position, please see page 534.

Debt Service
General Government

Department of Information Technology

Marc Shorr, Chief Information Officer

General Government

Department of Information Technology Summary

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries and Benefits	11,596,418	13,854,665	14,706,400	14,840,076	133,676
Services and Supplies	11,827,034	14,565,869	12,892,291	12,892,291	0
Other Charges	1,823,976	1,882,658	1,988,118	1,988,118	0
Fixed Assets	530,477	181,250	107,250	107,250	0
Expenditure Transfers	(17,246,498)	(20,578,713)	(21,871,464)	(21,871,464)	0
Expense Total	8,531,408	9,905,729	7,822,595	7,956,271	133,676
Revenue					
Other Local Revenue	8,091,821	8,411,729	7,727,595	7,861,271	133,676
Revenue Total	8,091,821	8,411,729	7,727,595	7,861,271	133,676
Net County Cost (NCC):	439,587	1,494,000	95,000	95,000	0
Allocated Positions (FTE)					
	84.0	84.0	85.0	86.0	1.0
Financial Indicators					
Salaries as % of Total Exp	136%	140%	188%	187%	
% Change in Total Exp		16%	(21%)	2%	
% Change in Total Rev		4%	(8%)	2%	
% Change in NCC		240%	(94%)	0%	
Compensation Information					
Permanent Salaries	6,775,991	8,297,847	8,777,644	8,859,664	82,020
Temporary Salaries	227,496	70,005	70,005	70,005	0
Permanent Overtime	151,262	122,999	123,000	123,000	0
Deferred Comp	89,338	114,420	127,020	128,820	1,800
FICA/Medicare	525,554	626,670	658,267	661,703	3,436
Ret Exp-Pre 97 Retirees	20,240	22,068	22,068	22,068	0
Retirement Expense	2,008,084	2,503,463	2,622,074	2,647,626	25,552
Excess Retirement	20,639	0	0	0	0
Employee Group Insurance	949,990	1,246,788	1,411,704	1,429,135	17,431
Retiree Health Insurance	539,510	561,883	589,840	589,840	0
OPEB Pre-Pay	217,805	226,274	245,416	245,416	0
Unemployment Insurance	2,694	4,166	8,778	8,778	0
Workers Comp Insurance	67,817	58,083	50,584	54,021	3,437

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	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries and Benefits	8,903,135	10,616,357	11,211,908	11,345,584	133,676
Services and Supplies	4,949,120	7,601,132	6,084,272	6,084,272	0
Other Charges	1,210,978	1,033,178	1,173,323	1,173,323	0
Fixed Assets	249,006	74,000	0	0	0
Expenditure Transfers	(10,982,182)	(13,856,092)	(14,575,305)	(14,575,305)	0
Expense Total	4,330,056	5,468,575	3,894,198	4,027,874	133,676
Revenue					
Other Local Revenue	4,108,155	4,189,575	3,894,198	4,027,874	133,676
Revenue Total	4,108,155	4,189,575	3,894,198	4,027,874	133,676
Net County Cost (NCC):	221,902	1,279,000	0	0	0
Allocated Positions (FTE)	63.0	63.0	64.0	65.0	1.0
Financial Indicators					
Salaries as % of Total Exp	206%	194%	288%	282%	
% Change in Total Exp		26%	(29%)	3%	
% Change in Total Rev		2%	(7%)	3%	
% Change in NCC		476%	(100%)	0%	
Compensation Information					
Permanent Salaries	5,194,398	6,413,752	6,727,748	6,809,768	82,020
Temporary Salaries	227,496	70,005	70,005	70,005	0
Permanent Overtime	59,957	5,999	6,000	6,000	0
Deferred Comp	74,093	97,200	103,380	105,180	1,800
FICA/Medicare	400,908	481,919	501,450	504,886	3,436
Ret Exp-Pre 97 Retirees	15,786	16,988	16,988	16,988	0
Retirement Expense	1,546,446	1,916,895	2,002,593	2,028,145	25,552
Excess Retirement	20,639	0	0	0	0
Employee Group Insurance	680,478	919,699	1,039,987	1,057,418	17,431
Retiree Health Insurance	446,104	455,387	490,766	490,766	0
OPEB Pre-Pay	178,758	186,355	203,878	203,878	0
Unemployment Insurance	2,075	3,220	6,728	6,728	0
Workers Comp Insurance	55,996	48,938	42,385	45,822	3,437

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

Department of Information Technology

General Government

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	
Level of Discretion:	Mandatory
Level of Service:	Discretionary
Expenditures:	\$18,603,179
Financing:	18,603,179
Net County Cost:	0
Funding Sources:	
Charges for Svcs	100.0% \$18,603,179
FTE:	65.0

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:	\$818,757
Financing:	818,757
Net County Cost:	0
Funding Sources:	
Charges for Svcs	100.0% \$818,757
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:	\$779,757	
Financing:	779,757	
Net County Cost:	0	
Funding Sources:		
Transfers	57.7%	\$449,580
Charges for Svcs	42.3%	330,177
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:	\$2,302,291	
Financing:	2,302,291	
Net County Cost:	0	
Funding Sources:		
Transfers	99.0%	\$2,280,271
Charges for Svcs	1.0%	22,019
FTE: 10.0		

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:	\$3,461,773	
Financing:	3,486,773	
Net County Cost:	(25,000)	
Funding Sources:		
Transfers	69.5%	\$2,405,777
Charges for Svcs	31.2%	1,080,996
General Fund	(0.7%)	(25,000)
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:		\$913,209
Financing:		863,209
Net County Cost:		50,000
Funding Sources:		
Transfers	48.3%	\$441,134
Charges for Svcs	46.2%	422,075
General Fund	5.5%	50,000
FTE: 5.2		

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:		\$5,926,509
Financing:		5,951,509
Net County Cost:		(25,000)
Funding Sources:		
Transfers	90.3%	\$5,351,271
Charges for Svcs	10.1%	600,238
General Fund	(0.4%)	(25,000)
FTE: 23.6		

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:		\$4,400,883
Financing:		4,400,883
Net County Cost:		0
Funding Sources:		
Transfers	64.3%	\$2,828,515
Charges for Svcs	35.7%	1,572,368
FTE: 5.0		

Department of Information Technology
General Government

Telecommunications Budget

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries and Benefits	2,693,283	3,238,308	3,494,492	3,494,492	0
Services and Supplies	6,877,914	6,964,737	6,808,019	6,808,019	0
Other Charges	612,999	849,480	814,795	814,795	0
Fixed Assets	281,471	107,250	107,250	107,250	0
Expenditure Transfers	(6,264,316)	(6,722,621)	(7,296,159)	(7,296,159)	0
Expense Total	4,201,351	4,437,154	3,928,397	3,928,397	0
Revenue					
Other Local Revenue	3,983,666	4,222,154	3,833,397	3,833,397	0
Revenue Total	3,983,666	4,222,154	3,833,397	3,833,397	0
Net County Cost (NCC):	217,685	215,000	95,000	95,000	0
Allocated Positions (FTE)	21.0	21.0	21.0	21.0	0.0
Financial Indicators					
Salaries as % of Total Exp	64%	73%	89%	89%	
% Change in Total Exp		6%	(11%)	0%	
% Change in Total Rev		6%	(9%)	0%	
% Change in NCC		(1%)	(56%)	0%	
Compensation Information					
Permanent Salaries	1,581,592	1,884,094	2,049,895	2,049,895	0
Permanent Overtime	91,305	117,000	117,000	117,000	0
Deferred Comp	15,245	17,220	23,640	23,640	0
FICA/Medicare	124,646	144,751	156,817	156,817	0
Ret Exp-Pre 97 Retirees	4,454	5,080	5,080	5,080	0
Retirement Expense	461,637	586,568	619,481	619,481	0
Employee Group Insurance	269,512	327,089	371,718	371,718	0
Retiree Health Insurance	93,406	106,496	99,074	99,074	0
OPEB Pre-Pay	39,047	39,919	41,538	41,538	0
Unemployment Insurance	619	946	2,050	2,050	0
Workers Comp Insurance	11,821	9,144	8,200	8,200	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.

Telecommunications Summary		
Level of Discretion:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$11,224,556
Financing:		11,129,556
Net County Cost:		95,000
Funding Sources:		
Transfers	65.0%	\$7,296,159
Charges for Svcs	34.1%	3,833,397
General Fund	0.9%	95,000
FTE: 21.0		

- Decreases totaling \$375,000 to other special department expenditures reflecting the removal of prior year restricted fund balance that had been budgeted for a departmental fee study and security cameras at hilltop radio sites.
- Increases totaling \$851,735 to salaries and benefits, reflecting negotiated wage adjustments.
- Decreases totaling \$1,024,000, reflecting the removal of one-time venture capital funding received for various projects in FY 2019-20.
- Decreases totaling \$274,578 to services and supplies due to reduced expenditures for FY 20/21 in minor computer equipment purchases, software maintenance costs, requested maintenance projects and professional services contracts not being renewed.
- Increase of \$105,460 to debt service for lease-purchased assets.
- Decrease of \$74,000 to fixed assets due to removal of one-time purchase of asset in FY 2019-20.
- Expenditure transfers increased by \$1,292,751 over FY 2019-20 level.

CAO’s Recommendation

Baseline Budget

The FY 2020-21 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 3.07% and telephone billing rates decreased by 29.27% ports, 12.28% lines and 20% voicemail from the current year rates to offset the recommended level of expenditure.

Baseline expenditures are decreased by \$2,083,134 from the FY 2019-20 Budget, reflecting the following adjustments:

Revenue decreased by \$684,134 from the FY 2019-20 budgeted level.

Recommended Budget

The Department is requesting to add 1 GIS Analyst position to meet increased requests from agencies for geographically referenced information. The costs for the position will be recovered through charges for service.

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 and Metrix to improve staff and operational efficiencies.
- Continued to improve 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 and providing fiber service from Comcast.
- Maintained or improved performance in the following business processes measures:

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

The County's P25 radio communication system was available 99.9% of the time. County Microwave system was also available 99.9% of the time. The .1% unavailable periods were due to scheduled upgrades of core equipment and maintenance.

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

The County's Wide Area Network (WAN) was available 99.9% of the time. The .1% unavailable period was due to scheduled internal maintenance and maintenance from our internet service provider.

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

The County's voice mail system was available 99.9% of time. A project continues to migrate all voice mail subscribers to the AT&T EMS (enterprise management system) voice mail or ATT Unified Communications (UC).

Administrative and Program Goals

- Implement Countywide IT strategic and security plans providing a road map for IT services in the County that aligns with the County's Mission, Vision and Values.
- Develop and deploy Cloud services strategic plan to support new technologies.
- Develop and begin Mainframe migration plan to support modernization of enterprise and Law and Justice applications.
- Improve performance in the following business measures:
 - Percentage of time the County's radio communication system is available and the service outage repair times by adding fail over redundancy.
 - Percentage of time the County's Wide Area Network (WAN) and Cloud based technologies are available for systems such as Email, Internal Web Sites, Office 365, Digital Imaging 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.
 - Design and incorporate wireless network for additional specific County locations to further reduce the need for cabling and provide high-speed service for mobile devices.

Department of Information Technology
General Government

FY 2020-21
Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	5	GIS Support	Salaries and Benefits	1.0	133,676	Add 1 GIS Analyst
2	5	GIS Support	Charges for Service	0.0	(133,676)	Increase revenue from customers based on requests for service
			Total	1.0	0	

Employee/Retiree Benefits General Government

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	434,605	620,874	503,075	503,075	0
Services And Supplies	3,110,704	23,855,970	3,240,925	3,240,925	0
Expenditure Transfers	(58,809)	(50,000)	(50,000)	(50,000)	0
Expense Total	3,486,500	24,426,844	3,694,000	3,694,000	0
Revenue					
Other Local Revenue	1,722,569	0	0	0	0
Revenue Total	1,722,569	0	0	0	0
Net County Cost (NCC):	1,763,932	24,426,844	3,694,000	3,694,000	0
Financial Indicators					
Salaries as % of Total Exp	12%	3%	14%	14%	
% Change in Total Exp		601%	(85%)	0%	
% Change in Total Rev		(100%)	0%	0%	
% Change in NCC		1,285%	(85%)	0%	
Compensation Information					
Retirement Expense	(257,175)	0	0	0	0
Retiree Health Insurance	424,842	428,618	338,458	338,458	0
OPEB Pre-Pay	266,939	192,256	164,617	164,617	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:		\$2,683,489
Financing:		0
Net County Cost:		2,683,489
Funding Sources:		
General Fund	100.0%	\$2,683,489

Employee/Retiree Benefits

General Government

Retiree Health Benefits

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

Retiree Health Benefits Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$1,060,511
Financing:		50,000
Net County Cost:		1,010,511
Funding Sources:		
Interdept Charges	4.7%	\$50,000
General Fund	95.3%	1,010,511

CAO's Recommendation

The FY 2020-21 Baseline budget shows a reduction of \$19 million from FY 2019-20. 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 2018-19 Actuals column (\$3.5 million), which is more in-line with FY 2020-21 projected use (\$3.7 million).

The FY 2020-21 Recommended net County cost of \$3,694,000 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	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Revenue					
Other Local Revenue	481,890,959	499,719,683	525,243,000	525,243,000	0
Federal Assistance	6,324	0	0	0	0
State Assistance	16,356,571	1,650,000	1,700,000	1,700,000	0
Revenue Total	498,253,854	501,369,683	526,943,000	526,943,000	0
Net County Cost (NCC):	(498,253,854)	(501,369,683)	(526,943,000)	(526,943,000)	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Rev			1%	5%	0%
% Change in NCC			1%	5%	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 Revenue Summary		
Level of Discretion:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$ 0
Financing:		526,943,000
Net County Cost:		(526,943,000)
Funding Sources:		
Property Taxes	81.3%	\$428,253,000
Other Taxes	5.7%	30,060,000
Fines Penalties	3.9%	20,600,000
Use of Money	3.4%	18,100,000
License Franchise	1.9%	9,800,000
Intergovernmental	1.8%	9,700,000
Charges for Service	1.7%	8,900,000
Miscellaneous Rev	0.3%	1,530,000

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 2020-21 and the County Administrator's Office is projecting that assessed value growth will be 4.5% (The inflation factor increase in base year value is limited to 2% by California Constitution, Article XIII A, section 2(b)). The 4.5% figure compares to current year growth of 5.3%; FY 2018-19 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 \$501,369,683 budgeted general purpose revenue in FY 2019-20 includes \$8,819,683 in fund balance for medical and mental health services and related infrastructure at the Martinez Detention Facility

General Purpose Revenue

General Government

described in the Capital Improvement Plan on page 529. These Other Local Revenue monies were appropriated 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 2019-20 budgeted amount would be \$492,550,000.

The FY 2018-19 budget included \$10,000,000 in Other Local Revenue from the Tax Losses Reserve Fund, while the FY 2019-20 budgeted General Purpose Revenues included \$20 million in transfers from the Tax Losses Reserve Fund for deferred facility maintenance projects. Although this \$20 million is not a permanent source of funding, it is recommended that \$20 million be budgeted again for FY 2020-21.

Human Resources General Government

Dianne Dinsmore, Director

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	5,705,979	6,737,271	7,429,660	7,491,270	61,610
Services And Supplies	3,830,991	6,316,291	4,394,326	4,394,326	0
Expenditure Transfers	(622,482)	(688,517)	(702,230)	(702,230)	0
Expense Total	8,914,488	12,365,045	11,121,756	11,183,366	61,610
Revenue					
Other Local Revenue	7,548,887	8,333,204	8,293,643	8,433,366	139,723
Revenue Total	7,548,887	8,333,204	8,293,643	8,433,366	139,723
Net County Cost (NCC):	1,365,601	4,031,841	2,828,113	2,750,000	(78,113)
Allocated Positions (FTE)	52.0	51.0	51.0	52.0	1.0
Financial Indicators					
Salaries as % of Total Exp	64%	54%	67%	67%	
% Change in Total Exp		39%	(10%)	1%	
% Change in Total Rev		10%	0%	2%	
% Change in NCC		195%	(30%)	(3%)	
Compensation Information					
Permanent Salaries	3,474,058	4,161,157	4,547,958	4,555,075	7,117
Temporary Salaries	0	12,800	12,800	12,800	0
Permanent Overtime	501	4,500	4,500	4,500	0
Deferred Comp	74,212	86,220	93,180	94,980	1,800
Comp & SDI Recoveries	(240)	0	0	0	0
FICA/Medicare	259,702	317,739	340,018	345,018	5,000
Ret Exp-Pre 97 Retirees	10,605	13,321	13,321	13,321	0
Retirement Expense	1,057,923	1,235,640	1,340,744	1,367,296	26,552
Employee Group Insurance	480,054	606,854	790,731	808,162	17,431
Retiree Health Insurance	190,586	182,184	173,045	173,045	0
OPEB Pre-Pay	91,390	87,495	76,980	76,980	0
Unemployment Insurance	1,297	2,086	4,548	4,548	0
Workers Comp Insurance	65,891	27,275	31,836	35,546	3,710

Department Description

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

Human Resources: Human Resources and Child Care.

Human Resources

General Government

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:	\$1,703,402	
Financing:	2,324,791	
Net County Cost:	(621,389)	
Funding Sources:		
Charges	97.4%	\$1,851,977
Transfers	26.5%	470,814
Miscellaneous	0.1%	2,000
General Fund	(24.0%)	(621,389)
FTE: 5.0		

Employee Benefits Administration

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; Health Savings 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 Administration Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$6,564,219	
Financing:	6,564,219	
Net County Cost:	0	
Funding Sources:		
Charges	100.0%	\$6,564,219
FTE: 23.0		

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 recruitment and assessment, classification and compensation, affirmative action outreach, approval of all personnel actions, management of the lay-off processes and outplacement activities, as well as the maintenance of all personnel history files and records.

Personnel Services Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$3,571,389	
Financing:	200,000	
Net County Cost:	3,371,389	
Funding Sources:		
Transfers	5.6%	\$200,000
General Fund	94.4%	3,371,389
FTE: 24.0		

Child Care

Description: Provides for the funding and development of child care programs for County employees. Funded by FICA savings realized by the participation of employees in the Dependent Care Assistance Program.

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

CAO's Recommendation

The FY 2020-21 Baseline net County cost decreased by a net of \$1,203,728 from FY 2019-20. The reduction includes the elimination of one-time appropriations of \$538,000 which had been rebudgeted from prior year as well as one-time venture capital money appropriated in the current year. A further \$293,841 was eliminated from a prior year rebudget of restricted FICA savings for Child Care.

Salary and benefit costs increased by \$712,043, reflecting both a 3% negotiated cost of living increase as well as increases to the County's share of employee health costs. General operating costs were reduced by \$1,123,491, primarily in the Benefits division based on prior year trends.

Revenue received from the County A87 cost allocation plan increased by \$171,844, however, revenue overall decreased by a net of \$39,561 due to reduction of \$211,405 to Benefits Administration Fees that align with operational cuts to the division.

The FY 2020-21 Recommended net County cost decreased by a net of \$78,113. This amount reflects anticipated salary and benefit savings

realized from vacant positions in the Personnel Services Unit. Additionally, the Department is requesting to add one Supervising Accountant in the Benefits division to supervise the daily operations of the Benefits accounting team. The cost of the position would be recovered through benefits administration fees.

The recommended net County cost of \$2,750,000 will provide the funding necessary to provide basic services in FY 2020-21.

Performance Measurement

Conducted Executive recruitments for the following key positions:

- Director of Risk Management
- County Probation Officer

Other high-level recruitments included:

- Chief Financial Officer – Employment and Human Services Department
- Workforce Services Director
- HRIS Administrator
- ADA Manager

Processed 33,009 employment applications and conducted 164 recruitments. Administered 21 large-volume recruitments:

<u>Job Title</u>	<u>Applications Received</u>
Sheriff's Dispatcher I	2483
Deputy Sheriff-Recruit	1614
Social Worker II	1136
Firefighter-Recruit	1009
Juvenile Institution Officer I	1007
Eligibility Worker I	612
Child Support Specialist I	463
Clerk - Experienced Level	372
Maintenance Worker I	300
Library Assistant - Journey Level - Deep Class	261
Account Clerk Experienced Level	252
Executive Secretary – Exempt	247

Human Resources

General Government

<u>Job Title</u>	<u>Applications Received</u>
Clerk-Recorder Services Technician	234
Animal Services Clerk	220
Deputy Probation Officer I	213
Library Aide-Exempt	212
Clerk-Recorder Services Specialist	199
Elections Temporary Assignment	192
Sheriff's Aide	188
Labor Relations Assistant	182
Firefighter-Paramedic Recruit	173

Processed 160 Personnel Adjustment Resolutions (P300's)

Technology

Implemented the NeoGov Onboard Module in Public Works, and began development for Employment and Human Services and Contra Costa County Library, enabling candidates to complete their onboarding documents electronically before their first day of work.

Implemented Text messaging in NeoGov to update candidates on the status of their application, send interview reminders, and alert them to next steps in the process. This will help to keep candidates engaged with our application process.

Expanded the use of the eSkill online testing platform to increase the number of recruitments using unproctored online testing as the initial step in the assessment process. 6,233 scores were captured using eSkill as part of 55 different recruitments.

Integrated eSkill and NeoGov to send test results directly into NeoGov, significantly reducing the time required to record test scores and shortening the time to creation of the eligible list.

Benefits

Negotiated contract and transitioned to Empower Retirement as the new deferred compensation recordkeeper.

Re-convened 457 Deferred Compensation Committee, updated the bylaws, established quarterly meeting schedule, and streamlined investment lineup.

Revised the Deferred Compensation Plan investment line-up. The investment line-up previously consisted of over 40 investment choices, which resulted in more expensive share classes. The new streamlined investment structure offers 11 options specifically chosen to allow participants to fully diversify. Fewer options makes investment choice easier and lowered overall investment costs.

Implemented a new online process which allows Deferred Compensation Plan participants to initiate a loan without the need for a paper application form.

Worked with Joint Labor Management Benefits Committee in search to replace the costly HealthNet medical insurance plan. Two new HealthNet plans with a revised "narrow network" provider list and modified plan design, resulting in reduced premiums beginning January 1, 2020.

Increased percentage of employees participating in 457 from 63% in calendar year 2017 to 65% in calendar year 2018 to 68% in calendar year 2019.

Leave Administration and Disability Management

Transferred Disability Management from Risk Management to the Human Resources Department and hired an ADA Manager responsible for establishing Countywide practices and training, and supporting disability coordinators working in the County's 24 departments.

Created hands-on training for departmental staff who process and track leaves, including an online Toolkit that guides users through the complex laws and regulations that govern protected leaves.

Recruitment and Classification/Compensation

Rolled out competency-based recruitment countywide as part of modernization and streamlining of recruitment and assessment process efforts. Unlike traditional knowledge, skills, abilities, and other characteristics (KSAO) statements in job descriptions, a competency model is prescriptive of the desired or expected behaviors, rather than descriptive of established ways of working.

Contracted with vendor specialized in test development to develop computer-based testing for Social Worker I/II/III, Child Support Specialist I, HR Analyst/Departmental HR Analyst I/II, and Clerk-Experienced.

Partnered with Health Services to conduct process mapping to identify and eliminate redundancies in standard onboarding processes.

Began modernization of the Personnel Management Regulations by updating key sections to eliminate the outdated practice of random tie-breaking and remove the limit on the number of departments to which candidates may be referred at one time. Both changes improve the candidate experience, increasing fairness, reducing the amount of time required to establish eligible lists and issue referrals, and allowing candidates to be considered for more employment opportunities.

Other

Launched County-wide training initiative – Building a High Trust Workplace. Held ten in-person two-day sessions in FY 2019-20. Conducted Train-the-Trainer and developed the online training element of the work plan.

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.

Presented program at annual CALPELRA conference in November 2019, attended by more than 1,400 California labor relations and human resources professionals.

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.

Administrative and Program Goals

Technology

Establish PeopleSoft Users Group to provide support to departmental users and explore ideas to create more streamlined, user-friendly processes and interfaces.

Complete implementation of NeoGov Onboard Module in Employment and Human Services and Contra Costa Library and expand to other departments 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.

Improve the requisition and Personnel Action Form (PAF) and associated approval workflows in NeoGov to further streamline the process and create a more intuitive user experience for hiring managers and approvers.

Implement Smart ERP, an add-on solution designed to address common PeopleSoft application functionality deficiencies.

Continue to expand use of online, unproctored testing to reduce staff time associated with testing and provide a more flexible candidate experience.

Benefits

Update the Deferred Compensation Plan Statement of Investment Policy to reflect recent changes in the investment line-up and Deferred Compensation Committee goals and objectives.

Human Resources

General Government

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

Leave Administration and Disability Management

Build a robust, legally compliant disability management program, provide experiential training on the interactive process to departmental staff and support disability coordinators working in the County's 24 departments.

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

Recruitment and Classification/Compensation

Increase the County's use of unproctored testing and other innovative assessment strategies.

Implement a more robust job analysis process, rooted in collaborative partnering with departmental representatives and job experts in departments.

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

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

Other

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

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.

Fully implement online element and train-the-trainer components of Building a High Trust Workplace training.

Revise Bridge to Success processes to incorporate lessons learned from the pilot program with Library and Health Services. Increase the number of departments participating and available positions. Develop data analytics capability and meaningful metrics to support strategic decision-making and improved service.

FY 2020-21 Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	2	Employee Benefits Administration	Salaries and Benefits	1.0	139,723	Add 1 Supervising Accountant position
2	2	Employee Benefits Administration	Revenue	0.0	139,723	Increase Benefits Administration Fees to offset cost of position
3	3	Personnel Services	Salaries and Benefits	0.0	(78,113)	Establish Vacancy Factor – will require the department to manage the filling of staff vacancies
			Total	1.0	(78,113)	

Library Budget Summary

County Library Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	21,534,781	26,076,509	26,950,987	26,950,987	0
Services And Supplies	7,362,135	13,883,709	6,398,748	6,398,748	0
Other Charges	3,928,063	5,670,997	2,422,265	2,422,265	0
Fixed Assets	142,044	580,040	490,000	490,000	0
Expenditure Transfers	67,271	46,665	55,000	55,000	0
Expense Total	33,034,294	46,257,920	36,317,000	36,317,000	0
Revenue					
Other Local Revenue	36,285,734	34,807,000	36,047,819	36,047,819	0
State Assistance	291,345	74,000	269,181	269,181	0
Revenue Total	36,577,079	34,881,000	36,317,000	36,317,000	0
Net Fund Cost (NFC):	(3,542,785)	11,376,920	0	0	0
Allocated Positions (FTE)	200.7	204.3	204.3	204.3	0.0
Financial Indicators					
Salaries as % of Total Exp	65%	56%	74%	74%	
% Change in Total Exp		40%	(21%)	0%	
% Change in Total Rev		(5%)	4%	0%	
% Change in NFC		(421%)	(100%)	0%	
Compensation Information					
Permanent Salaries	12,263,753	15,371,539	15,163,199	15,163,199	0
Temporary Salaries	1,243,236	1,716,863	1,864,248	1,864,248	0
Permanent Overtime	121,978	52,300	52,300	52,300	0
Deferred Comp	138,522	197,820	220,440	220,440	0
Comp & SDI Recoveries	(88)	0	0	0	0
FICA/Medicare	1,013,673	1,235,276	1,295,578	1,295,578	0
Ret Exp-Pre 97 Retirees	34,250	36,063	36,063	36,063	0
Retirement Expense	3,427,484	3,759,240	4,177,130	4,177,130	0
Employee Group Insurance	1,784,356	2,397,095	2,921,706	2,921,706	0
Retiree Health Insurance	777,430	764,592	745,198	745,198	0
OPEB Pre-Pay	337,762	337,936	331,978	331,978	0
Unemployment Insurance	5,204	6,368	14,034	14,034	0
Workers Comp Insurance	387,219	201,417	129,112	129,112	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:

- Admin and Support Services
- Library Community Services
- Revenue - County Library Taxes
- 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:			\$36,317,000
Financing:			36,317,000
Net Fund Cost:			0
Funding Sources:			
Property Taxes	88.5%		\$32,135,819
Intergovernmental	9.6%		3,491,180
Misc. Revenue	1.0%		349,120
State Aid	0.7%		269,181
Fees	0.2%		71,700
FTE: 204.3			

Library Administration and Support Services Budget

County Library Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	7,682,409	9,640,507	9,481,370	9,481,370	0
Services And Supplies	5,850,386	10,117,017	3,469,436	3,469,436	0
Other Charges	1,582,015	1,453,610	1,390,194	1,390,194	0
Fixed Assets	51,977	480,040	490,000	490,000	0
Expenditure Transfers	67,271	46,665	55,000	55,000	0
Expense Total	15,234,056	21,737,839	14,886,000	14,886,000	0
Revenue					
Other Local Revenue	660,351	290,898	474,000	474,000	0
State Assistance	100,127	74,000	74,000	74,000	0
Revenue Total	760,478	364,898	548,000	548,000	0
Net Fund Cost (NFC):	14,473,579	21,372,941	14,338,000	14,338,000	0
Allocated Positions (FTE)					
	60.8	62.4	62.4	62.4	0.0
Financial Indicators					
Salaries as % of Total Exp	50%	44%	64%	64%	
% Change in Total Exp		43%	(32%)	0%	
% Change in Total Rev		(52%)	50%	0%	
% Change in NFC		48%	(33%)	0%	
Compensation Information					
Permanent Salaries	4,211,505	5,780,092	5,417,539	5,417,539	0
Temporary Salaries	44,470	151,680	136,383	136,383	0
Permanent Overtime	22,938	14,200	14,200	14,200	0
Deferred Comp	39,473	52,560	57,840	57,840	0
FICA/Medicare	316,440	383,744	410,373	410,373	0
Ret Exp-Pre 97 Retirees	12,631	12,181	12,181	12,181	0
Retirement Expense	1,270,282	1,391,966	1,536,912	1,536,912	0
Employee Group Insurance	526,310	677,419	767,651	767,651	0
Retiree Health Insurance	777,430	764,592	745,198	745,198	0
OPEB Pre-Pay	337,762	337,936	331,978	331,978	0
Unemployment Insurance	1,602	2,293	5,011	5,011	0
Workers Comp Insurance	121,566	71,845	46,104	46,104	0

Library

General Government

Library Administration & Support Services Summary			
Service:	Discretionary		
Level of Service:	Discretionary		
Expenditures:	\$14,886,000		
Financing:	548,000		
Net Fund Cost:	14,338,000		
Funding Sources:			
Property Taxes	96.3%	\$14,338,000	
Misc. Revenue	2.3%	335,000	
Intergovernmental	0.7%	102,800	
State Aid	0.5%	74,000	
Fees	0.2%	36,200	
FTE:	62.4		

1. Library Administration

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

Library Administration Summary			
Service:	Discretionary		
Level of Service:	Discretionary		
Expenditures:	\$7,381,177		
Financing:	316,000		
Net Fund Cost:	7,065,177		
Funding Sources:			
Property Taxes	95.7%	\$7,065,177	
Misc. Revenue	9.6%	316,000	
FTE:	25.2		

2. Support Services

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

Support Services Summary			
Service:			Discretionary
Level of Service:			Discretionary
Expenditures:			\$5,510,385
Financing:			32,800
Net Fund Cost:			5,477,585
Funding Sources:			
Property Taxes	99.4%	\$5,477,585	
Intergovernmental	0.5%	28,600	
Fees	0.1%	4,200	
FTE: 24.2			

Countywide Services Summary			
Service:			Discretionary
Level of Service:			Discretionary
Expenditures:			\$1,994,438
Financing:			199,200
Net Fund Cost:			1,795,238
Funding Sources:			
Property Taxes	90.0%	\$1,795,238	
Intergovernmental	3.7%	74,200	
State Aid	3.7%	74,000	
Fees	1.6%	32,000	
Misc. Revenue	1.0%	19,000	
FTE: 13.0			

3. Countywide Services

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

Library

General Government

Library-Community Services

County Library Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	13,852,372	16,436,002	17,469,617	17,469,617	0
Services And Supplies	1,511,750	3,766,692	2,929,312	2,929,312	0
Other Charges	2,346,049	4,217,387	1,032,071	1,032,071	0
Fixed Assets	0	100,000	0	0	0
Expense Total	17,710,171	24,520,081	21,431,000	21,431,000	0
Revenue					
Other Local Revenue	5,092,729	3,687,102	3,438,000	3,438,000	0
Revenue Total	5,092,729	3,687,102	3,438,000	3,438,000	0
Net Fund Cost (NFC):	12,617,441	20,832,979	17,993,000	17,993,000	0
Allocated Positions (FTE)	139.9	141.9	141.9	141.9	0
Financial Indicators					
Salaries as % of Total Exp	78%	67%	82%	82%	
% Change in Total Exp		38%	(13%)	0%	
% Change in Total Rev		(28%)	(7%)	0%	
% Change in NFC		65%	(14%)	0%	
Compensation Information					
Permanent Salaries	8,052,248	9,591,447	9,745,660	9,745,660	0
Temporary Salaries	1,198,766	1,565,183	1,727,865	1,727,865	0
Permanent Overtime	99,041	38,100	38,100	38,100	0
Deferred Comp	99,049	145,260	162,600	162,600	0
Comp & SDI Recoveries	-88	0	0	0	0
FICA/Medicare	697,233	851,533	885,205	885,205	0
Ret Exp-Pre 97 Retirees	21,620	23,882	23,882	23,882	0
Retirement Expense	2,157,202	2,367,274	2,640,218	2,640,218	0
Employee Group Insurance	1,258,047	1,719,676	2,154,055	2,154,055	0
Unemployment Insurance	3,601	4,075	9,023	9,023	0
Workers Comp Insurance	265,653	129,572	83,009	83,009	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 Service:		Discretionary
Expenditures:		\$21,431,000
Financing:		3,438,000
Net Fund Cost:		17,993,000
Funding Sources:		
Property Taxes	83.9%	\$17,993,000
Intergovernmental	15.8%	3,388,380
Fees	0.2%	35,500
Misc. Revenue	0.1%	14,120
FTE: 141.9		

Library

General Government

Revenue – County Library Taxes

County Library Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Revenue					
Other Local Revenue	30,532,654	30,829,000	32,135,819	32,135,819	0
State Assistance	191,218	0	195,181	195,181	0
Revenue Total	30,723,872	30,829,000	32,331,000	32,331,000	0
Net Fund Cost (NFC):	(30,723,872)	(30,829,000)	(32,331,000)	(32,331,000)	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp					
% Change in Total Rev					
% Change in NFC					

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 Summary			
Service:	Mandatory		
Level of Service:	Mandatory		
Expenditures:	\$0		
Financing:	32,331,000		
Net Fund Cost:	(32,331,000)		
Funding Sources:			
Property Taxes	99.4%	\$32,135,819	
State Aid	0.6%	195,181	

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 Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$1,000
Financing:		1,000
Net Fund Cost:		0
Funding Sources:		
Misc. Revenue	100.0%	\$1,000

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 \$874,478 due to cost of living increases, retirement costs, and an increase to staffing. In FY 2019-20, full-time equivalent (FTE) staffing was increased by 3.6 for a total of 204.3 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 \$7,484,961 due to the elimination of appropriations for one-time purchases in FY 2019-20 of equipment, computers and materials. Baseline costs for

other charges are reduced by \$3,248,732 due to the elimination of one-time charges for building maintenance and the costs associated with the El Sobrante Library fire.

The Library relies primarily on property tax revenue to fund services. The Baseline Budget assumes an increase of 4.5% 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 2020-21 budget is recommended at the Baseline level, which will permit the Library to continue current operations, and innovate new programs to promote public service.

Performance Measurements

- *Library Visits:*
Library visits have decreased an average of 2.1% annually, from 3,768,045 visits in FY 2013-14 to 3,540,968 visits in FY 2018-19.
- *Items Circulated*
The number of items circulated has decreased an average of 0.8% annually, from 6,548,953 in FY 2013-14 to 6,511,239 in FY 2018-19.
- *Annual Hours Open:*
The Library's annual open hours have increased from 56,056 in FY 2013-14 to 56,875 in FY 2018-19.
- *Facility Improvements:*
 - 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 was completed and the library was reopened to the public in November 2019;
 - The Friends of the Library building adjacent to the El Sobrante Library was renamed the Nancy Fahden House in honor of the first woman to be elected to

Library

General Government

- county office in the history of Contra Costa County. The building was renovated and now houses the Friends of the El Sobrante Library and the El Sobrante Historical Society.
- 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 2021;
 - The City of Concord completed upgrades to the sliding glass doors at the entrance to the Concord Library;
 - The Town of Danville completed a refresh of the Danville Library meeting room.
- The City of Pinole has agreed to contribute to the maintenance costs for the Pinole Library in exchange for 35 hours of library service.
 - A new agreement with the City of Brentwood was completed. A draft agreement for the City of Orinda is in process. A new agreement for County-owned library facilities has been fully executed with the cities of Pinole and Walnut Creek; the agreement with the city of Antioch is under review.
 - The upcoming closure of the Pleasant Hill Library requires distribution of services and collections formerly part of the Central Library. A plan for disposition of the collection was presented in a report to the Contra Costa County Library Commission on March 21, 2019. The report describes all collections in the Pleasant Hill Library and makes recommendations for each collection, both long-term and short-term. The report was attached to the Board of Supervisor response to the Civil Grand Jury report "Safeguarding the Library's Local History Collection." Regarding the local history collection, the Contra Costa County Historical Society expressed interest in the collection in summer 2019.
 - A new location for Project Second Chance, the adult literacy program, was identified and a move will be completed in spring 2020.
 - 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 systemwide marketing and communication plan. The Reader's Initiative was launched in January 2019 and continued through the budget year with introduction of five new library cards, the Read to 2020 reading challenge, and various other library programs. An ongoing campaign to reach active and inactive library cardholders to welcome them back to the library was also launched in January 2019.
 - The 2019 Summer Reading Program featured a wide variety of programs, information and entertainment for all ages. The program saw a 10 percent increase in those who completed the challenge.
 - In response to library user needs, the Library continues to update its online and downloadable resources. The department purchased a new subscription to Ancestry.com for in-library genealogical research, and the Overdrive Instant Digital Card for instant remote access to downloadable ebooks and audiobooks for Contra Costa residents who don't have a library card yet.
 - On December 16, 2019, the Library launched a new website and interactive online catalog in order to provide users with a modern, streamlined and overall improved online experience.
 - 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.
 - In partnership with the City of Richmond, the Library created an Early Literacy Reading Room at the North Richmond Shields-Reid Community Center aimed at serving children and families in North Richmond. The room is stocked with

books for children, toys that support early learning, and an early literacy computer.

- The 2019 Lunch at the Library program was very successful. The library served 5,973 lunches and snacks to children during the summer at nine library locations.
- In spring 2020, the Library will upgrade all staff computers to Microsoft Office 365 and Windows 10.

Administrative and Program Goals

- Continue to implement the Library Strategic Plan adopted by the Board of Supervisors in 2019.
- 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. This will contribute to the County's goal of fiscal health.
- Finalize and plan the implementation of facility and technology assessment documents for all Contra Costa County Libraries in alignment with goals in the Strategic Plan.
- Implement measures to strengthen and improve the department's network safety and security.
- Continue to work with the City of Pleasant Hill to construct a new library facility and relocate to a temporary facility.
- Complete distribution of collections housed at the Pleasant Hill Library.
- Continue to review library staffing and open hours to maximize services for the public. Analysis of measurable 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	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	54,953,742	71,347,970	72,599,575	72,779,575	180,000
Services And Supplies	106,839,252	108,400,992	109,795,875	110,015,875	220,000
Other Charges	40,624,224	40,029,719	39,952,893	39,952,893	0
Fixed Assets	124,462	470,000	317,234	317,234	0
Provisions For Contingencies	0	0	0	0	0
Expenditure Transfers	(87,786,517)	(94,112,820)	(95,434,877)	(95,634,877)	(200,000)
Expense Total	114,755,164	126,135,861	127,230,700	127,430,700	200,000
Revenue					
Other Local Revenue	89,355,115	97,886,576	99,740,700	99,740,700	0
Federal Assistance	275,221	109,000	490,000	490,000	0
Revenue Total	89,630,337	97,995,576	100,230,700	100,230,700	0
Net County Cost (NCC):	25,124,827	28,140,285	27,000,000	27,200,000	200,000
Allocated Positions (FTE)	504.8	509.8	510.0	511.0	1.0
Financial Indicators					
Salaries as % of Total Exp	48%	57%	57%	57%	
% Change in Total Exp		10%	1%	0%	
% Change in Total Rev		9%	2%	0%	
% Change in NCC		12%	(4%)	1%	
Compensation Information					
Permanent Salaries	30,913,646	39,974,978	41,003,556	41,114,556	111,000
Temporary Salaries	717,535	971,000	909,000	909,000	0
Permanent Overtime	1,830,694	1,635,575	1,817,100	1,817,100	0
Deferred Comp	327,404	529,440	566,040	567,840	1,800
Comp & SDI Recoveries	(223,292)	(145,421)	(101,200)	(101,200)	0
FICA/Medicare	2,462,836	3,044,374	3,109,682	3,120,682	11,000
Ret Exp-Pre 97 Retirees	95,914	121,551	124,173	124,173	0
Retirement Expense	9,550,497	11,998,808	12,228,467	12,262,496	34,029
Excess Retirement	3,880	3,800	4,100	4,100	0
Employee Group Insurance	5,142,167	7,519,101	7,785,614	7,802,959	17,345
Retiree Health Insurance	2,696,842	2,745,019	2,729,677	2,729,677	0
OPEB Pre-Pay	1,198,926	1,146,057	1,144,426	1,144,426	0
Unemployment Insurance	12,354	20,085	40,992	40,992	0
Workers Comp Insurance	224,339	1,783,603	1,237,948	1,242,774	4,826

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	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	30,913,735	40,598,016	40,939,204	40,939,204	0
Services And Supplies	10,911,898	12,031,267	12,435,150	12,435,150	0
Other Charges	13,268	2,500	189,500	189,500	0
Fixed Assets	0	75,000	130,000	130,000	0
Expenditure Transfers	(6,618,600)	(9,256,209)	(9,108,308)	(9,108,308)	0
Expense Total	35,220,300	43,450,574	44,585,546	44,585,546	0
Revenue					
Other Local Revenue	33,969,843	41,985,289	43,410,546	43,410,546	0
Revenue Total	33,969,843	41,985,289	43,410,546	43,410,546	0
Net County Cost (NCC):	1,250,458	1,465,285	1,175,000	1,175,000	0
Allocated Positions (FTE)	276.8	278.8	278.0	278.0	0.0
Financial Indicators					
Salaries as % of Total Exp	88%	93%	92%	92%	
% Change in Total Exp		23%	3%	0%	
% Change in Total Rev		24%	3%	0%	
% Change in NCC		17%	(20%)	0%	
Compensation Information					
Permanent Salaries	18,167,070	23,604,465	24,032,705	24,032,705	0
Temporary Salaries	104,253	221,000	184,000	184,000	0
Permanent Overtime	267,259	152,500	258,000	258,000	0
Deferred Comp	207,932	326,940	329,040	329,040	0
Comp & SDI Recoveries	(187,967)	(106,200)	(101,200)	(101,200)	0
FICA/Medicare	1,348,225	1,784,705	1,810,459	1,810,459	0
Ret Exp-Pre 97 Retirees	58,015	84,600	84,600	84,600	0
Retirement Expense	5,762,588	7,193,055	7,284,260	7,284,260	0
Excess Retirement	3,880	3,800	4,100	4,100	0
Employee Group Insurance	2,785,624	4,097,500	4,179,342	4,179,342	0
Retiree Health Insurance	1,484,911	1,543,807	1,492,960	1,492,960	0
OPEB Pre-Pay	780,999	628,050	631,582	631,582	0
Unemployment Insurance	6,775	11,846	24,018	24,018	0
Workers Comp Insurance	124,171	1,051,948	725,338	725,338	0

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

Public Works

General Government

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:		\$53,693,854
Financing:		52,518,854
Net County Cost:		1,175,000
Funding Sources:		
Reimb Gov/Bov	78.2%	\$41,970,046
Transfers	17.0%	9,108,308
Charges for Svc	2.2%	1,212,000
Miscellaneous	0.4%	228,500
General Fund	2.2%	1,175,000
FTE: 278.0		

County Drainage Maintenance

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Services And Supplies	650,374	709,968	803,443	803,443	0
Other Charges	36,448	32	57	57	0
Expenditure Transfers	32,722	20,000	36,500	36,500	0
Expense Total	719,544	730,000	840,000	840,000	0
Revenue					
Other Local Revenue	21,253	30,000	140,000	140,000	0
Revenue Total	21,253	30,000	140,000	140,000	0
Net County Cost (NCC):	698,291	700,000	700,000	700,000	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		1%	15%	0%	
% Change in Total Rev		41%	367%	0%	
% Change in NCC		0%	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:		\$840,000
Financing:		140,000
Net County Cost:		700,000
Funding Sources:		
Interfund Reimb	16.7%	\$140,000
General Fund	83.3%	700,000

Public Works

General Government

Facilities Maintenance

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	21,348,627	27,545,460	28,477,851	28,657,851	180,000
Services And Supplies	65,502,910	64,244,103	65,717,602	65,737,602	20,000
Other Charges	40,574,508	39,187,187	39,182,286	39,182,286	0
Fixed Assets	48,207	345,000	187,234	187,234	0
Expenditure Transfers	(76,582,339)	(80,708,555)	(81,668,378)	(81,868,378)	(200,000)
Expense Total	50,891,913	50,613,195	51,896,595	51,896,595	(0)
Revenue					
Other Local Revenue	51,160,749	50,613,195	51,896,595	51,896,595	0
Revenue Total	51,160,749	50,613,195	51,896,595	51,896,595	0
Net County Cost (NCC):	(268,836)	0	0	0	0
Allocated Positions (FTE)	200.0	202.0	203.0	204.0	1.0
Financial Indicators					
Salaries as % of Total Exp	42%	54%	55%	55%	
% Change in Total Exp		(1%)	3%	0%	
% Change in Total Rev		(1%)	3%	0%	
% Change in NCC		(100%)	(46%)	0%	
Compensation Information					
Permanent Salaries	11,214,230	14,585,460	15,166,861	15,277,861	111,000
Temporary Salaries	587,846	695,000	690,000	690,000	0
Permanent Overtime	1,553,594	1,479,225	1,549,500	1,549,500	0
Deferred Comp	94,057	169,380	202,320	204,120	1,800
Comp & SDI Recoveries	(30,976)	(39,221)	0	0	0
FICA/Medicare	997,912	1,122,218	1,161,217	1,172,217	11,000
Ret Exp-Pre 97 Retirees	33,202	33,178	35,903	35,903	0
Retirement Expense	3,317,870	4,280,779	4,426,531	4,460,560	34,029
Employee Group Insurance	2,021,027	2,997,645	3,195,419	3,212,764	17,345
Retiree Health Insurance	1,100,254	1,090,652	1,114,269	1,114,269	0
OPEB Pre-Pay	364,947	471,922	462,531	462,531	0
Unemployment Insurance	5,000	7,341	15,171	15,171	0
Workers Comp Insurance	89,665	651,881	458,129	462,955	4,826

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:	\$133,764,973	
Financing:	133,764,973	
Net County Cost:	0	
Funding Sources:		
Transfers	61.2%	\$81,868,378
Fees	38.8%	51,896,595
FTE:	204.0	

Public Works

General Government

Fleet Services

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Other Charges	0	540,000	580,000	580,000	0
Expense Total	0	540,000	580,000	580,000	0
Revenue					
Other Local Revenue	545,938	540,000	580,000	580,000	0
Revenue Total	545,938	540,000	580,000	580,000	0
Net County Cost (NCC):	(545,938)	0	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		100%	7%	0%	
% Change in Total Rev		(1%)	7%	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:		\$580,000
Financing:		580,000
Net County Cost:		0
Funding Sources:		
Charges for Svc	100.0%	\$580,000

General County Building Occupancy

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Services And Supplies	23,746,785	24,701,843	24,239,240	24,439,240	200,000
Fixed Assets	59,410	0	0	0	0
Expenditure Transfers	47,084	451,180	66,867	66,867	0
Expense Total	23,853,280	25,153,023	24,306,107	24,506,107	200,000
Revenue					
Other Local Revenue	194,212	152,023	155,107	155,107	0
Revenue Total	194,212	152,023	155,107	155,107	0
Net County Cost (NCC):	23,659,069	25,001,000	24,151,000	24,351,000	200,000
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		5%	(3%)	1%	
% Change in Total Rev		(22%)	2%	0%	
% Change in NCC		6%	(3%)	1%	

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:	\$24,506,107	
Financing:	155,107	
Net County Cost:	24,351,000	
Funding Sources:		
Fees	0.6%	\$155,107
General Fund	99.4%	24,351,000

Public Works

General Government

Outside Agency Services

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Services And Supplies	554,568	609,597	596,296	596,296	0
Expenditure Transfers	177,335	172,860	191,212	191,212	0
Expense Total	731,903	782,457	787,508	787,508	0
Revenue					
Other Local Revenue	731,943	782,457	787,508	787,508	0
Revenue Total	731,943	782,457	787,508	787,508	0
Net County Cost (NCC):	(40)	0	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		7%	1%	0%	
% Change in Total Rev		7%	1%	0%	
% Change in NCC		100%	0%	0%	

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

Outside Agency Services Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$787,508
Financing:		787,508
Net County Cost:		0
Funding Sources:		
Fees	100.0%	\$787,508

Keller Surcharge/Mitigation Program

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Services And Supplies	370,935	413,000	378,000	378,000	0
Expenditure Transfers	(50,000)	(50,000)	0	0	0
Expense Total	320,935	363,000	378,000	378,000	0
Revenue					
Other Local Revenue	28,389	70,000	85,000	85,000	0
Revenue Total	28,389	70,000	85,000	85,000	0
Net County Cost (NCC):	292,546	293,000	293,000	293,000	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		13%	4%	0%	
% Change in Total Rev		147%	21%	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:		\$378,000
Financing:		85,000
Net County Cost:		293,000
Funding Sources:		
Fees	22.5%	\$85,000
General Fund	77.5%	293,000

Public Works

General Government

Print and Mail Services

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	1,971,898	2,254,117	2,255,670	2,255,670	0
Services And Supplies	3,071,089	3,251,668	3,399,756	3,399,756	0
Fixed Assets	16,845	50,000	0	0	0
Expenditure Transfers	(4,589,129)	(4,644,035)	(4,746,726)	(4,746,726)	0
Expense Total	470,703	911,750	908,700	908,700	0
Revenue					
Other Local Revenue	794,593	911,750	908,700	908,700	0
Revenue Total	794,593	911,750	908,700	908,700	0
Net County Cost (NCC):	(323,890)	0	0	0	0
Allocated Positions (FTE)	21.0	22.0	22.0	22.0	0.0
Financial Indicators					
Salaries as % of Total Exp	419%	247%	248%	248%	
% Change in Total Exp		94%	0%	0%	
% Change in Total Rev		15%	0%	0%	
% Change in NCC		100%	100%	0%	
Compensation Information					
Permanent Salaries	1,104,118	1,229,762	1,242,394	1,242,394	0
Temporary Salaries	25,436	55,000	35,000	35,000	0
Permanent Overtime	9,841	3,850	9,600	9,600	0
Deferred Comp	18,855	21,060	23,640	23,640	0
Comp & SDI Recoveries	(4,349)	0	0	0	0
FICA/Medicare	84,831	94,744	95,043	95,043	0
Ret Exp-Pre 97 Retirees	3,396	3,773	3,670	3,670	0
Retirement Expense	339,843	360,666	360,556	360,556	0
Employee Group Insurance	250,382	300,828	308,159	308,159	0
Retiree Health Insurance	91,922	91,060	97,027	97,027	0
OPEB Pre-Pay	39,571	37,768	41,819	41,819	0
Unemployment Insurance	417	619	1,242	1,242	0
Workers Comp Insurance	7,634	54,987	37,520	37,520	0

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

supplies, business forms, and documents to County departments and other governmental agencies. Costs are charged out to customers.

Print & Mail Services Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$5,655,426
Financing:		5,655,426
Net County Cost:		0
Funding Sources:		
Transfers	83.9%	\$4,746,726
Fees	16.1%	908,700
FTE: 22.0		

Public Works

General Government

Purchasing

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	719,482	950,377	926,850	926,850	0
Services And Supplies	201,332	312,546	347,638	347,638	0
Expenditure Transfers	(187,577)	(198,061)	(201,244)	(201,244)	0
Expense Total	733,237	1,064,862	1,073,244	1,073,244	0
Revenue					
Other Local Revenue	370,069	383,862	392,244	392,244	0
Revenue Total	370,069	383,862	392,244	392,244	0
Net County Cost (NCC):	363,169	681,000	681,000	681,000	0
Allocated Positions (FTE)	7.0	7.0	7.0	7.0	0.0
Financial Indicators					
Salaries as % of Total Exp	98%	89%	86%	86%	
% Change in Total Exp		45%	1%	0%	
% Change in Total Rev		4%	2%	0%	
% Change in NCC		88%	0%	0%	
Compensation Information					
Permanent Salaries	428,228	555,291	561,597	561,597	0
Deferred Comp	6,560	12,060	11,040	11,040	0
FICA/Medicare	31,869	42,707	42,962	42,962	0
Ret Exp-Pre 97 Retirees	1,301	0	0	0	0
Retirement Expense	130,196	164,308	157,120	157,120	0
Employee Group Insurance	85,134	123,127	102,694	102,694	0
Retiree Health Insurance	19,754	19,500	25,421	25,421	0
OPEB Pre-Pay	13,409	8,317	8,494	8,494	0
Unemployment Insurance	162	279	562	562	0
Workers Comp Insurance	2,869	24,787	16,960	16,960	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 Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$1,274,488	
Financing:	593,488	
Net County Cost:	681,000	
Funding Sources:		
Fees	24.5%	\$312,244
Transfers	15.8%	201,244
Rebates	6.3%	80,000
General Fund	53.4%	681,000
FTE: 7.0		

Public Works

General Government

Road Construction

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Services And Supplies	1,829,361	2,127,000	1,878,750	1,878,750	0
Other Charges	0	300,000	1,050	1,050	0
Expenditure Transfers	(16,012)	100,000	(4,800)	(4,800)	0
Expense Total	1,813,349	2,527,000	1,875,000	1,875,000	0
Revenue					
Other Local Revenue	1,538,128	2,418,000	1,385,000	1,385,000	0
Federal Assistance	275,221	109,000	490,000	490,000	0
Revenue Total	1,813,349	2,527,000	1,875,000	1,875,000	0
Net County Cost (NCC):	0	0	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		39%	(26%)	0%	
% Change in Total Rev		39%	(26%)	0%	
% Change in NCC		0%	0%	0%	

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

Road Construction Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$1,879,800
Financing:		1,879,800
Net County Cost:		0
Funding Sources:		
Local Revenue	73.9%	\$1,389,800
Federal Funding	26.1%	490,000

Fleet Services Internal Service Fund Summary

Fleet Internal Service Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	2,445,419	2,796,385	2,933,233	2,933,233	0
Services And Supplies	8,050,787	7,960,058	8,243,150	8,243,150	0
Other Charges	3,759,788	3,307,081	3,745,770	3,745,770	0
Fixed Assets	0	3,814,371	2,910,000	2,910,000	0
Expenditure Transfers	(625,706)	(1,353,155)	(854,386)	(854,386)	0
Expense Total	13,630,288	16,524,740	16,977,767	16,977,767	0
Revenue					
Other Local Revenue	15,197,334	16,524,740	16,977,767	16,977,767	0
Revenue Total	15,197,334	16,524,740	16,977,767	16,977,767	0
Net Fund Cost (NFC):	(1,567,046)	0	0	0	0
Allocated Positions (FTE)	21.0	21.0	21.0	21.0	0.0
Financial Indicators					
Salaries as % of Total Exp	18%	17%	17%	17%	
% Change in Total Exp		21%	3%	0%	
% Change in Total Rev		9%	3%	0%	
% Change in NCC		100%	0%	0%	
Compensation Information					
Permanent Salaries	1,340,188	1,550,602	1,590,325	1,590,325	0
Temporary Salaries	17,643	10,000	55,000	55,000	0
Permanent Overtime	128,394	100,000	110,000	110,000	0
Deferred Comp	22,920	28,020	26,220	26,220	0
Comp & SDI Recoveries	(9,702)	0	0	0	0
Vacation/Sick Leave Accrual	7,802	0	0	0	0
FICA/Medicare	113,237	119,239	121,660	121,660	0
Ret Exp-Pre 97 Retirees	3,920	4,525	4,000	4,000	0
Retirement Expense	394,683	439,257	464,741	464,741	0
Employee Group Insurance	257,752	331,889	376,237	376,237	0
Retiree Health Insurance	97,253	100,000	94,811	94,811	0
OPEB Pre-Pay	60,824	42,868	40,621	40,621	0
Unemployment Insurance	547	779	1,590	1,590	0
Workers Comp Insurance	9,958	69,205	48,028	48,028	0

Public Works

General Government

Description: The Fleet Services Internal Service Fund (ISF) (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:		\$17,832,153
Financing:		17,832,153
Net Fund Cost:		0
Funding Sources:		
Charges for Service	100.0%	\$17,832,153
FTE: 21.0		

**Public Works
General Government**

Road Fund Summary

Road Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Services And Supplies	18,948,997	42,500,800	37,782,442	37,782,442	0
Other Charges	2,095,670	2,788,500	3,270,190	3,270,190	0
Fixed Assets	13,698	845,000	305,074	305,074	0
Expenditure Transfers	21,295,829	39,265,981	21,043,000	21,043,000	0
Expense Total	42,354,195	85,400,281	62,400,706	62,400,706	0
Revenue					
Other Local Revenue	9,782,837	16,619,443	7,805,836	7,805,836	0
Federal Assistance	14,032,289	17,420,134	12,817,764	12,817,764	0
State Assistance	35,869,712	39,370,014	41,777,553	41,777,553	0
Revenue Total	59,684,837	73,409,591	62,401,153	62,401,153	0
Net Fund Cost (NFC):	(17,330,642)	11,990,690	(447)	(447)	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		102%	(27%)	0%	
% Change in Total Rev		23%	(15%)	0%	
% Change in NCC		(169%)	(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:	\$35,129,982	
Financing:	19,053,153	
Net Fund Cost:	16,076,829	
Funding Sources:		
Federal Funding	36.5%	\$12,817,764
Misc. Road Svcs	9.7%	3,421,190
Charges for Svc & Misc Govt	7.9%	2,769,199
Miscellaneous	0.1%	45,000
Fund Balance	45.8%	16,076,829

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:		\$27,270,724
Financing:		1,455,000
Net Fund Cost:		25,815,724
Funding Sources:		
Miscellaneous	5.3%	\$1,440,000
Charges for Svc	0.1%	15,000
Fund Balance	94.6%	25,815,724

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:		41,893,000
Net Fund Cost:		(41,893,000)
Funding Sources:		
Other State Revenue	57.7%	\$24,157,614
Highway Taxes	42.0%	17,619,939
Interest Earnings	0.3%	115,447

**Public Works
General Government**

Public Works Land Development

Land Development Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Services And Supplies	189,048	201,100	151,100	151,100	0
Other Charges	39,549	60,000	80,000	80,000	0
Expenditure Transfers	2,585,558	3,000,000	3,041,000	3,041,000	0
Expense Total	2,814,154	3,261,100	3,272,100	3,272,100	0
Revenue					
Other Local Revenue	2,794,153	3,261,100	3,272,100	3,272,100	0
Revenue Total	2,794,153	3,261,100	3,272,100	3,272,100	0
Net Fund Cost (NFC):	20,001	0	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		16%	0%	0%	
% Change in Total Rev		17%	0%	0%	
% Change in NCC		(100%)	0%	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:		\$3,272,100
Financing:		3,272,100
Net Fund Cost:		0
Funding Sources:		
Development Fees	100.0%	\$3,272,100

Public Works

General Government

Airport Enterprise Fund Summary

Airport Enterprise Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	2,511,715	2,894,682	3,083,001	3,083,001	0
Services And Supplies	1,786,607	1,882,470	1,704,348	1,704,348	0
Other Charges	1,580,288	911,047	542,595	542,595	0
Fixed Assets	0	4,580,816	1,080,000	1,080,000	0
Expenditure Transfers	204,533	233,200	256,525	256,525	0
Expense Total	6,083,142	10,502,215	6,666,469	6,666,469	0
Revenue					
Other Local Revenue	5,479,171	5,616,399	5,329,348	5,329,348	0
Federal Assistance	284,609	3,718,125	540,000	540,000	0
State Assistance	18,305	92,954	24,300	24,300	0
Revenue Total	5,782,085	9,427,478	5,893,648	5,893,648	0
Net Fund Cost (NFC):	301,057	1,074,737	772,821	772,821	0
Allocated Positions (FTE)	17.0	18.0	18.0	18.0	0.0
Financial Indicators					
Salaries as % of Total Exp	41%	28%	46%	46%	
% Change in Total Exp		73%	(37%)	0%	
% Change in Total Rev		63%	(37%)	0%	
% Change in NCC		257%	(28%)	0%	
Compensation Information					
Permanent Salaries	1,273,262	1,450,946	1,618,844	1,618,844	0
Temporary Salaries	16,273	0	0	0	0
Permanent Overtime	111,206	48,000	48,000	48,000	0
Deferred Comp	15,930	20,280	22,080	22,080	0
Vacation/Sick Leave Accrual	(4,317)	25,000	25,000	25,000	0
FICA/Medicare	58,118	109,305	73,687	73,687	0
Ret Exp-Pre 97 Retirees	6,777	6,225	6,225	6,225	0
Retirement Expense	676,973	740,500	762,451	762,451	0
Employee Group Insurance	212,945	249,938	311,297	311,297	0
Retiree Health Insurance	123,876	125,165	114,126	114,126	0
OPEB Pre-Pay	10,766	53,851	51,611	51,611	0
Unemployment Insurance	520	729	1,620	1,620	0
Workers Comp Insurance	9,385	64,743	48,061	48,061	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:	\$6,666,469	
Financing:	5,893,648	
Net Fund Cost:	772,821	
Funding Sources:		
Aviation Operations	88.0%	\$5,864,648
Interest Earnings	0.4%	29,000
Fund Balance	11.6%	772,821
FTE: 18.0		

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:			\$3,651,018
Financing:			657,474
Net Fund Cost:			2,993,544
Funding Sources:			
Licenses, Permits,			
Franchises	11.0%	\$401,000	
Investment Earnings	3.8%	140,474	
Charges for Service	3.2%	116,000	
Fund Balance	82.0%	2,993,544	

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:			\$10,122,352
Financing:			6,672,000
Net Fund Cost:			3,450,352
Funding Sources:			
Miscellaneous Rev	32.0%	\$3,242,000	
Charges for Service	24.7%	2,500,000	
Investment Earnings	8.0%	810,000	
State Aid	1.0%	100,000	
Licenses, Permits			
Franchises	0.2%	20,000	
Fund Balance	34.1%	3,450,352	

Southern Pacific Railway (SPRW)

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

SPRW Summary			
Service:			Discretionary
Level of Service:			Mandatory
Expenditures:			\$5,376,127
Financing:			945,020
Net Fund Cost:			4,431,107
Funding Sources:			
Investment Earnings &			
Real Estate Rental	16.1%	\$865,020	
Misc Revenue	1.5%	80,000	
Fund Balance	82.4%	4,431,107	

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 Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$5,579,739	
Financing:	234,000	
Net Fund Cost:	5,345,739	
Funding Sources:		
Investment Earnings	4.2%	\$234,000
Fund Balance	95.8%	5,345,739

Area of Benefit Fees/Road Development Fees

Description: This program area includes 15 special revenue funds that were established to assess fees on development so that future road projects would be funded in the geographical Area of Benefit.

Area of Benefit/Road Development Fee Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$2,944,238	
Financing:	3,309,750	
Net Fund Cost:	(365,512)	
Funding Sources:		
Developer Fees	96.4%	\$2,839,000
Investment Earnings	16.0%	470,750
Fund Balance	(12.4%)	(365,512)

CAO's Recommendation

General Fund

Baseline Budget

The FY 2020-21 baseline budget decreased by a general fund net of approximately \$1,140,285. This amount reflects the elimination of one-time prior year funding rebudgeted for specific projects. Examples of the projects include a special district meter separation project, weed abatement efforts, and a business analysis of Public Works project delivery.

Personnel costs increased overall by \$1,247,555 which include negotiated cost-of-living increases.

Operating costs (including services and supplies, debt service, depreciation and fixed assets) increased by approximately \$2.1 million to reflect anticipated costs for utilities and building maintenance.

Revenue and expenditure transfers increased by approximately \$3.4 million primarily from charges for services and charges to other special revenue funds.

Recommended Budget

The FY 2020-21 recommended budget increased by a general fund net of \$200,000. The increase reflects the addition of one custodial position as well as expanded custodial support and equipment.

The County Administrator recommends the additional appropriations to meet the anticipated volume of facility needs in the coming year.

Fleet Internal Service Fund

The baseline budget for Fleet Services (Internal Service Fund) increased by \$453,027, reflecting increased costs for salaries and benefits, estimated vehicle purchases and repairs in FY 2020-21. 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 consists of maintenance and repair costs (parts and labor).

Public Works

General Government

Road Fund

The baseline expenditures for the Road Fund decreased by \$22,999,575 and revenue decreased by \$11,008,438 (a net decrease of \$11,990,243) due to anticipated road construction projects. FY 2019-20 includes funding related to the completion of the Local Streets and Road preservation project, and Byron Highway Traffic Improvement project, and Kirker Pass Road Northbound construction, expected to be completed in early 2020-21. 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 \$11,000 to reflect anticipated revenues generated from land development permits.

Airport Enterprise Fund

The Airport Enterprise fund, which supports airport operations and capital development at the Buchanan and Byron Airports decreased expenditures by \$3,835,746 and revenue by \$3,533,830 for a net decrease of \$301,916. The budget reflects increased salaries and benefits, including a 3% cost of living increase and a \$3.5 million decrease of appropriations for capital improvement projects. The revenue decrease is related to Federal Aviation Administration grant funding.

Performance Measurements

Transportation Program: In 2019 Public Works identified several opportunities for transportation grants and were successful in generating approximately \$4.49 million in additional funding. The efforts resulted in receiving almost \$8.50 for every \$1 of staff time. This exceeded the 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), maintained a CRS rating of Class 5 that became effective May 1, 2018. This rating increased discounts on flood insurance premiums for the community's property owners in Special Flood Hazard Areas to 25% from 20%.

Completed or awarded for construction approximately 41 county capital building projects in 2019. 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.

Partial list of projects awarded/completed by Capital Projects Division in 2019

AWARDED

- Remodel of Suite 200 for CCTV, 10 Douglas Dr., Martinez
- Improvements for Personnel section at 255 Glacier Dr., Martinez
- Replace Liquid O2 Tanks at Contra Costa Regional Medical Center (CCRMC)
- Install WIFI Access 1 at 1000 Ward St., Martinez
- Install WIFI Access 2 at 5555 Giant Highway, Richmond
- Medical Air Dryer Replacement at CCRMC
- Construct Data Center, 2380 Bisso Ln., Concord
- Modernize Elevator at 4545 Delta Fair Blvd., Antioch
- Concord Care Center Improvements, 2047 Arnold Industrial Way, Suite A, Concord

COMPLETED

- Fire Station No. 16, Lafayette
- Fire Station 2 Roof Repair at 2012 Geary Rd., Pleasant Hill
- Fire Station 6 Roof Repair at 2210 Willow Pass Rd., Concord
- Danville Boulevard underground storage tank removal, Danville
- Tenant Improvements for Agriculture Department and UC extension
- Parking Lot Demo/Improvements at 1122 Escobar St., Martinez
- Solar Panels at 1122 Escobar St. Martinez
- Negativity Pressure Chemotherapy Room at CCRMC
- Remodel 2nd Floor, 40 Muir Rd., Martinez
- Remodeling of 1st, 3rd & 4th floors at 900 Ward St, Martinez
- Update E Ward Restrooms at CCRMC
- Roof repair at 22 Castlewood Dr., Pittsburg
- Pittsburg Health Center Resurfacing Parking Lot, 2311 Loveridge Rd., Pittsburg
- Restore Veterans Kitchen at 968 23rd St., Richmond
- Emergency Supply Storage at 555 Escobar St., Martinez
- HSD Mobile Clinic Lot Improvements at 220 Glacier Dr., Martinez
- Sheriff's Vehicle Storage at 555 Escobar St., Martinez
- Safety Improvements at Psych Emergency at CCRMC – Phase I
- Storm Water Treatment Facility, 1202 Escobar St., Martinez

Continued significant progress at the New County Administration Building, Emergency Operations Center/Public Safety Building, West County Behavioral Health Center with construction nearing completion and Fire Station 70.

Capital Projects Management currently has a total of 78 funded projects valued at approximately \$344 million.

The beta version of the Asset Management dashboard has been completed. Public Works is 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 11 public infrastructure projects on roads throughout the County totaling over \$17 million improving the public roadway system.

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 2019, there were 16 safety deviations that were not aviation or pilot related. This is up from 11 the previous year. Although the number increased, the Airport Division has implemented several features to help prevent safety deviations, such as 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 will continue to purchase and put into service electric, compressed natural gas and hybrid vehicles in the effort to “green” the fleet and reduce greenhouse gas emissions. The division is looking for funding to help build more electric vehicle charging stations at County department buildings so more electric vehicles can replace existing internal combustion engine cars.

Recognized by the American Public Works Association with a Project of the Year Award for the Marsh Creek Road Bridge Replacement project.

Real Estate Division began implementation of Yardi Voyager Property Management software for property and lease management. The purpose of this property management database system is to increase staff efficiency and communication.

The Public Works Department pool car fleet for use by staff at the Glacier campus is 100% alternative fuel vehicles with hybrids and EV's being used by employees to conduct business on behalf of the Department.

Public Works

General Government

Administrative and Program Goals

Recruitment/Retention and Succession Planning

With a continued stable economy, increased requests from County departments for work and considerable public infrastructure needs, the competition to attract and retain qualified staff in many classifications throughout the department remains challenging. Public Works continues to review and implement better ways to recruit, retain, and prepare staff to meet the department's goals and deliver our mission. The Department continually reviews initiatives to promote work/life balance, employee morale and "fun in the workplace." Staff workload has increased and Public Works looks for ways to improve the intangible benefits it can provide to increase retention for staff. The Department has developed a training program that looks at both department and employees' needs for professional development and is improving it with input from staff within the organization to ensure creation of a meaningful training program for now and into the future. Public Works anticipates a large number of senior level staff retiring within the department and recognizes this trend will continue in the coming years. Therefore, they implemented a succession planning effort as a priority to ensure staff are ready to move into leadership positions. The Department intends to improve on these efforts and identify additional ways to prepare for succession planning challenges putting themselves into a position to be successful in the future and minimize negative impacts that may result from these experienced well-trained staff leaving the Department.

Communication

Public Works will continue looking at better ways to communicate with staff, customers and the public in their work and during the service delivery process by challenging themselves, using technology available and promoting open honest communications as cited in the departmental values. Communication in the Department is sometimes difficult with a large staff, multiple job sites and field personnel. Public Works is looking at how to ensure that all employees are informed of Department priorities, goals, issues and events. They have embarked on a series of efforts to improve

departmental communication by engaging staff in a variety of ways and the goal is to continue these efforts and improve on the efforts underway, while developing other strategies to improve overall communication.

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

Cost Recovery

There are several programs that are funded with restricted funds or through fees for services that need review. Also, many funding sources are frozen at specific levels due to laws and statutes freezing them at levels in place at the time they were passed. In addition, due to the current fiscal environment, revenue for many of the services provided by the Department is very limited given the competing programs and services demanded by other departments and the public. Public Works must continue to work with constituents and Board members to explain funding constraints and define fiscally responsible levels of service that are acceptable to all. In addition, the Department must continue to explore potential revenue sources and pursue those opportunities when they present themselves.

Project Delivery Efficiency

To improve service delivery to customers, Public Works is working on improving project delivery process for horizontal assets (roads, flood control, airport, and special districts). Efficient use of public funds is critical to delivery of the capital project program. The more efficient Public Works is with its limited revenues, the more projects can be delivered that will benefit the public. Over the last year, several key activities were identified in the project delivery process that can be improved. The Department has developed action items for improvement and has started implementation. The goal is to

finalize a project prioritization model, detailed process mapping, improved and consistent project expenditure records, and implement project management/document management software to improve efficiency. Having these components in place will help inform the decision making process in order to continue making improvements to 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, the Department has made considerable improvements in regards to overall asset management of these facilities including the development of an asset management "dashboard" to help guide the County in managing its building assets. Further efforts are necessary to maintain the dashboard with current facility condition information and update estimates for capital maintenance repairs. This tool will assist Public Works in working with the County Administrator's Office developing a Capital Improvement Program (CIP) this year. This tool will also assist in tracking and planning maintenance of County buildings, thereby improving efficiency in building maintenance. The goal is to improve effectiveness as well as provide a tool to develop and maintain a reliable and responsive CIP.

Stormwater/Flood Control Funding

Developing sustainable funding for stormwater and flood control services continues to be a priority. Since Proposition 13 and Proposition 218, the ability to fund these services has been very challenging. Given these funding challenges, appropriate levels of preventative maintenance for flood control facilities is not possible. The deferred maintenance backlog is growing and will continue to grow without an infusion of revenue to provide the critical maintenance necessary to respond to aging flood control infrastructure. Staff has been working at the State level to support legislation to resolve this funding inequity, while working locally with the Board of Supervisors and the Bay Area Flood Protection Agencies Association.

The Flood Control District made progress on the Facility Condition Assessment of flood control infrastructure, reaching 75% complete. Once completed, this will allow Public Works to better understand long-term maintenance needs for these facilities and better understand when facilities will need to be replaced. Approximately 40% of 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, Public Works continues to review services and funding to better serve the public and regulatory expectations. They continue to work with County partners, including the Department of Conservation and Development and County Administrator's Office to implement the Climate Action Plan (CAP) adopted by the Board of Supervisors in 2016. The Municipal Regional Stormwater Permit requires the County to develop and adopt a Green Infrastructure Plan looking at how storm drain infrastructure in Contra Costa can implement "green" sustainable infrastructure. The plan was adopted in August 2019 and is now in the implementation phase. The Climate Action Plan includes installation of solar panels and additional electric vehicle chargers at County facilities to support greater independence from carbon-based fuel. Public Works will continue to look for funding opportunities to implement these green projects in roadways, public properties, and parking lots.

Transportation and Building Infrastructure Funding

Contra Costa County Public Works is responsible for the County's unincorporated road infrastructure and County building infrastructure. These facilities require on-going maintenance and capital improvement and replacement activities to maintain the safe and efficient operation of these facilities. Funding for these on-going maintenance operations and capital improvement and replacement needs has been a challenge.

Although SB1 improved the funding situation for road maintenance, SB1 did not fully address the

Public Works

General Government

needs identified in the Local Streets and Road Needs Assessment report prepared by the California State Association of Counties and the League of Cities. However, with the additional funding, the goal is to improve the overall condition of unincorporated County roads and maintain a system that is safe, reliable, efficient, sustainable and provides mobility options for the users of the system.

On the County buildings side, the County has allocated \$10 million a year for facility deferred maintenance work over the last 5 years. While this allocation is a positive step in addressing the overall poor condition of the County building portfolio, it is not sufficient to address the \$300 million deferred maintenance needs for County buildings. The Department will be working with the County Administrator's Office to focus on an asset management and capital improvement program that will help prioritize improvements and use the allocated funds efficiently. A goal of the asset management plan is to also manage the overall portfolio to dispose of high maintenance assets, consolidate operations, and balance the portfolio mix of owned and leased assets. Sufficient funding to operate and maintain County buildings continues to be a challenge.

Traffic Safety

Public Works is looking at ways of reducing fatal and major injury collisions on unincorporated County roads. The County has adopted a Vision Zero approach to traffic safety. The goal of the Vision Zero approach is to reduce fatal and

major injury collision to zero. The Department is working on identifying a high incident road network map and developing countermeasures to address any safety concerns. Public Works will prioritize key areas where improvements are needed and use the Vision Zero approach to justify grant funding applications. The Vision Zero goal is to use Engineering, Enforcement, Education, and Emergency Response to find solutions in reaching a goal of zero.

Accreditation Program

As part of the 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 working on the fifth Re-Accreditation from APWA this year. The goals are to maintain the Accreditation status, learn from other Public Works agencies throughout North America and have some of Public Works' policies and processes identified as model policies by the APWA Accreditation team when they visit the agency in Fall 2020.

Public Works
General Government

FY 2020-21
Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	3	Facilities Maintenance	Salaries and Benefits	1.0	180,000	Add 1 Custodian II position and expanded custodial support
2	3	Facilities Maintenance	Services and Supplies	0.0	20,000	Custodial supplies and equipment.
			Total	1.0	200,000	

Public Works
General Government

Treasurer –Tax Collector
General Government

Russell V. Watts, Treasurer

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	3,602,162	4,021,185	4,262,988	4,262,988	0
Services And Supplies	1,563,127	1,689,348	1,663,762	1,663,762	0
Other Charges	5,616	6,500	6,500	6,500	0
Fixed Assets	41,413	141,101	0	0	0
Expenditure Transfers	926	491	1,100	1,100	0
Expense Total	5,213,245	5,858,625	5,934,350	5,934,350	0
Revenue					
Other Local Revenue	3,324,753	3,228,625	3,259,350	3,259,350	0
Revenue Total	3,324,753	3,228,625	3,259,350	3,259,350	0
Net County Cost (NCC):	1,888,491	2,630,000	2,675,000	2,675,000	0
Allocated Positions (FTE)	29.5	30.5	30.5	30.5	0.0
Financial Indicators					
Salaries as % of Total Exp	69%	69%	72%	72%	
% Change in Total Exp		12%	1%	0%	
% Change in Total Rev		(3%)	1%	0%	
% Change in NCC		39%	2%	0%	
Compensation Information					
Permanent Salaries	2,056,800	2,330,633	2,481,716	2,481,716	0
Temporary Salaries	9,512	0	0	0	0
Permanent Overtime	1,256	2,000	2,000	2,000	0
Deferred Comp	48,264	50,520	57,180	57,180	0
Comp & SDI Recoveries	(23,045)	0	0	0	0
FICA/Medicare	147,833	172,742	181,994	181,994	0
Ret Exp-Pre 97 Retirees	6,595	7,000	7,000	7,000	0
Retirement Expense	654,563	719,620	752,603	752,603	0
Employee Group Insurance	290,801	347,148	409,958	409,958	0
Retiree Health Insurance	223,689	222,532	231,240	231,240	0
OPEB Pre-Pay	102,044	99,146	98,728	98,728	0
Unemployment Insurance	688	1,180	2,489	2,489	0
Workers Comp Insurance	83,161	68,663	38,080	38,080	0

Department Description

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

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

Treasurer –Tax Collector

General Government

Major Department Responsibilities

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

Treasurer

Description: Provides for the safekeeping of funds for the County, 18 School Districts, a Community College District, a Board of Education, and 21 Voluntary Special Districts. Administers a comprehensive investment program for the County and districts to ensure the safety of principle, meet liquidity needs, and maximize yield on investments. Manages the County's cash flow and short-term borrowings and is an active participant in all long and short-term borrowings for County agencies, School Districts and the Community College District. As of December 31, 2019, the Treasury managed over \$3.8 billion in its investment pool.

Treasurer Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$1,613,550
Financing:		277,200
Net County Cost:		1,336,350
Funding Sources:		
Investment Fees	17.2%	\$277,200
General Fund	82.8%	1,336,350
FTE: 7.4		

Tax Collection

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

Tax Collection Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$4,100,636
Financing:		2,857,700
Net County Cost:		1,242,936
Funding Sources:		
Tax Admin. Fees	43.2%	\$1,770,000
Property Svc Cost	11.5%	470,700
State	8.8%	363,000
Other Admin Fees	6.2%	254,000
General Fund	30.3%	1,242,936
FTE: 21.4		

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:		\$220,164
Financing:		124,450
Net County Cost:		95,714
Funding Sources:		
Administrative Fees	53.1%	\$117,000
License Fees	3.4%	7,450
General Fund	43.5%	95,714
FTE: 1.7		

CAO’s Recommendation

The baseline net County cost increased by \$45,000 from the FY 2019-20 Budget.

Total salary and benefits costs increased by a net of \$241,803 over the current year, reflecting a negotiated Cost-of-Living Adjustment of 3%, plus additional health care costs. The increase also covers the cost of a Business Tax Specialist position. Added in December 2019, the position will administer the Business License Tax, Transient Occupancy Tax and Cannabis Tax as well as perform other related duties.

Services and supplies decreased by a net of \$25,586. The decrease reflects the elimination of one-time appropriations totaling \$50,000 as well as increases of \$24,414 mainly due to interdepartmental charges for data processing services.

Fixed Assets decreased by a net of \$141,101 which includes the elimination of \$130,000 from one-time Venture Capital funds received in FY 2019-20 for a cashiering project, back-up server and cooling unit.

Expenditure transfers increased by \$609 to match Fleet Services estimates.

Revenues increased by \$30,725. This is mainly due to the trending increases in assessment collection fees over the past couple of years. The Property Assessed Clean Energy program (PACE) and the passing of Measure AA in 2017 added nearly 2,900 assessments to the Secured tax bills. Measure AA created a new parcel tax in the nine Bay Area counties to restore tidal marshes and help secure flood protection.

The recommended net County cost of \$2,675,000 will provide the funding necessary to maintain mandated services in FY 2020-21.

Performance Measurement

The Treasurer-Tax Collector’s Office issued 373,874 Secured and 42,435 Unsecured tax bills through February 5, 2020. Collections through February 5, 2020 were 58.42% of

secured taxes and 96.5% of unsecured taxes, which is 1.30% and 0.95% less than the same timeframe last year respectively. The collaboration with the California Franchise Tax Board’s Personal Income Tax Intercept program resulted in \$152,764 of delinquent unsecured tax revenues that otherwise may have been uncollectible. The department completed \$56.8 billion in banking transactions, processed \$7.8 billion deposits and funded \$7.9 billion warrants during the FY 2018-2019. Despite another volatile year for the financial markets, the Treasurer received affirmation for its rating of AA Af/S1+ 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 14 online auctions resulting in 187 parcels sold, generating over \$6.2 million in revenues that otherwise may have been uncollected.

2018-19 Accomplished Goals

The entire Office staff successfully completed the five online Smart Customer Service series in TargetSolutions. Highlights of each course were reviewed in the subsequent monthly staff meetings. Additionally, staff completed training on Cybersecurity Awareness, Wildfire Smoke Safety, and Surviving an Active Shooter event. All management staff completed CPR training or were certified in the CPR/First Aid/AED training program.

Treasurer –Tax Collector

General Government

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 122,783 electronic transactions resulting in more than \$573 million in property tax payments for FY 2018-2019. Through February 4, 2020 there were 79,362 transactions for over \$393 million which is a 17.9% increase in transactions and nearly \$59 million in property tax revenues from the same period ending February 4, 2019. The Electronic Billing service increased by 568 subscriptions resulting in a savings in supplies, labor and postage 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 24,000 subscribers or 6.5% of all secured tax bills, which helped contribute to more timely payments of property taxes.

A comprehensive review, analysis, and negotiation of the County's banking relationship for financial and lockbox services was conducted in FY 2018-19. As a result, the County realized \$168,811 in savings through December 31, 2019 with an estimated 5.3% savings in banking services for the FY 2019-20. Additional savings will be realized over the next several years as a result of the five-year extension to the banking service fee agreement.

The Office has been preparing a Business Continuity Plan and is working with DoIT on further disaster recovery efforts for mission critical software and services. As part of the Plan, a backup server was acquired in FY 2018-19. It is located off-site and ready to be deployed should services in the Finance Building become inaccessible. The Office staff will have access to internal records and applications should relocation of operations be required within the County's information technology network.

2020-21 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.

- Include an informational flyer with secured and unsecured tax bills.

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

- Enhance the Electronic Deposit Permit system to include bank reconciliation functions.

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

- Conduct a Request for Proposal to replace legacy tax system.

County of Contra Costa
Health & Human Services

Health &
Human Services



Functional Group Summary Health and Human Services

Table Description

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

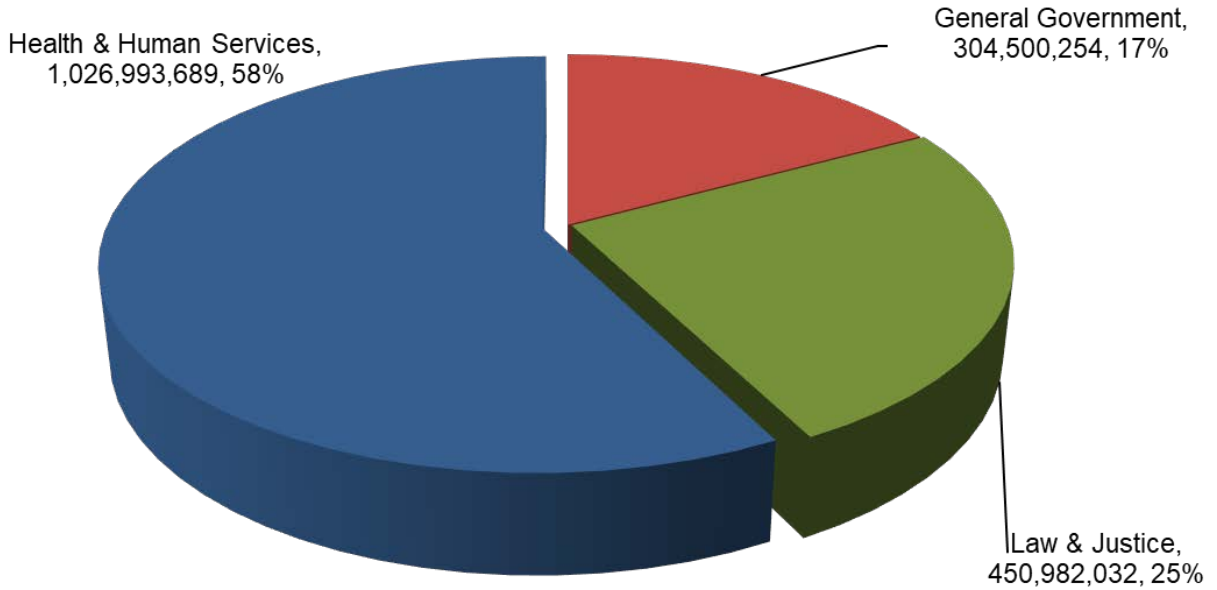
Department, and Veterans Services. These data do not include expenditures, revenues, or FTEs for the Contra Costa Regional Medical Center and Clinics Enterprise Fund (EF1), the Contra Costa Health Plan Enterprise Funds (EF2/EF3) nor any other fund other than the General Fund.

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	359,267,214	418,537,533	437,971,206	442,766,770	4,795,564
Services And Supplies	352,785,297	364,131,644	371,606,330	371,606,330	0
Other Charges	162,592,045	205,478,852	227,580,791	227,580,791	0
Fixed Assets	1,330,601	1,325,126	2,897,803	2,897,803	0
Expenditure Transfers	(19,450,223)	(14,487,803)	(17,639,135)	(17,858,005)	(218,870)
Expense Total	856,524,934	974,985,352	1,022,416,995	1,026,993,689	4,576,694
Revenue					
Other Local Revenue	213,884,311	252,884,310	261,154,344	262,865,378	1,711,034
Federal Assistance	250,592,635	278,485,529	279,698,231	280,406,980	708,749
State Assistance	265,200,172	276,141,079	294,719,330	294,719,330	0
Revenue Total	729,677,118	807,510,918	835,571,906	837,991,689	2,419,783
Net County Cost (NCC):	126,847,816	167,474,434	186,845,089	189,002,000	2,156,911
Allocated Positions (FTE)	3,187.7	3,216.7	3,174.7	3,221.8	47.1
Financial Indicators					
Salaries as % of Total Exp	42%	43%	43%	43%	
% Change in Total Exp		14%	5%	0%	
% Change in Total Rev		11%	3%	0%	
% Change in NCC		32%	12%	1%	
Compensation Information					
Permanent Salaries	206,462,452	243,098,962	255,305,116	258,322,713	3,017,597
Temporary Salaries	7,184,699	5,295,435	4,258,013	4,258,013	0
Permanent Overtime	2,270,753	2,715,313	2,403,346	2,403,346	0
Deferred Comp	2,337,887	3,126,180	3,306,169	3,336,769	30,600
Hrly Physician Salaries	56,134	86,174	66,632	66,632	0
Perm Physicians Salaries	2,469,415	4,644,956	6,156,185	6,156,185	0
Perm Phys Addnl Duty Pay	39,600	40,490	30,846	30,846	0
Comp & SDI Recoveries	(934,617)	(1,009,144)	(982,748)	(982,748)	0
FICA/Medicare	15,821,298	18,898,472	19,983,704	20,226,142	242,438
Ret Exp-Pre 97 Retirees	664,959	770,691	797,961	797,961	0
Retirement Expense	65,828,459	76,321,448	79,573,939	80,477,085	903,146
Employee Group Insurance	32,796,456	42,895,597	46,182,992	46,726,507	543,515
Retiree Health Insurance	10,869,567	10,971,144	10,821,347	10,821,347	0
OPEB Pre-Pay	4,768,796	4,718,374	4,665,976	4,665,976	0
Unemployment Insurance	81,414	126,320	239,718	242,730	3,012
Workers Comp Insurance	8,695,342	5,959,026	5,283,915	5,339,171	55,256
Labor Received/Provided	(145,401)	(121,905)	(121,905)	(121,905)	0

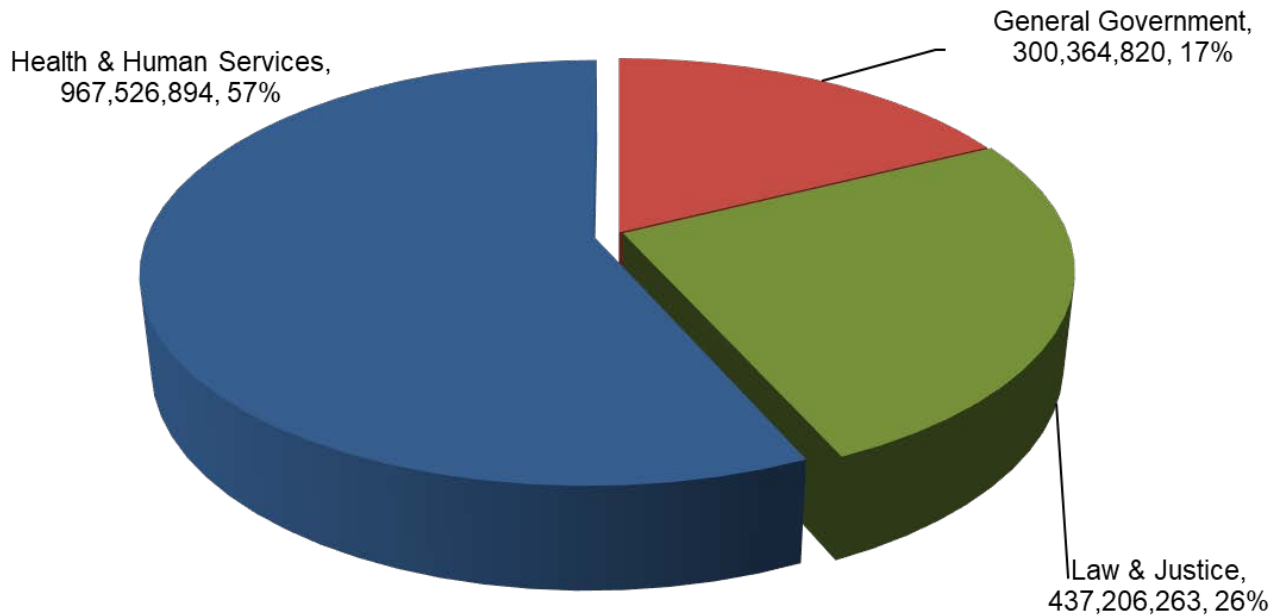
Functional Group Summary

Health and Human Services

**FY 2020-21
Recommended General Fund Expenditures**



**FY 2019-20
Recommended General Fund Expenditures**



Department of Child Support Services Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	16,631,736	19,034,265	19,096,267	19,534,123	437,856
Services And Supplies	1,132,903	705,147	739,028	739,028	0
Other Charges	549,208	679,907	720,362	720,362	0
Expenditure Transfers	250,768	290,857	288,487	288,487	0
Expense Total	18,564,614	20,710,176	20,844,144	21,282,000	437,856
Revenue					
Other Local Revenue	23,575	0	0	0	0
Federal Assistance	18,560,307	20,383,000	20,166,254	21,282,000	1,115,746
Revenue Total	18,583,881	20,383,000	20,166,254	21,282,000	1,115,746
Net Fund Cost (NFC):	(19,267)	327,176	677,890	0	(677,890)
Allocated Positions (FTE)	144.0	153.0	152.0	157.0	5.0
Financial Indicators					
Salaries as % of Total Exp	90%	92%	92%	92%	
% Change in Total Exp		12%	1%	2%	
% Change in Total Rev		10%	(1%)	6%	
% Change in NCC		(1,798%)	107%	(100%)	
Compensation Information					
Permanent Salaries	9,077,144	11,398,141	11,221,958	11,470,326	248,368
Temporary Salaries	8,040	48,529	12,054	12,054	0
Permanent Overtime	63,220	4,864	4,864	4,864	0
Deferred Comp	96,828	142,020	161,040	170,040	9,000
Comp & SDI Recoveries	(33,627)	0	0	0	0
FICA/Medicare	657,042	819,080	827,495	842,308	14,813
Ret Exp-Pre 97 Retirees	28,964	55,818	55,818	55,818	0
Retirement Expense	2,872,482	3,396,516	3,377,418	3,454,189	76,771
Employee Group Insurance	1,393,620	1,844,921	2,134,486	2,211,270	76,784
Retiree Health Insurance	687,120	684,449	688,528	688,528	0
OPEB Pre-Pay	1,333,033	294,325	294,436	294,436	0
Unemployment Insurance	3,338	5,523	11,125	11,394	269
Workers Comp Insurance	444,533	340,079	307,045	318,896	11,851

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

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

With an expected increase in federal funding, DCSS is adding 1.0 Child Support Supervisor, 1.0 Attorney-Entry Level, 1.0 Information Systems Programmer/Analyst II and 3.0 Child Support Specialist I positions. The new Child Support Supervisor will focus on outreach and increase the department caseload. The Attorney will support the Legal Team. The Information Systems Programmer/Analyst II will streamline workflow processes. Three new Child Support Specialists will assist Uniform Interstate Family Support Act and enforcement functions within the department.

Child Support Services Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$21,282,000
Financing:		\$21,282,000
Net Fund Cost:		0
Funding Sources:		
Federal	100.0%	\$21,282,000
FTE:	157.0	

CAO Recommendation

The fiscal year 2020-21 Baseline Budget expenditures reflect an increase of \$571,824 compared to FY 2019-20. This anticipated increase is due to increase salary and benefit expenses. Federal Revenue is anticipated to increase by \$1.1 million. The increase in federal revenue will offset the Department's increased salary and benefit costs, as well as, fund an additional 5.0 FTEs.

The FY 2020-21 Recommended Budget for the Department of Child Support Services maintains current service levels. There are no reductions from the Baseline Budget.

Performance Measures

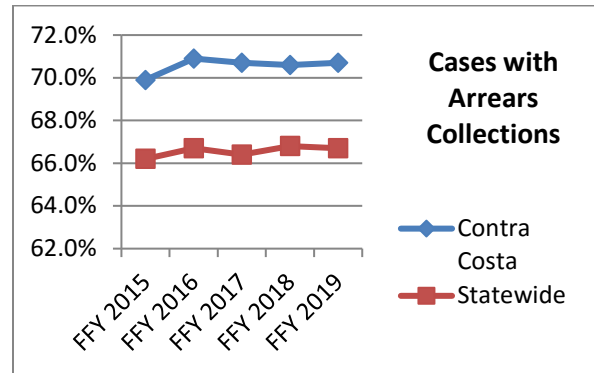
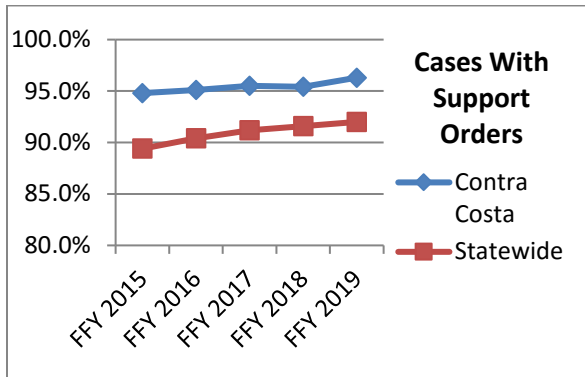
Federal Performance Measure: The effectiveness of DCSS is evaluated by measures in five critical areas, each Federal Fiscal Year (FFY):

1. Child Support Orders

Status of FY 2019 Goals: Achieved 96.3% of cases with a child support order.

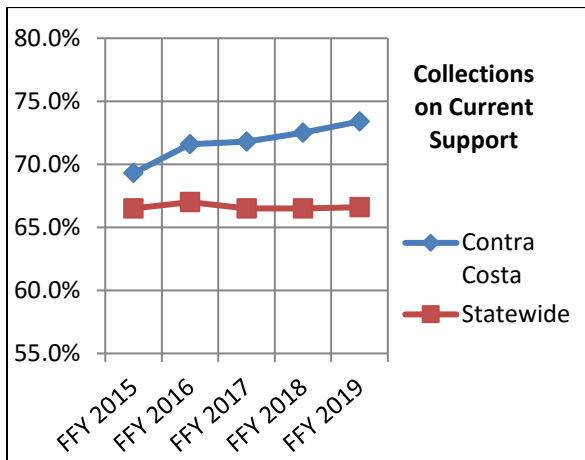
With a focus on establishing child support orders that are fair, accurate, and consistent with a parent's ability to pay, the overall percentage of cases with support orders increased. Compared against all other large counties, Contra Costa County tied for first place in this performance measure.

Child Support Services Health and Human Services



2. Current Child Support Collections

Status of FY 2019 Goals: Achieved 73.4% of cases with current support collected, an increase of 0.9% over last year.



3. Arrears Collections

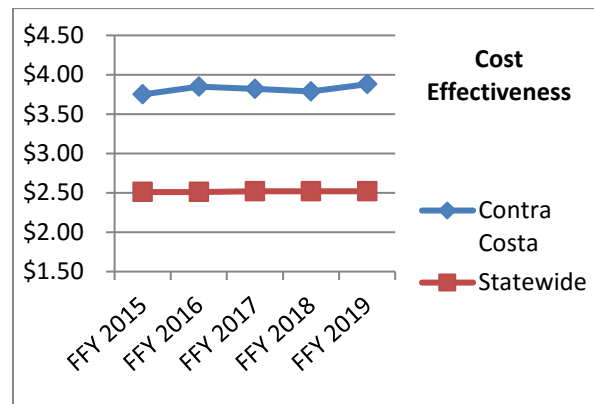
Status of FY 2019 Goals: Achieved 70.7% of cases with arrearage collections.

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

4. Operational Cost-effectiveness

Status of FY 2019 Goals: Achieved \$3.88 in cost effectiveness, an increase of \$0.09 compared to last year.

The cost effectiveness of a program may be measured by how much money is collected for each dollar spent on Child Support operations. In FFY 2019, the California State average was \$2.52 collected for each dollar expended. Contra Costa DCSS is 35% more effective than the State average, collecting \$3.88 for each dollar spent on operations.



5. Statewide Paternity Establishment Percentage (PEP)

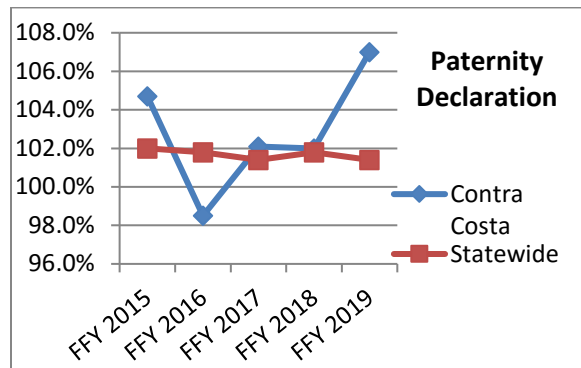
Status of FY 2019 Goals: Achieved 107.0% in statewide PEP. This is a 5% increase compared to last year.

Paternity is the establishment of fatherhood for a child, either by court determination, administrative process or voluntary

Child Support Services

Health and Human Services

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.



Administrative and Program Goals

- **Achieve Federal Performance Measure levels established by the State Department of Child Support Services by:**
 - Establishing paternity;

- Increasing the number of cases with established child support orders;
- Increasing collections on current child support;
- Increasing collections on cases with arrears; and,
- Improving cost effectiveness.
- **Achieve Local Level Performance Goals for Federal fiscal year 2020 by:**
 - Maintaining distributed collections of at least \$3.88 in cost effectiveness;
 - Maintaining the percentage of current support collected, at 73%;
 - Increasing the percentage of cases with arrearages collection to 71%;
 - Maintaining the percentage of cases with child support orders at 96%; and,
 - Maintaining statewide PEP at 100% or above.

FY 2020-21 Program Modification List

Order	Reference to Mand/ Disc List	Program Name	Services	FTE	Net Fund Impact	Impact
1	1	Child Support Services	Federal Revenue	0.0	1,115,746	Increase Federal revenue.
2	1	Child Support Services	Staff Reduction	(1.0)	(249,500)	Delete one vacant Chief Assistant Director of Child Support Services position.
3	1	Child Support Services	Add Staff	6.0	687,356	Add 1.0 Child Support Supervisor, 1.0 Attorney-Entry Level, 1.0 Information Systems Programmer/Analyst II and 3.0 Child Support Specialist I positions.
Total				5.0	(677,890)	

Employment and Human Services

Health and Human Services

Kathy Gallagher, Director

Employment and Human Services General Fund Summary

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	188,464,338	214,378,520	220,992,596	223,248,160	2,255,564
Services And Supplies	108,220,470	120,628,268	129,984,563	129,984,563	0
Other Charges	130,946,500	139,557,763	146,311,889	146,311,889	0
Fixed Assets	652,093	553,600	2,094,003	2,094,003	0
Expenditure Transfers	6,709,618	7,380,873	6,587,255	6,368,385	(218,870)
Expense Total	434,993,018	482,499,024	505,970,306	508,007,000	2,036,694
Revenue					
Other Local Revenue	84,600,522	108,936,273	110,083,334	111,794,368	1,711,034
Federal Assistance	147,830,507	168,508,215	174,194,672	174,903,421	708,749
State Assistance	176,844,371	177,436,536	190,309,211	190,309,211	0
Revenue Total	409,275,400	454,881,024	474,587,217	477,007,000	2,419,783
Net County Cost (NCC):	25,717,618	27,618,000	31,383,089	31,000,000	(383,089)
Allocated Positions (FTE)	1792.5	1,793.5	1,751.0	1,769.0	18.0
Financial Indicators					
Salaries as % of Total Exp	43%	44%	44%	44%	
% Change in Total Exp		11%	5%	0%	
% Change in Total Rev		11%	4%	1%	
% Change in NCC		7%	14%	(1%)	
Compensation Information					
Permanent Salaries	107,326,654	123,648,784	130,276,995	131,636,450	1,359,455
Temporary Salaries	3,884,070	3,148,523	883,017	883,017	0
Permanent Overtime	895,034	1,456,566	796,775	796,775	0
Deferred Comp	1,316,066	1,730,965	1,749,094	1,779,694	30,600
Comp & SDI Recoveries	(835,341)	(825,826)	(802,035)	(802,035)	0
FICA/Medicare	8,203,293	9,718,216	9,976,347	10,080,444	104,097
Ret Exp-Pre 97 Retirees	338,792	415,371	418,078	418,078	0
Retirement Expense	33,758,709	38,221,552	39,287,374	39,709,805	422,431
Employee Group Insurance	17,944,911	22,993,670	25,251,190	25,555,188	303,998
Retiree Health Insurance	6,866,106	6,839,584	6,784,246	6,784,246	0
OPEB Pre-Pay	3,061,015	3,054,690	3,005,336	3,005,336	0
Unemployment Insurance	40,935	63,523	130,320	131,681	1,361
Workers Comp Insurance	5,687,590	3,912,904	3,235,860	3,269,482	33,622
Labor Received/Provided	(23,496)	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
- 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 individuals 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	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	33,171,372	35,730,983	36,249,352	36,249,352	0
Services And Supplies	18,577,493	21,053,231	20,465,148	20,465,148	0
Other Charges	456,218	940,697	522,864	522,864	0
Fixed Assets	507,138	53,600	1,594,003	1,594,003	0
Expenditure Transfers	(46,348,091)	(51,115,520)	(53,951,367)	(53,951,367)	0
Expense Total	6,364,130	6,662,991	4,880,000	4,880,000	0
Revenue					
Other Local Revenue	209,828	0	0	0	0
Federal Assistance	93,205	0	0	0	0
State Assistance	5,349,634	5,966,991	2,698,000	2,698,000	0
Revenue Total	5,652,667	5,966,991	2,698,000	2,698,000	0
Net County Cost (NCC):	711,463	696,000	2,182,000	2,182,000	0
Allocated Positions (FTE)	206.0	206.0	209.0	209.0	0.0
Financial Indicators					
Salaries as % of Total Exp	521%	536%	743%	743%	
% Change in Total Exp		5%	(27%)	0%	
% Change in Total Rev		6%	(55%)	0%	
% Change in NCC		(2%)	214%	0%	
Compensation Information					
Permanent Salaries	16,031,565	17,440,369	18,896,495	18,896,495	0
Temporary Salaries	921,254	1,000,000	0	0	0
Permanent Overtime	34,289	94,041	15,820	15,820	0
Deferred Comp	190,319	219,143	236,100	236,100	0
Comp & SDI Recoveries	(16,424)	(45,041)	(15,820)	(15,820)	0
FICA/Medicare	1,233,231	1,381,825	1,408,594	1,408,594	0
Ret Exp-Pre 97 Retirees	52,955	73,886	73,886	73,886	0
Retirement Expense	5,323,531	5,840,856	5,968,469	5,968,469	0
Employee Group Insurance	2,410,939	2,942,370	3,177,548	3,177,548	0
Retiree Health Insurance	6,233,595	6,202,137	6,164,465	6,164,465	0
Unemployment Insurance	6,414	9,287	18,900	18,900	0
Workers Comp Insurance	866,373	572,110	466,829	466,829	0
Labor Received/Provided	(116,670)	0	(161,934)	(161,934)	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, the California Work Opportunity and Responsibility to Kids Information Network (CalWIN) program administration, fixed assets, vehicles, safety and disaster preparedness and readiness, and building occupancy. Overhead administrative costs are billed out to all EHSD Departments through transfers.

The Baseline Budget includes the deletion of one vacant position. The FY 2020-21 Recommended Budget includes an overall increase in expenditures of \$1,052,856 compared to FY 2019-20. The overall increase is due to a combination of increased staffing costs, an increase in capital improvements, a reduction in operating costs, and an increase in the transfers out of Administrative Services to program administration bureaus. The increase in General Fund appropriation to Administrative Services is largely to fund the procurement of capital improvements, including roof repair and

procurement of chillers. Some reductions in expenditures and revenue were due to contractual changes related to the CalWIN budget. A major CalWIN contract previously managed by Contra Costa County is now being administered through another CalWIN partner.

No adjustment from Baseline to Recommended Budget for FY 2020-21 is required.

Administrative Services Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Gross Expenditures:	\$58,831,367	
Financing:	56,649,367	
Net County Cost:	2,182,000	
Funding Sources:		
Transfers	91.7%	\$53,951,367
State	4.6%	2,698,000
General Fund	3.7%	2,182,000
FTE:	209.0	

Employment and Human Services Health and Human Services

Children and Family Services Bureau

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	42,966,672	51,312,622	54,056,588	56,018,112	1,961,524
Services And Supplies	22,237,314	25,116,170	25,740,662	25,740,662	0
Other Charges	52,605,469	55,377,567	57,279,412	57,279,412	0
Expenditure Transfers	5,564,711	10,710,641	7,891,725	8,274,814	383,089
Expense Total	123,374,167	142,517,000	144,968,387	147,313,000	2,344,613
Revenue					
Other Local Revenue	48,583,763	70,907,936	70,786,562	72,497,596	1,711,034
Federal Assistance	37,824,417	39,856,090	40,039,878	40,673,457	633,579
State Assistance	30,469,367	25,105,974	27,737,947	27,737,947	0
Revenue Total	116,877,547	135,870,000	138,564,387	140,909,000	2,344,613
Net County Cost (NCC):	6,496,619	6,647,000	6,404,000	6,404,000	0
Allocated Positions (FTE)	400.5	400.5	398.5	413.5	15.0
Financial Indicators					
Salaries as % of Total Exp	35%	36%	37%	38%	
% Change in Total Exp		16%	2%	2%	
% Change in Total Rev		16%	2%	2%	
% Change in NCC		2%	(4%)	0%	
Compensation Information					
Permanent Salaries	25,838,460	31,355,022	33,544,014	34,735,608	1,191,594
Temporary Salaries	605,051	464,000	0	0	0
Permanent Overtime	251,642	206,914	109,269	109,269	0
Deferred Comp	296,283	411,960	422,640	447,840	25,200
Comp & SDI Recoveries	(130,275)	(206,914)	(109,269)	(109,269)	0
FICA/Medicare	1,966,330	2,427,084	2,563,794	2,654,973	91,179
Ret Exp-Pre 97 Retirees	78,857	4,493	4,493	4,493	0
Retirement Expense	7,869,309	9,402,389	9,941,824	10,312,806	370,982
Employee Group Insurance	4,010,147	5,332,671	5,811,569	6,063,504	251,935
OPEB Pre-Pay	814,360	920,966	906,086	906,086	0
Unemployment Insurance	9,970	15,879	33,547	34,738	1,191
Workers Comp Insurance	1,358,164	978,158	828,621	858,064	29,443
Labor Received/Provided	(1,626)	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.

The Children and Family Services (CFS) Bureau 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 CFS 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 promote family engagement and permanency. Programs and services funded by CCR include a streamlined Resource Family 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 services, and Foster Care and Adoptions Eligibility programs. The budget also includes Adoptions Assistance and Foster Care payments to support adopted children or children placed in out-of-home care. The budget also supports Child Abuse Prevention contracts.

The FY 2020-21 Recommended Budget includes an overall increase of \$4,796,000 compared to FY 2019-20. This increase is due to increased staffing costs, an increase in contracted services, and increased Adoption and Foster Care assistance payments.

The Baseline Budget includes the deletion of two vacant positions. The change from the Baseline to the Recommended Budget for FY 2020-21 includes the addition of 15 positions and an increase in expenditure transfers. The additional positions are 1 Translator, 2 Social Work Supervisors, and 12 Social Workers. The added positions caused an increase in expenditure transfers due to allocated operating costs shifting from other bureaus.

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, Family Reunification, Permanency Planning, and Extended Foster Care Support.

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 2018-19, approximately 2,005 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 are initiated as deemed necessary. In FY 2018-19, there were approximately 15,662 calls to the Child Abuse Hotline resulting in

Employment and Human Services

Health and Human Services

approximately 7,667 referrals of suspected abuse, 668 requiring immediate response. Approximately half of those required further investigation to assure the safety of children resulting in approximately 306 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 2018-19 there were approximately 554 children who received FM services with their families for periods up to one year. The average monthly count of children served in FM was 206.

- 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 2018-19, approximately 780 children received FR services for up to one year. The average monthly count of children served in FR programs was 361.

- 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 2018-19, approximately 848 children in out-of-home care received ongoing PP services. The average monthly count of children served was 525. 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, are provided transition-planning support, case management and foster care. The number of youth served in FY 2018-19 was 221.

The average monthly count of youth served was 166.

- f. Continuum of Care Reform** - Continuum of Care Reform (CCR) includes various components, including changes to Resource Family Approval and Children and Family Team Meetings. 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. All children receiving services in Family Reunification and Permanence Planning require a Child and Family Team Meeting every 6 months. In FY 2018-19, there were an average of 148 Child and Family Team Meetings per month.

Child Welfare Services Summary		
Service:	Mandatory	
Level of Service:	Mandatory	
Gross Expenditures:	\$75,513,574	
Financing:	73,361,028	
Net County Cost:	2,152,546	
Funding Sources:		
Local	60.3%	\$45,509,987
Federal	22.3%	16,835,283
State	14.6%	11,015,758
General Fund	2.9%	2,152,546
FTE:	366.3	

Adoption/Foster Care Administration

Description: The following 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 guardian. The agency

Employment and Human Services

Health and Human Services

finds 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 2018-19, approximately 153 children had adoptions finalized.

Adoption Administration Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Gross Expenditures:	\$2,483,943	
Financing:	2,473,584	
Net County Cost:	10,359	
Funding Sources:		
Local	61.1%	\$1,517,878
Federal	38.5%	955,706
General Fund	0.4%	10,359
FTE: 12.7		

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 2018-19, approximately 2,398 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:	\$6,347,814	
Financing:	5,185,064	
Net County Cost:	1,162,750	
Funding Sources:		
Local	42.5%	\$2,697,999
Federal	37.3%	2,365,459
State	1.9%	121,606
General Fund	18.3%	1,162,750
FTE: 25.0		

4. Resource Family Approval (formerly Foster Family Recruitment, Training and Licensing)

Description: 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 Approval is a primary component of Continuum of Care Reform that streamlines the approval process. In FY 2018-19, approximately 683 children per month resided in various types of family homes that required approval, review, and ongoing support. An average of 39 new placements and 33 placement moves are approved each month.

Resource Family Approval Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Gross Expenditures:	\$1,582,496	
Financing:	1,394,973	
Net County Cost:	187,523	
Funding Sources:		
Local	57.4%	\$908,140
Federal	22.2%	351,571
State	8.6%	135,262
General Fund	11.8%	187,523
FTE: 2.2		

Employment and Human Services

Health and Human Services

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. For FY 2018-19, the average count of cases for all programs average 2,932 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 in their care. In FY 2018-19, approximately 1,607 families per month received Aid to Adoptions payments.

Adoption Assistance Program Summary			
Service:	Mandatory		
Level of Service:	Mandatory		
Gross Expenditures:	\$22,176,931		
Financing:	21,517,411		
Net County Cost:	659,520		
Funding Sources:			
Local	44.7%	\$9,918,457	
Federal	40.4%	8,952,322	
State	11.9%	2,646,632	
General Fund	3.0%	659,520	

6. Foster Care and Other Out-of-Home Care Payments

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

a. County Board and Care – County Board and Care provides for children not eligible for federal or state foster care. In FY 2018-19, the funding supported an average of 17 children per month. In FY 2020-21 there is a projected cost increase due to an average of 11 additional youth per month in Group Home placements that will no longer be eligible for federal or state foster care under the Continuum of Care Reform.

b. Kin Guardianship Assistance Payment Program – The 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 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 2018-19, approximately 321 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 congregate care, relative or non-relative foster care or Foster Family Agency homes. In FY 2018-19, approximately 791 children per month received foster care funding.

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 2018-19, an average of 31 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 165 children received EA in FY 2018-19.

Employment and Human Services

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Foster Care and Other Out-of-Home Care Payments Summary		
Service:	Mandatory	
Level of Service:	Mandatory	
Gross Expenditures:	\$35,982,374	
Financing:	34,140,464	
Net County Cost:	1,841,910	
Funding Sources:		
State	38.4%	\$13,818,689
Federal	28.5%	10,257,789
Local	28.0%	10,063,986
General Fund	5.1%	1,841,910

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. The State Office of Child Abuse Prevention (OCAP) administers federal grants, contracts, and state programs based on the Child Abuse Prevention and Treatment Act. Decisions regarding use of these funds are made within guidelines provided by OCAP. Services are generally provided through contracts with Community Based Organizations. The Family and Children's Trust Committee (FACT) manages the priorities, coordination, award and maintenance of OCAP related child abuse prevention contracts. 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.

Child Abuse Prevention, Intervention and Treatment Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Gross Expenditures:	\$428,917	
Financing:	386,025	
Net County Cost:	42,892	
Funding Sources:		
Local	90.0%	\$386,025
General Fund	10.0%	42,892

8. Family Preservation Program Promoting Safe and Stable Families

Description: The Promoting Safe and Stable Families (PSSF) program was established under the Federal Omnibus Budget Act of 1993. PSSF is a federal program under Title IV-B, Subpart 2 of the Social Security Act, for states to operate coordinated child and family services. The Office of Child Abuse Prevention within the California Department of Social Services is designated by the Governor to administer and oversee PSSF funds. Children and Family Services utilizes the request for proposal bid process to solicit Community Based Organizations to provide services to meet PSSF objectives. 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:	\$1,783,000	
Financing:	1,436,500	
Net County Cost:	346,500	
Funding Sources:		
Local	45.3%	\$808,500
Federal	35.2%	628,000
General Fund	19.5%	346,500

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. In FY 2018-19, ILSP conducted outreach and offered services to over 169 youth between the ages of 15 and 17, and 477 non-minor dependents between the ages of 18 and 21.

Independent Living Skills Program Summary		
Service:		Mandatory
Level of Service:		Discretionary
Gross Expenditures:		\$1,013,951
Financing:		1,013,951
Net County Cost:		0
Funding Sources:		
Local	67.7%	\$686,624
Federal	32.3%	327,327
FTE: 7.3		

Employment and Human Services

Health and Human Services

Aging and Adult Services Bureau

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	19,612,011	22,351,048	22,726,941	22,945,811	218,870
Services And Supplies	23,025,142	26,003,620	28,691,072	28,691,072	0
Other Charges	29,086,910	28,557,436	32,871,192	32,871,192	0
Expenditure Transfers	482,323	(3,400,104)	(218,288)	(545,075)	(326,787)
Expense Total	72,206,386	73,512,000	84,070,917	83,963,000	(107,917)
Revenue					
Other Local Revenue	6,227,926	5,562,381	5,278,825	5,278,825	0
Federal Assistance	10,687,986	13,335,646	14,693,405	14,693,405	0
State Assistance	38,491,976	42,097,973	47,840,770	47,840,770	0
Revenue Total	55,407,888	60,996,000	67,813,000	67,813,000	0
Net County Cost (NCC):	16,798,498	12,516,000	16,257,917	16,150,000	(107,917)
Allocated Positions (FTE)	171.0	171.0	180.0	182.0	2.0
Financial Indicators					
Salaries as % of Total Exp	27%	30%	27%	27%	
% Change in Total Exp		2%	14%	0%	
% Change in Total Rev		10%	11%	0%	
% Change in NCC		(25%)	30%	(1%)	
Compensation Information					
Permanent Salaries	11,431,649	12,839,940	14,467,522	14,595,754	128,232
Temporary Salaries	197,686	262,125	34,125	34,125	0
Permanent Overtime	52,796	117,833	94,206	94,206	0
Deferred Comp	118,634	159,480	182,100	185,700	3,600
Comp & SDI Recoveries	(96,181)	(25,833)	(94,206)	(94,206)	0
FICA/Medicare	853,928	1,011,405	1,108,333	1,118,219	9,886
Ret Exp-Pre 97 Retirees	36,428	204,691	209,735	209,735	0
Retirement Expense	3,575,352	4,003,983	4,367,394	4,406,498	39,104
Employee Group Insurance	1,883,118	2,333,389	2,675,209	2,709,927	34,718
Retiree Health Insurance	0	0	34,573	34,573	0
OPEB Pre-Pay	871,619	1,029,572	1,012,938	1,012,938	0
Unemployment Insurance	4,239	6,620	14,499	14,629	130
Workers Comp Insurance	594,546	407,843	358,136	361,336	3,200
Labor Received/Provided	88,198	0	(1,737,623)	(1,737,623)	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, Adult Protective Services, Area Agency on Aging services, General Assistance, and other supportive services.

The FY 2020-21 Recommended Budget includes an overall expenditure increase of \$10,451,000 compared to FY 2019-20. The increase includes an increase in overall staffing costs and the addition of 10 IHSS caseworkers added mid-year in FY 2019-20 to address the growing IHSS caseload. It also includes an increase in the IHSS Maintenance of Effort (MOE), which supports the wages and benefits for providers of IHSS. In addition, two positions were added to the Whole Person Care program. One decrease from FY 2019-20 is the discontinuation of grant funding in the amount of \$72,000 for the Senior Community Services Employment Program.

The Baseline budget includes the deletion of one vacant position. The change from the Baseline to the Recommended Budget for FY 2020-21 includes the addition of two Whole Person Care positions and a decrease in expenditure transfers. The decrease in expenditure transfers is due to additional positions added to the Children and Family Services (CFS) Bureau, which caused a shift of allocated operating expenditures from the AAS Bureau to the CFS Bureau.

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 funding that supports the Supplemental Security Income 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 2018-19, APS

received over 4,801 reports, a 19% increase from the previous year.

a. Supplemental Security Income Advocacy

Description: The Supplemental Security Income 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 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 2018-19, there were 159 SSI applications filed and an average monthly caseload of 213 individuals.

b. Cal-OES Grant

Description: California Office of Emergency Services (CalOES) provided two grants to improve elder abuse prevention and intervention services within the Adult Protective Services Program. Partner agencies have networked to provide community-based case management and participate in the newly formed Multidisciplinary Team Meetings and Financial Abuse Strike Team. In FY 2018-19, the program served approximately 1,400 people. The two grants are funded for a total of four and a half years each with an end date of December 2020.

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 25 counties participating in the program. The WPC program, called CommunityConnect in Contra Costa County, strives to provide client-centered social services coordination and benefit counseling/assistance to high-risk Medi-Cal patients. In 2017, EHSD

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entered into an interagency agreement with Health Services to co-locate 17 EHSD staff within the pilot to provide coordinated health care from a social services perspective. In 2019, with the addition of 4 IHSS Social Worker positions, this number grew to 21 EHSD staff. In the FY 2020-21 budget, 2 additional positions have been added, bringing the total EHSD CommunityConnect staff to 23. In FY 2018-19, EHSD Social Work staff within CommunityConnect served 1,372 out of the 25,458 clients/patients served by all CommunityConnect case managers throughout the County.

d. Home Safe Program

Description: In partnership with Contra Costa Health Services' Health, Housing and Homelessness Division (H3), EHSD's AAS Bureau, was awarded an allocation of \$740,079 from the California Department of Social Services for the Adult Protective Services Home Safe Program. The award covers the period January 2019 through June 2021. EHSD will ensure older adults who are homeless or at-risk of homelessness are provided timely services including housing navigation, case management, and financial assistance to return to permanent housing as quickly as possible. Program funding provides support for one staff member, 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:		\$17,604,835
Financing:		16,223,492
Net County Cost:		1,381,343
Funding Sources:		
Local	40.7%	\$4,831,414
Transfers	28.5%	9,118,114
State	16.6%	1,968,102
Federal	2.6%	305,862
General Fund	11.6%	1,381,343
FTE: 78.1		

2. Area Agency on Aging

Description: The Area Agency on Aging (AAA) supports senior independence and access to community-based services through service contracts and direct staff involvement. Planning and advocacy services are provided for county residents age 60 and over.

- a. **Health Insurance Counseling and Advocacy Program (HICAP)** – 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 2018-19, approximately 7,791 people were reached through counseling, outreach, and other informational sessions.
- b. **Information and Assistance (I&A)** – 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. FY 2018-19 was the first full year I&A operated with this service integration. This resulted in an increase of calls from the previous years (13,000 to 17,120 calls). The top five needs in FY

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2018-19 were home care/In-Home Supportive Services (38%), abuse/Adult Protective Services (18%), housing (11%), insurance (8%), and legal (4%).

- 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.
- 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. In FY 2018-19, over 200 volunteers prepared 6,238 free tax returns for seniors in Contra Costa County.

Area Agency on Aging Summary			
Service:	Discretionary/Mandatory		
Level of Service:	Discretionary/Mandatory		
Gross Expenditures:		\$6,298,779	
Financing:		6,059,576	
Net County Cost:		239,203	
Funding Sources:			
Federal	66.9%	\$4,213,856	
State	22.4%	1,413,443	
Local	6.9%	432,277	
General Fund	3.8%	239,203	
FTE: 12.1			

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. GA case managers also access other needs of GA applicants and make referrals to services, such as homeless shelters, food banks, Veteran's services, mental health and substance use disorder services, Supplemental Security Income Advocacy services, and employment search services. GA staff also process requests for indigent internments.

General Assistance Eligibility Summary			
Service:	Mandatory		
Level of Service:	Mandatory		
Gross Expenditures:		\$3,746,593	
Financing:		0	
Net County Cost:		3,746,593	
Funding Sources:			
General Fund	100.0%	\$3,746,593	
FTE: 17.1			

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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), as mandated by the Welfare Institutions Code Sections 17000 through 17410, "County Aid and Relief to Indigents". The program is designed to meet the minimum needs of County residents who are unemployed or disabled. In FY 2018-19, the GA caseload increased steadily. As of June 30, 2019, there were 797 active GA cases, with 238 of those individuals considered "homeless", receiving GA benefits.

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

5. Indigent Interment

Description: The County Indigent 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. In FY 2018-19, there were 55 requests for interments of indigent individuals, of which 14 were approved, 15 were referred to either the Veterans Service Office or the Public Administrator's Office, 2 withdrawn and 24 denied. Most 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:		\$89,023	
Financing:			15,134
Net County Cost:		73,889	
Funding Sources:			
	Local	17.0%	\$15,134
	General Fund	83.0%	73,889

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 support the demands of the IHSS program, in FY 2019-20, 10 Social Worker positions and one Social Worker Supervisor I position were added. As of June 30, 2019, there were 10,756 aged, blind, and disabled recipients, who are able to safely remain in their own homes and avoid institutionalization.

In-Home Supportive Services Administration Summary			
Service:			Mandatory
Level of Service:			Discretionary
Gross Expenditures:		\$13,498,660	
Financing:			11,766,559
Net County Cost:		1,732,101	
Funding Sources:			
	State	87.2%	\$11,766,559
	General Fund	12.8%	1,732,101
FTE:		74.7	

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7. In-Home Supportive Services Payments

Description: Funds the required county Maintenance of Effort (MOE) to support the wages and benefits for providers of In-Home Support Services.

In-Home Supportive Services Payments Summary		
Service:	Mandatory	
Level of Service:	Mandatory	
Gross Expenditures:	\$49,061,835	
Financing:	42,866,353	
Net County Cost:	6,195,482	
Funding Sources:		
State	66.7%	\$32,692,666
Federal	20.7%	10,173,687
General Fund	12.6%	6,195,482

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Workforce Services Bureau

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	74,349,664	83,449,407	85,635,821	85,635,821	0
Services And Supplies	22,262,191	26,846,301	29,695,026	29,695,026	0
Other Charges	48,445,581	53,964,576	54,922,970	54,922,970	0
Expenditure Transfers	40,273,057	40,183,716	40,928,355	40,653,183	(275,172)
Expense Total	185,330,493	204,444,000	211,182,172	210,907,000	(275,172)
Revenue					
Other Local Revenue	19,718,568	19,118,391	19,768,327	19,768,327	0
Federal Assistance	62,858,082	75,356,310	74,913,179	74,913,179	0
State Assistance	102,306,567	104,048,299	111,812,494	111,812,494	0
Revenue Total	184,883,217	198,523,000	206,494,000	206,494,000	0
Net County Cost (NCC):	447,277	5,921,000	4,688,172	4,413,000	(275,172)
Allocated Positions (FTE)	839.0	798.0	755.0	755.0	0.0
Financial Indicators					
Salaries as % of Total Exp	40%	41%	41%	41%	
% Change in Total Exp		10%	3%	0%	
% Change in Total Rev		7%	4%	0%	
% Change in NCC		1,224%	(21%)	(6%)	
Compensation Information					
Permanent Salaries	44,062,166	49,696,132	50,850,683	50,850,683	0
Temporary Salaries	1,082,900	1,233,787	267,230	267,230	0
Permanent Overtime	546,424	1,012,685	552,387	552,387	0
Deferred Comp	600,177	746,263	720,360	720,360	0
Comp & SDI Recoveries	(542,225)	(517,685)	(552,387)	(552,387)	0
FICA/Medicare	3,338,916	3,950,929	3,909,042	3,909,042	0
Ret Exp-Pre 97 Retirees	139,231	91,442	91,442	91,442	0
Retirement Expense	13,899,263	15,248,284	15,236,649	15,236,649	0
Employee Group Insurance	7,698,400	9,517,646	10,450,317	10,450,317	0
OPEB Pre-Pay	1,141,911	871,513	857,432	857,432	0
Unemployment Insurance	16,100	25,533	50,854	50,854	0
Workers Comp Insurance	2,307,282	1,572,878	1,256,073	1,256,073	0
Labor Received/Provided	59,120	0	1,945,739	1,945,739	0

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Description: The Workforce Services Bureau (WFS) assists eligible low-income families with employment assistance, health insurance, food, childcare and other financial support to promote health, safety, security and self-sufficiency.

The FY 2020-21 Recommended Budget reflects an expenditure increase of \$6,463,000 compared to FY 2019-20. This amount includes increased salary and benefits costs, additional call-center communication costs to modernize and add capacity to call center operations that support Workforce Services programs, increased California Work Opportunity and Responsibility to Kids (CalWORKs) and Medi-Cal contracted services, and increased CalWORKs assistance costs.

The Baseline Budget includes a deletion of 38 vacant positions to reduce the Department's number of vacant and unfunded positions. The change from the FY 2020-21 Baseline Budget to the Recommended Budget includes a decrease of \$275,172 in expenditure transfers. The decrease in expenditure transfers is due to additional positions added to the Children and Family Services (CFS) Bureau, which caused a shift of allocated operating expenditures from the Workforce Services Bureau to the CFS Bureau.

The FY 2020-21 Recommended Budget includes an operational vacancy factor of 2.0%, or \$3.9 million.

1. California Work Opportunity and Responsibility to Kids (CalWORKs) Programs

Description: The CalWORKs Program implements the Federal Temporary Assistance to Needy Families (TANF) program.

a. CalWORKs Eligibility Services - Provides eligibility determination and case management for CalWORKs cash aid to eligible low-income residents. In FY 2018-19 there were 7,109 CalWORKs applications received, a 24% decrease from the prior year. There was a 10% decrease in caseload during this same period. This program component also includes funding

for staff development and welfare fraud investigation.

b. Home Visiting Program – Provides in-home services to pregnant and parenting women. This voluntary program matches eligible clients with trained professionals to support families with children under 24 months. The Budget includes an increase in contracted services to provide expanded services for additional families.

CalWORKs Eligibility Services and Home Visiting Services		
Service:	Mandatory	
Level of Service:	Mandatory	
Gross Expenditures:	\$37,726,949	
Financing:	37,616,232	
Net County Cost:	110,717	
Funding Sources:		
Federal	45.3%	\$17,087,533
Transfers	40.3%	15,186,889
State	14.2%	5,341,810
General Fund	0.3%	110,717
FTE:	160.6	

c. CalWORKs Employment Services - Provides case management for CalWORKs recipients required to participate in Welfare-to-Work (WTW). WTW activities help participants obtain and retain employment, and include supportive services such as housing, transportation, childcare, and behavioral health support. In FY 2018-19 there were 3,701 registered WTW recipients. Approximately 1,498 of those individuals entered employment, 675 exited CalWORKs due to employment, and 434 individuals voluntarily participated in WTW services, though they were exempt from the requirement. The remaining registered recipients remained in the program, participating in work and training activities.

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CalWORKs Employment Services		
Service:		Mandatory
Level of Service:		Discretionary
Gross Expenditures:		\$29,881,876
Financing:		29,881,876
Net County Cost:		0
Funding Sources:		
Federal	45.5%	\$13,601,100
Transfers	40.3%	12,028,875
State	14.2%	4,251,901
FTE: 74.5		

CalWORKs Childcare		
Service:		Mandatory
Level of Service:		Mandatory
Gross Expenditures:		\$14,632,661
Financing:		14,632,661
Net County Cost:		0
Funding Sources:		
Federal	45.5%	\$6,660,234
Transfers	40.3%	5,890,341
State	23.8%	2,082,086
FTE: 30.0		

d. **CalWORKs Cal-Learn** – Provides intensive case management, supportive services and financial incentives to encourage pregnant and parenting teens to graduate from high school, become independent, and form healthy families. There were 80 teens participating in the Cal-Learn Program in FY 2018-19.

CalWORKs Cal-Learn		
Service:		Mandatory
Level of Service:		Discretionary
Gross Expenditures:		\$89,295
Financing:		89,295
Net County Cost:		0
Funding Sources:		
Federal	76.2%	\$68,028
State	23.8%	21,267
FTE: 0.5		

e. **CalWORKs Childcare** – Provides subsidized full-time childcare for CalWORKs recipients until they stabilize and exit CalWORKs due to increased earnings. In FY 2018-19, there were 688 CalWORKs childcare cases, a decrease of 1% from the previous year.

f. **CalWORKs Mental Health/Substance Abuse** – Provides treatment services to CalWORKs recipients experiencing mental health or substance abuse barriers to employment. Treatment services are provided through an interdepartmental agreement with the Health Services Department. Case management costs related to assessing and referring participants for treatment service are included in the CalWORKs Employment Services section. In FY 2018-19, EHSD CalWORKs staff referred 229 individuals for substance abuse or mental health treatment services. The Budget includes an increase in treatment services which will benefit additional recipients.

CalWORKs Mental Health/Substance Abuse		
Service:		Mandatory
Level of Service:		Discretionary
Gross Expenditures:		\$2,447,069
Financing:		2,447,069
Net County Cost:		0
Funding Sources:		
State	100.0%	\$2,447,069

g. **CalWORKs Trafficking and Crime Victims Assistance Program (TCVAP)** – Provides non-citizen victims of trafficking, domestic violence, and other serious crimes with

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state-funded cash assistance, food benefits, employment and social services to assist in becoming self-sufficient. In FY 2018-19, 239 individuals received TCVAP services.

CalWORKs Trafficking and Crime Victims Assistance Program (TCVAP)			
Service:	Mandatory		
Level of Service:	Mandatory		
Gross Expenditures:	\$283,634		
Financing:	283,634		
Net County Cost:	0		
Funding Sources:			
Federal	76.2%	\$216,083	
State	23.8%	67,551	
FTE: 0.9			

proficiency, veterans, domestic violence victims, disabled individuals, pregnant and parenting teens, and individuals with a criminal history. In FY 2018-19, 74 individuals were placed in subsidized employment positions. The FY 2020-21 Recommended Budget reflects an increase of \$1.5 million, due to increased State funding. Additional revenue will fund additional case management services and subsidized wages to Expanded Subsidized Employment participants.

CalWORKs Expanded Subsidized Employment			
Service:	Mandatory		
Level of Service:	Discretionary		
Gross Expenditures:	\$5,054,744		
Financing:	5,054,744		
Net County Cost:	0		
Funding Sources:			
Federal	99.5%	\$5,028,067	
State	0.5%	26,677	
FTE: 15.6			

h. CalWORKs Family Stabilization – Provides comprehensive evaluations, intensive case management, and wraparound services to Welfare-to-Work families who are experiencing destabilizing situations and/or crises. In FY 2018-19, there were 15 Family Stabilization cases.

CalWORKs Family Stabilization			
Service:	Mandatory		
Level of Service:	Mandatory		
Gross Expenditures:	\$122,557		
Financing:	122,557		
Net County Cost:	0		
Funding Sources:			
Federal	76.2%	\$93,369	
State	23.8%	29,188	
FTE: 0.2			

j. CalWORKs Housing Support - Assists eligible homeless CalWORKs families with housing location and rental subsidies for up to six months. EHSD, in partnership with the Contra Costa Behavioral Health Services' Health, Housing and Homeless Services Division oversees the HousingWORKS! program. Case management costs related to assessing the need for housing assistance is included in the CalWORKs Employment Services section. Housing subsidies and housing navigation services are provided through an interdepartmental agreement with the Health Services Department. In FY 2018-19, 57 participants received housing assistance through HousingWORKS!.

i. Expanded Subsidized Employment – Provides subsidized public, private and nonprofit work opportunities for up to six months. The program targets participants with significant barriers to employment, including individuals with limited English

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CalWORKs Housing Support Summary

Service:	Discretionary	
Level of Service:	Discretionary	
Gross Expenditures:	\$2,438,726	
Financing:	2,438,726	
Net County Cost:	0	
Funding Sources:		
Federal	76.2%	\$1,857,915
State	23.8%	580,811

2. CalWORKs Cash Assistance

Description: Provides cash assistance to eligible families based on income levels. In FY 2018-19, the average monthly CalWORKs cash assistance grant per case was \$530. The average monthly caseload was 6,721, a 22% decrease from the previous year. The FY 2020-21 Budget includes a 3.1% Cost of Living Adjustment for CalWORKs families.

CalWORKs Cash Assistance Summary

Service:	Mandatory	
Level of Service:	Mandatory	
Gross Expenditures:	\$48,861,508	
Financing:	48,178,170	
Net County Cost:	683,338	
Funding Sources:		
Local	40.1%	\$19,616,286
State	37.7%	18,443,168
Federal	20.7%	10,118,716
General Fund	1.4%	683,338

3. CalFresh Eligibility and Employment and Training Program

Description: Provides application processing, eligibility determination and ongoing case management for the CalFresh food assistance program for low-income families and individuals. In FY 2018-19, the average amount of CalFresh food assistance per household was \$268. During FY 2018-19, 30,423 CalFresh applications were received. There are

approximately 53,248 individuals enrolled in the program.

The CalFresh Employment and Training program provides support and training to increase CalFresh recipients' ability to obtain regular employment that leads to economic self-sufficiency.

CalFresh Eligibility and Employment and Training Program Summary

Service:	Mandatory	
Level of Service:	Mandatory	
Gross Expenditures:	\$38,458,799	
Financing:	34,900,796	
Net County Cost:	3,558,003	
Funding Sources:		
Federal	52.2%	\$20,081,601
State	38.5%	14,819,195
General Fund	9.3%	3,558,003
FTE:	164.1	

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

Description: CalFresh benefits are paid 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 2018-19, 26,699 cases received the SUAS benefit, a 133% increase over the previous year. WINS provides \$10 per month additional food supplement for eligible CalFresh and California Food Assistance Program households. In FY 2018-19, 2,225 cases received the WINS benefit.

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SUAS and WINS Supplement Cash Assistance Summary		
Service:	Mandatory	
Level of Service:	Mandatory	
Gross Expenditures:	\$655,754	
Financing:	655,754	
Net County Cost:	0	
Funding Sources:		
State	100%	\$655,754

5. Medi-Cal Eligibility

Description: Provides application processing, eligibility determination and ongoing case management for more than 50 Medi-Cal programs. Medi-Cal is a public health insurance program that provides comprehensive medical services to children and adults in low-income families. In FY 2018-19 there were approximately 42,682 Medi-Cal applications received, a 6% decrease from the previous year. Throughout the fiscal year, an average of 242,213 individuals were enrolled in Medi-Cal.

- a. Medi-Cal Navigators Project** – This new project will provide Medi-Cal outreach to targeted populations including homeless individuals, immigrants, and families with mixed immigration status.

Medi-Cal Eligibility Summary		
Service:	Mandatory	
Level of Service:	Mandatory	
Gross Expenditures:	\$62,671,011	
Financing:	62,671,011	
Net County Cost:	0	
Funding Sources:		
State	100.0%	\$62,671,011
FTE: 305.0		

6. Refugee Programs Eligibility

Description: Provides eligibility determination and case maintenance for the Refugee Cash Assistance (RCA) program and the Cash Assistance Program for Immigrants (CAPI). Refugee Cash Assistance provides cash aid to refugees and other qualified immigrants with time-limited cash assistance to assist the refugee in becoming self-sufficient. 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). In FY 2018-19, General Assistance staff processed 271 CAPI applications, and 4,843 individuals were served by CAPI.

Refugee Programs Eligibility Summary		
Service:	Mandatory	
Level of Service:	Mandatory	
Gross Expenditures:	\$365,084	
Financing:	365,084	
Net County Cost:	0	
Funding Sources:		
State	100.0%	\$365,084
FTE: 1.8		

7. Refugee Programs Cash Assistance

Description: Provides payments for the Refugee Cash Assistance (RCA). In FY 2018-19, 15 individuals received cash assistance through the RCA program.

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Refugee Programs Cash Assistance Summary		
Service:		Mandatory
Level of Service:		Mandatory
Gross Expenditures:		\$110,455
Financing:		110,455
Net County Cost:		0
Funding Sources:		
Federal	91.0%	\$100,533
State	9.0%	9,922

8. Service Integration Team / SparkPoint

Description:

a. Service Integration Teams (SIT):

SITs are a partnership with the Family Justice Centers (FJCs). SIT has staff co-located at the Richmond and Concord FJC locations. The staff provide intensive case management to eligible families to serve as a path forward in providing holistic wrap-around services to families. SIT plans to co-locate at the FJC office recently opened in Antioch.

The North Richmond SIT provided access to fax machines, personal computers, and other business-related services on-site to 1,656 individuals in FY 2018-19.

- 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, and clothing). In the past year, 52% of SparkPoint clients were using public benefits (Medi-Cal, SSI/SSDI, WIC, CalWORKs, etc.).

Approximately 737 clients were served by SparkPoint in the past year. SparkPoint services move people toward self-sufficiency goals measured by four components:

income of \$90,145 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. Also, SparkPoint clients looking for employment were placed in jobs earning an average of \$17.70 per hour, which is well above minimum wage.

Service Integration Team / SparkPoint Summary		
Service:		Discretionary
Level of Service:		Discretionary
Gross Expenditures:		\$77,000
Financing:		17,000
Net County Cost:		60,000
Funding Sources:		
Transfers	22.1%	\$17,000
General Fund	77.9%	60,000
FTE: 0.8		

9. Community Corrections Partnership:

Description: AB109 grant funding continues to fund one full-time staff position to serve individuals re-entering the community from incarceration, ensuring their timely access to needed public benefits, and coordinating with community agencies.

Community Corrections Partnership Summary		
Service:		Discretionary
Level of Service:		Discretionary
Gross Expenditures:		\$152,983
Financing:		152,041
Net County Cost:		942
Funding Sources:		
Local	99.4%	\$152,041
General Fund	0.6%	942
FTE: 1.0		

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Ann Adler Children and Family Trust

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Services And Supplies	92,810	80,000	65,000	65,000	0
Expense Total	92,810	80,000	65,000	65,000	0
Revenue					
Other Local Revenue	86,035	80,000	65,000	65,000	0
Revenue Total	86,035	80,000	65,000	65,000	0
Net County Cost (NCC):	6,775	0	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		(14%)	(19%)	0%	
% Change in Total Rev		(7%)	(19%)	0%	
% Change in NCC		(100%)	0%	0%	

Description: In 1991, the Board of Supervisors created the Ann Adler Children and Family program whereby donations received from individuals, public, private and other agencies are allocated to support programs for the care of abused, neglected and at-risk children. The Family and Children's Trust Committee (FACT) as designated by the Board of Supervisors, manages the priorities, coordination, award and maintenance of contracts with Community Based Organizations funded by the Ann Adler Children and Family Trust.

Ann Adler Children and Family Trust		
Service:		Discretionary
Level of Service:		Discretionary
Gross Expenditures:		\$65,000
Financing:		65,000
Net County Cost:		0
Funding Sources:		
Local	100.0%	\$65,000

The FY 2020-21 Baseline Budget maintains the current level of services.

No adjustment from Baseline to Recommended Budget for FY 2020-21 is required.

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Workforce Development Board

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	1,570,361	1,632,789	1,624,285	1,699,455	75,170
Services And Supplies	3,690,413	4,352,223	3,945,337	3,945,337	0
Other Charges	291,008	648,516	630,208	630,208	0
Expenditure Transfers	91,544	(11,495)	0	0	0
Expense Total	5,643,325	6,622,033	6,199,830	6,275,000	75,170
Revenue					
Other Local Revenue	365,347	427,496	622,585	622,585	0
Federal Assistance	5,038,833	6,194,537	5,564,245	5,639,415	75,170
State Assistance	20,162	0	0	0	0
Revenue Total	5,424,342	6,622,033	6,186,830	6,262,000	75,170
Net County Cost (NCC):	218,983	0	13,000	13,000	0
Allocated Positions (FTE)	11.0	11.0	11.0	12.0	1.0
Financial Indicators					
Salaries as % of Total Exp	28%	25%	26%	27%	
% Change in Total Exp		17%	(6%)	1%	
% Change in Total Rev		22%	(7%)	1%	
% Change in NCC		(100%)	100%	0%	
Compensation Information					
Permanent Salaries	993,149	1,031,757	1,045,299	1,084,928	39,629
Temporary Salaries	27,378	0	0	0	0
Deferred Comp	22,760	22,458	21,540	23,340	1,800
FICA/Medicare	77,734	79,242	79,743	82,775	3,032
Ret Exp-Pre 97 Retirees	3,131	6,028	3,691	3,691	0
Retirement Expense	311,243	311,433	318,975	331,320	12,345
Employee Group Insurance	105,463	125,073	150,375	167,720	17,345
OPEB Pre-Pay	24,431	24,375	23,981	23,981	0
Unemployment Insurance	381	518	1,045	1,085	40
Workers Comp Insurance	51,945	31,904	25,819	26,798	979
Labor Received/Provided	(47,254)	0	(46,182)	(46,182)	0

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 enhance the competitiveness of the local workforce to support economic vitality in the region.

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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 2020-21 Baseline Budget compared to FY 2019-20 decreased by \$347,033. This is primarily due to closing the Small Business Development Center (SBDC), due to the discontinuation of grant funding.

The Baseline Budget includes the deletion of one position, but the addition of another position added in FY 2019-20. The change from the Baseline to the Recommended Budget for FY 2020-21 is due to the addition of one position that will provide clerical support to all WDB programs.

1. Workforce Innovation and 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:

- a. Adult Program** - Through the local network of EASTBAY Works America Job Center of California (AJCC) and partner access sites, located throughout the county, in FY 2018-19, this program provided basic services to over 12,000 people and enrolled 298 people in individualized career services. 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. Contra Costa County's AJCC Comprehensive Site is located in Concord. Basic Career Services include initial skill assessment, labor exchange services, the provision of information on programs, program referrals, and eligibility determination. Individualized Career Services include specialized assessments, developing an individual employment plan, career counselling, job search and placement assistance, and may include Training Services and Supportive Services. Training Services may include career technical education, on-the-job training, and other training programs that combine work-based learning with related instructional activities and services. Supportive Services may include childcare assistance, transportation assistance, educational

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books/supplies, work related needs, cost of industry-recognized certifications, etc.

funding from the California Workforce Development Board to provide services under the Prison to Employment Grant.

- 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 2018-19, 79 individuals were served through the program. Rapid Response funding augments this program by providing outplacement services to help individuals being displaced from employment due to a layoff or business closure find and transition into a new job.
- 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). 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. Ultimately, services will culminate with clients in good jobs along a career pathway or enrolled in post-secondary education. In FY 2018-2019, 240 youth participated. WIOA requires a minimum of 75% of state and local youth funding be used for out-of-school youth and 20% 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 for adult, dislocated worker and youth employment programs, and may include other Federal, State, local, and private sources as well. The WDB continues to receive approximately \$216,160 of AB109 funding annually to support capacity building and businesses engagement, focusing on supporting the needs of the reentry population. In FY 2020-21, the WDB will receive \$248,796 in

Workforce Innovation & Opportunity Act and Grants Summary		
Service:		Mandatory
Level of Service:		Discretionary
Gross Expenditures:		\$6,275,000
Financing:		6,262,000
Net County Cost:		13,000
Funding Sources:		
Federal	89.9%	\$5,639,415
Local	9.9%	622,585
General Fund	0.2%	13,000
FTE:	12.0	

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Community Services Bureau

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	16,794,258	19,901,671	20,699,609	20,699,609	0
Services And Supplies	15,688,584	15,016,616	18,068,577	18,068,577	0
Other Charges	61,314	68,971	85,243	85,243	0
Fixed Assets	144,955	500,000	500,000	500,000	0
Expenditure Transfers	6,292,140	10,740,742	11,913,571	11,913,571	0
Expense Total	38,981,250	46,228,000	51,267,000	51,267,000	0
Revenue					
Other Local Revenue	9,409,054	12,840,069	13,562,035	13,562,035	0
Federal Assistance	29,874,973	33,011,632	37,325,965	37,325,965	0
State Assistance	206,665	217,299	220,000	220,000	0
Revenue Total	39,490,692	46,069,000	51,108,000	51,108,000	0
Net County Cost (NCC):	(509,442)	159,000	159,000	159,000	0
Allocated Positions (FTE)	207.0	207.0	197.5	197.5	0.0
Financial Indicators					
Salaries as % of Total Exp	43%	43%	40%	40%	
% Change in Total Exp		7%	11%	0%	
% Change in Total Rev		7%	11%	0%	
% Change in NCC		(32%)	0%	0%	
Compensation Information					
Permanent Salaries	8,969,664	11,285,563	11,472,983	11,472,983	0
Temporary Salaries	1,049,802	188,611	581,662	581,662	0
Permanent Overtime	9,884	25,093	25,093	25,093	0
Deferred Comp	87,893	171,661	166,354	166,354	0
Comp & SDI Recoveries	(50,235)	(30,353)	(30,353)	(30,353)	0
FICA/Medicare	733,155	867,731	906,840	906,840	0
Ret Exp-Pre 97 Retirees	28,190	34,831	34,831	34,831	0
Retirement Expense	2,780,010	3,414,606	3,454,064	3,454,064	0
Employee Group Insurance	1,836,844	2,742,519	2,986,173	2,986,173	0
Retiree Health Insurance	632,510	637,447	581,843	581,843	0
OPEB Pre-Pay	208,694	208,264	208,264	208,264	0
Unemployment Insurance	3,830	5,686	11,475	11,475	0
Workers Comp Insurance	509,280	350,012	300,380	300,380	0
Labor Received/Provided	(5,263)	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, school readiness and mental health needs, and responding to disabilities as needed.

The FY 2020-21 Baseline Budget reflects a net increase in operating expenses of \$5,039,000 from the FY 2019-20 Budget. Baseline included a reduction of 9.5 positions to reduce the Department's number of vacant and unfunded positions. Baseline revenues are projected to increase by \$5,039,000 from the current year's funding level.

No adjustment from Baseline to Recommended Budget for FY 2020-21 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 \$3.14 million in Head Start revenue is transferred to the Child Development Fund to support staff costs for services provided to 580 of the 1,351 children in full-day childcare. Head Start revenue also funds enhancement services to three partnering childcare agencies.

Head Start Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Gross Expenditures:	\$21,099,000	
Financing:	21,099,000	
Net County Cost:	0	
Funding Sources:		
Federal	99.0%	\$20,879,000
State	1.0%	220,000
FTE:	70.5	

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 735 children of low-income working parents. This program also funds family development services including employment assistance, health access, food referrals and housing support. Services are available at 12 centers with 47 classrooms in, or close to, neighborhoods where the children live.

Comprehensive Funding Model Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Gross Expenditures:	\$10,841,870	
Financing:	10,841,870	
Net County Cost:	0	
Funding Sources:		
Local	77.7%	\$8,428,296
Transfers	22.3%	2,413,574
FTE:	63.0	

3. Early Head Start

Description: Early Head Start provides infant, toddler and family comprehensive services to 573 eligible children and their families.

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Approximately \$2.52 million in Early Head Start revenue is transferred to the Child Development Fund to support staff costs for services provided to 229 of the 573 children in full-day childcare. Services are provided at County run sites located in Richmond, Bay Point, Rodeo, San Pablo, Oakley, Concord, and Brentwood, as well as through partner agencies in Richmond, Concord, El Cerrito, Martinez, Pittsburg, and Antioch. Early Head Start services are also provided through multiple community partnerships with Contra Costa Child Care Council (via 13 Family Child Care Homes), Crossroads, Martinez ECC, First Baptist Church, KinderCare, Tiny Toes, and YMCA.

CSB partners with Aspiranet to use Early Head Start's home based model and to serve County CalWORKs participants. Through this program, CSB aims to support positive health, development and well-being outcomes for pregnant and parenting-individuals, families, and infants born into poverty. The long-term goals for program participants include expanding their future educational, economic, and financial opportunities, stabilizing families and improving the likelihood of exiting poverty.

Early Head Start Summary			
Service:	Discretionary		
Level of Service:	Mandatory		
Gross Expenditures:	\$12,760,000		
Financing:	12,760,000		
Net County Cost:	0		
Funding Sources:			
Federal	100.0%	\$12,760,000	
FTE:	23.0		

4. Child Nutrition

Description: Child Nutrition prepares and delivers approximately 392,769 meals (breakfast, snacks, and lunch) to more than 1,357 children enrolled in Head Start and Child Development childcare centers throughout the County.

Childhood Nutrition Summary			
Service:	Discretionary		
Level of Service:	Mandatory		
Gross Expenditures:	\$1,701,302		
Financing:	1,701,302		
Net County Cost:	0		
Funding Sources:			
Local	80.2%	\$1,365,203	
Transfers	19.8%	336,099	
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 programs support activities that can achieve measurable outcomes in educational capability, literacy skills, housing attainment, income enhancement, disaster preparedness, and nutritional needs. The programs are 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

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subcontracts with 12 community based agencies to support work in these four priority areas.

Community Action Programs Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Gross Expenditures:	\$5,513,147	
Financing:	5,354,147	
Net County Cost:	159,000	
Funding Sources:		
Local	68.4%	\$3,768,536
Federal	17.0%	939,256
Transfers	11.7%	646,355
General Fund	2.9%	159,000
FTE: 24.0		

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 5,395 low-income households of the County. The average grant for energy assistance in Contra Costa County is \$338 per household, per year.

Housing & Energy Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Gross Expenditures:	\$2,747,709	
Financing:	2,747,709	
Net County Cost:	0	
Funding Sources:		
Federal	100.0%	\$2,747,709
FTE: 5.0		

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Contra Costa Alliance to End Abuse

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Services And Supplies	2,646,523	2,160,107	3,313,741	3,313,741	0
Expenditure Transfers	353,935	272,893	23,259	23,259	0
Expense Total	3,000,458	2,433,000	3,337,000	3,337,000	0
Revenue					
Federal Assistance	1,453,010	754,000	1,658,000	1,658,000	0
Revenue Total	1,453,010	754,000	1,658,000	1,658,000	0
Net County Cost (NCC):	1,547,447	1,679,000	1,679,000	1,679,000	0
Financial Indicators					
Salaries as % of Total Exp	0%	0%	0%	0%	
% Change in Total Exp		(19%)	37%	0%	
% Change in Total Rev		(48%)	120%	0%	
% Change in NCC		9%	0%	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, stalking, and human trafficking) by linking the County and the community to foster the development and implementation of collaborative, coordinated, and integrated intervention and prevention services, policies and practices.

With funding from the Department of Justice, Office of Violence Against Women, and the County, the Contra Costa Family Justice Center will be opening its third center in Antioch this fiscal year, providing needed services to the community members in East and Far East County of Contra Costa.

The FY 2020-21 Baseline Budget includes an increase in contracted expenditures of \$904,000, which will provide additional services to victims of domestic violence and human

trafficking. The revenue to fund the increase will be provided by grants from the Department of Justice.

No adjustment from Baseline to Recommended Budget for FY 2020-21 is required.

Contra Costa Alliance to End Abuse Summary		
Service:		Discretionary
Level of Service:		Discretionary
Gross Expenditures:		\$3,337,000
Financing:		1,658,000
Net County Cost:		1,679,000
Funding Sources:		
Federal	49.7%	\$1,658,000
General Fund	50.3%	1,679,000

Employment and Human Services

Health and Human Services

County Children's Trust

County Children's Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Services And Supplies	394,739	185,000	216,000	216,000	0
Other Charges	0	40,468	0	0	0
Expense Total	394,739	225,468	216,000	216,000	0
Revenue					
Other Local Revenue	213,085	185,000	216,000	216,000	0
Revenue Total	213,085	185,000	216,000	216,000	0
Net Fund Cost (NFC):	181,654	40,468	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		(43%)	(4%)	0%	
% Change in Total Rev		(13%)	17%	0%	
% Change in NCC		(78%)	(100%)	0%	

Description: In 1983, the Legislature passed AB 2994 which authorized the creation of the Children's Trust Fund, allowing counties to coordinate child abuse and neglect prevention and intervention activities utilizing funds generated by county birth certificate fees. The Family and Children's Trust Committee (FACT) as designated by the Board of Supervisors, makes recommendations, coordinates and awards contracts with community-based organizations funded by the County Children's Trust to provide child abuse prevention services. Fees are deposited in a special fund separate from the General Fund.

The FY 2020-21 Baseline Budget maintains the current level of services.

No adjustment from Baseline to Recommended Budget for FY 2020-21 is required.

County Children's Trust - Fund 132800		
Service:		Discretionary
Level of Service:		Discretionary
Gross Expenditures:		\$216,000
Financing:		216,000
Net Fund Cost:		0
Funding Sources:		
Local	100.0%	\$216,000

Employment and Human Services Health and Human Services

In-Home Supportive Services Public Authority

IHSS Public Authority Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	1,507,050	1,653,622	1,744,631	1,744,631	0
Services And Supplies	197,526	170,751	193,703	193,703	0
Other Charges	512,331	518,627	532,666	532,666	0
Expenditure Transfers	0	99,884	0	0	0
Expense Total	2,216,908	2,442,884	2,471,000	2,471,000	0
Revenue					
Other Local Revenue	457,068	434,326	456,034	456,034	0
Federal Assistance	1,049,186	1,221,661	1,288,736	1,288,736	0
State Assistance	710,654	687,013	726,230	726,230	0
Revenue Total	2,216,908	2,343,000	2,471,000	2,471,000	0
Net Fund Cost (NFC):	0	99,884	0	0	0
Financial Indicators					
Salaries as % of Total Exp	68%	68%	71%	71%	
% Change in Total Exp		10%	1%	0%	
% Change in Total Rev		6%	5%	0%	
% Change in NCC		100%	(100%)	0%	
Compensation Information					
Permanent Salaries	915,624	997,172	1,049,739	1,049,739	0
Deferred Comp	18,270	19,674	18,720	18,720	0
FICA/Medicare	68,514	71,721	79,653	79,653	0
Retirement Expense	327,439	355,379	359,802	359,802	0
Employee Group Insurance	160,696	192,946	219,084	219,084	0
Retiree Health Insurance	16,170	16,254	17,107	17,107	0
Unemployment Insurance	337	476	526	526	0

Description: The In-Home Supportive Services (IHSS) Public Authority 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. The IHSS Public Authority provides registry and referral services, screens registry applicants, assists IHSS recipients with hiring IHSS providers, enrolls all new IHSS providers and delivers provider orientations in association with the Aging and Adult Services Bureau. In FY 2018-

19, the IHSS Public Authority received 343 provider applications and added 126 new providers to the Registry. The budget for the administration of eligibility determination and program services (provider payments) is included in the Aging and Adult Services Bureau IHSS Program.

The FY 2020-21 Baseline Budget reflects an overall expenditure increase of \$28,116 compared to FY 2019-20.

Employment and Human Services

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There is no change from the Baseline Budget to the Recommended Budget for FY 2020-21.

IHSS Public Authority Summary - Fund 115500		
Service:		Mandatory
Level of Service:		Discretionary
Gross Expenditures:		\$2,471,000
Financing:		2,471,000
Net Fund Cost:		0
Funding Sources:		
Federal	52.1%	\$1,288,736
State	29.4%	726,230
Local	18.5%	456,034

* 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	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	7,993,564	8,323,885	9,339,525	9,556,437	216,912
Services And Supplies	4,482,055	5,039,519	5,323,134	5,323,134	0
Other Charges	8,927,615	8,228,661	9,500,709	9,500,709	0
Fixed Assets	0	300,000	300,000	300,000	0
Expenditure Transfers	9,218,502	10,261,264	9,866,720	9,866,720	0
Expense Total	30,621,736	32,153,329	34,330,088	34,547,000	216,912
Revenue					
Other Local Revenue	5,901,244	7,421,247	7,371,443	7,371,443	0
State Assistance	24,776,290	24,478,753	26,958,645	27,175,557	216,912
Revenue Total	30,677,534	31,900,000	34,330,088	34,547,000	216,912
Net Fund Cost (NFC):	(55,798)	253,329	0	0	0
Allocated Positions (FTE)	106.0	106.0	97.0	99.0	2.0
Financial Indicators					
Salaries as % of Total Exp	26%	26%	27%	28%	
% Change in Total Exp		5%	7%	1%	
% Change in Total Rev		4%	8%	1%	
% Change in NCC		(554%)	(100%)	0%	
Compensation Information					
Permanent Salaries	3,805,744	4,583,106	4,503,178	4,634,231	131,053
Temporary Salaries	1,104,262	287,960	1,106,878	1,106,878	0
Permanent Overtime	20,222	2,110	8,616	8,616	0
Deferred Comp	26,781	45,240	48,683	49,899	1,216
Comp & SDI Recoveries	(33,729)	(29,329)	(32,304)	(32,304)	0
FICA/Medicare	355,989	353,793	434,275	439,281	5,006
Ret Exp-Pre 97 Retirees	11,790	23,096	23,146	23,146	0
Retirement Expense	1,198,807	1,389,475	1,359,007	1,400,648	41,641
Employee Group Insurance	953,892	1,247,160	1,369,753	1,396,717	26,964
Retiree Health Insurance	280,399	276,657	369,125	369,125	0
Unemployment Insurance	1,808	2,317	4,522	4,555	33
Workers Comp Insurance	249,429	142,300	144,647	155,646	10,999
Labor Received/Provided	18,172	0	0	0	0

Employment and Human Services

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Description: The Child Development Fund provides funding for the California State Preschool Program (CSPP) and General Child Care & Development Program (CCTR) that serves about 1,469 children of low- and middle-income families in 12 centers with 48 classrooms and nine partner agencies throughout the County. These State programs are offered in collaboration with Community Services Bureau's Federal Head Start/Early Head Start Programs through the Comprehensive Funding Model Program.

The Child Development Fund provides funding to CalWORKs Stage 2 and California Alternative Payment Program (CAPP) participants, who receive childcare services, to enable self-sufficiency. These programs serve children of families that are transitioning from the Temporary Assistance for Needy Families program to work, income eligible, or clients of Children and Family Services or homeless. In FY 2018-19, 1,295 children participated.

FY 2020-21 Child Development Fund Baseline Budget reflects an increase in operating expenses of \$2,393,671 from FY 2019-20 Budget. Baseline included a reduction of seven positions to reduce the Department's amount of vacant and unfunded positions. Baseline revenues are projected to increase by \$2,647,000 from FY 2019-20 Budget, due to State increases in CSPP, CCTR, CalWORKs Stage 2 and the California Alternative Payment Program.

An increase of \$216,912 from Baseline to Recommended Budget for FY 2020-21 is required for the addition of two staff to support the CalWORKS CAPP and Stage 2 programs.

Child Development Fund Summary - Fund 111600			
Service:			Discretionary
Level of Service:			Mandatory
Expenditures:			\$34,547,000
Financing:			34,547,000
Net Fund Cost:			0
Funding Sources:			
State	78.7%		\$27,175,557
Local	21.3%		7,371,443
FTE:	99.0		

Employment and Human Services

Health and Human Services

Childcare Enterprise Fund

Childcare Enterprise Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Services And Supplies	0	911	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	74,000	74,000	74,000	0
Revenue					
Other Local Revenue	0	74,000	74,000	74,000	0
Revenue Total	0	74,000	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 receive the same services as Head Start and State Child Development slots.

No adjustment from Baseline to Recommended Budget for FY 2020-21 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

The FY 2020-21 Baseline Budget maintains the current level of services.

Employment and Human Services

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Contra Costa Alliance to End Abuse - Special Revenue Fund

Domestic Violence Victim Asst Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Services And Supplies	144,000	336,969	345,300	345,300	0
Expenditure Transfers	5,193	0	28,700	28,700	0
Expense Total	149,193	336,969	374,000	374,000	0
Revenue					
Other Local Revenue	150,454	290,000	345,000	345,000	0
Revenue Total	150,454	290,000	345,000	345,000	0
Net Fund Cost (NFC):	(1,261)	46,969	29,000	29,000	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		126%	11%	0%	
% Change in Total Rev		93%	19%	0%	
% Change in NCC		(3,825%)	(38%)	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 provided through court fines under Penal Code §1203.097.

Additional funding is from a Blue Shield Foundation grant, which supports a collaborative approach to addressing domestic violence and abuse.

With funding from the Blue Shield Foundation, The Alliance and the Family Justice Center will work to create systems and structures for partner agencies to engage in prevention work. Endeavors include racial equity training, capacity building, and integrating those with lived experience and grass-roots community based agencies at decision-making tables.

The FY 2020-21 Baseline Budget includes an expenditure increase of \$37,031 and an increase in revenue of \$55,000.

No adjustment from Baseline to Recommended Budget for FY 2020-21 is required.

Contra Costa Alliance to End Abuse – Special Revenue Fund Summary - Fund 112500		
Service:		Mandatory
Level of Service:		Mandatory
Gross Expenditures:		\$374,000
Financing:		345,000
Net Fund Cost:		29,000
Funding Sources:		
Local	92.2%	\$345,000
Special Rev Fund	7.8%	29,000

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Contra Costa Alliance to End Abuse SB 968 Administration

Zero Tolerance- Domestic Violence Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	387,575	476,356	499,164	499,164	0
Services And Supplies	106,460	689,123	260,903	260,903	0
Other Charges	35,890	35,646	35,933	35,933	0
Expenditure Transfers	718	0	0	0	0
Expense Total	530,644	1,201,125	796,000	796,000	0
Revenue					
Other Local Revenue	743,489	648,000	424,000	424,000	0
Revenue Total	743,489	648,000	424,000	424,000	0
Net Fund Cost (NFC):	(212,845)	553,125	372,000	372,000	0
Allocated Positions (FTE)	4.0	4.0	4.0	4.0	0.0
Financial Indicators					
Salaries as % of Total Exp	73%	40%	63%	63%	
% Change in Total Exp		126%	(34%)	0%	
% Change in Total Rev		(13%)	(35%)	0%	
% Change in NCC		(360%)	(33%)	0%	
Compensation Information					
Permanent Salaries	256,865	314,843	328,464	328,464	0
Deferred Comp	5,640	7,440	9,240	9,240	0
FICA/Medicare	19,765	24,216	25,127	25,127	0
Ret Exp-Pre 97 Retirees	704	601	601	601	0
Retirement Expense	71,609	86,499	89,546	89,546	0
Employee Group Insurance	19,817	32,850	37,744	37,744	0
Unemployment Insurance	100	158	328	328	0
Workers Comp Insurance	13,074	9,750	8,113	8,113	0

Description: The purpose of the Contra Costa Alliance to End Abuse is to affect a systems change that reduces interpersonal violence (domestic violence, family violence, elder abuse, sexual violence and human trafficking) by coordinating Contra Costa County's interpersonal violence response system. This response system ensures the Contra Costa County Probation, Public Defender, District Attorney, and Health Services Departments, and community based organizations are working collaboratively to provide support, intervention and prevention services.

Recording fees authorized by State law (SB 968) support this budget unit.

The FY 2020-21 Baseline Budget includes an expenditure decrease of \$405,125. The FY 2019-20 budget was higher, primarily due to the allowance of rollover funds from FY 2018-19. The decrease in revenue of \$224,000 is related to a reduction in the overhead being shifted to other departments.

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No adjustment from Baseline to Recommended Budget for FY 2020-21 is required.

Contra Costa Alliance to End Abuse - SB 968 Administration Summary – Fund 112700			
Service:			Mandatory
Level of Service:			Discretionary
Gross Expenditures:			\$796,000
Financing:			424,000
Net Fund Cost:			372,000
Funding Sources:			
Local	53.3%		\$424,000
Special Rev Fund	46.7%		372,000
FTE: 4.0			

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CAO's Recommendation

The recommended net County cost of \$31,000,000 will provide the funding necessary to maintain current service levels in Fiscal Year (FY) 2020-21. The FY 2020-21 baseline net County cost is increased by \$3,382,000 from FY 2019-20, which primarily reflects additional costs from previously negotiated salary and benefit increases as well as increased contracted services. Baseline costs for salaries and benefits increased by \$10,216,009 to provide complete funding for 1,872 authorized positions. Services and supplies are increased by \$9,273,973 reflecting inflation in operating costs for the department and contractors.

During FY 2020-21, the Department expects increases in Local, State and Federal funding. The FY 2020-21 Recommended Budget includes increased revenues of \$22.1 million in General Fund bureaus, and an overall increase of \$24.7 million across the agency. 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. As of January 2020, the Department had 277 vacant positions, at a FY 2019-20 cost of \$28.2 million. The vacancy factor for FY 2020-21 is \$3.9 million, which amounts to approximately 38 positions. This is a \$2.17 million decrease in the FY 2019-20 vacancy factor, which equaled to approximately 56 FTEs.

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 Federal, State and Local revenues based on a projection of the costs of services provided to eligible clients. General Fund bureaus in the FY 2020-21 Recommended Budget project a \$2.86 million increase of locally sourced revenue; a \$6.4 million increase from federally sourced revenue, and a \$12.9 million increase from State revenues compared to the FY 2019-20 budget.

The FY 2019-20 Budget includes rollovers totaling \$2,789,225, including \$625,000 in General Fund balance, which includes \$80,000 of FY 2018-19 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 strategic reductions of 38 vacant and unfunded positions in the Bureau.

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 grown slightly to 413.5 employees. Revenue is budgeted to increase by \$5.0 million from last fiscal year. Recruiting and retaining Social Workers will be the focus of new workforce planning efforts.

As the community ages, the demand for services provided by the Aging and Adult Services Bureau continues to grow. The revenue structure of the In-Home Supportive Services (IHSS) program continues to evolve. Increases in negotiated provider wages and 4% Maintenance of Effort increases for IHSS are expected to take effect in FY 2020-21. The State revenue allocated for IHSS increased by approximately \$4.4 million, partially shifting the effects of mandated increases away from general purpose revenue.

The Community Services Bureau Early Head Start Program received \$1.9 million in additional Federal revenue for FY 2020-21 for additional childcare slots and enhanced services. This budget maintains staffing levels and contracts.

As per the norm, EHSD does not yet have a finalized State funding allocation for FY 2020-21. The Department has included estimated revenue based on the Governor's FY 2020-21 Proposed Budget and historical allocation information. The general purpose fund allocation allows EHSD to maximize Federal and State revenue. EHSD will return to the Board of Supervisors in the fall with a balancing plan, should one be necessary.

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Performance Measures

In 2019, the Employment and Human Services Department (EHSD) embarked on four “strategic priorities” that encompass shared goals across the department’s bureaus. The following is an update on the department’s progress:

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

In 2019, EHSD moved forward with plans to implement efficiencies that improve business processes for both customers and employees. For instance, the department identified e-mail and text as a key approach for communicating with customers. By late 2019, approximately 22% of Medi-Cal recipients, 54% of CalFresh recipients, and 75% of CalWORKs recipients opted into receiving communications through either e-mail or text. In an effort to increase these numbers, EHSD will begin outreach-planning efforts to encourage more customers to elect into e-mail and text in the coming year.

To meet the needs of customers who face challenges coming into the office and applying for benefits, EHSD worked with its CalFresh partners to increase use of the MyBenefitsCalWIN (MyBCW) portal. By late 2019, approximately 65% of CalFresh applications from newly eligible aged or disabled individuals as part of CalFresh Expansion came through the MyBenefitsCalWIN portal.

EHSD will continue to explore new and existing technologies that enhance customer’s experience and support staff’s ability to provide services to customers.

2. Service Integration – EHSD will develop a holistic approach to helping families thrive by incorporating coordinated and integrated services for the most

vulnerable isolated and/or disadvantaged customers.

In 2019, EHSD remained committed to focus on implementing holistic, wrap around, and whole person services through innovative programs and community partnerships. An example of a holistic program that EHSD continued to implement in 2019 is the 4 Our Families initiative, providing wrap around services to individuals and families, a majority of whom are homeless and have multiple areas of need. More than three-quarters of clients moved out of crisis and approximately 83% of 4 Our Families customers rated their overall satisfaction as “strongly satisfied”.

The department plans to continue surveying customer outcomes to evaluate the impact of the initiative 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 its customers.

In 2019, EHSD staff collaborated with Health Services to explore the feasibility of adopting a Lean Process Improvement approach in the department and increased the department’s readiness to implement.

Improvement planning is a disciplined approach to improve operational systems rapidly through data driven approaches, staff engagement at all levels, and using customer perspective as a starting point for improvement.

Administrative and Program Goals

For 2020, EHSD identified the following organizational goals:

1. EHSD Will Become a Data-Driven Organization for Performance and Results

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EHSD aims to have the data and accompanying products to facilitate decision-making at the operational level. Staff will have data readily available, and the capacity to interpret data for planning and decision-making purposes. Towards this end, in 2020, EHSD will create an Executive Level Dashboard, produce GIS maps related to key programs, conduct staff trainings related to data gathering and analysis, and improve processes for producing ad-hoc reports for decision-making.

2. EHSD Will Develop an Organizational Culture That Supports the Workforce

EHSD will increase understanding of needed changes to enhance employee retention.

To assist the department in strengthening effective retention strategies, EHSD will administer Stay Surveys and Exit Interviews. In 2020, approximately 50% of staff will participate in Stay Surveys and 50% of employees leaving the department will complete an Exit Interview. Improvements recommended by staff will be incorporated into EHSD policies and procedures. Continuous improvement will be implemented, with staff being informed of the changes through various communication vehicles.

3. EHSD will Organize A Personnel Unit That Creates Effective Outcomes

EHSD will improve coordination between its Personnel Division and County HR to improve processes and create effective outcomes for the organization. To achieve this, EHSD will pursue process and workflow improvement initiatives to assess its organizational structure and task assignments. It will reorganize its Personnel Division to maximize its ability to support organizational goals.

4. EHSD Will Target Improvements in Delivering Services to Customers

Technology Improvements:

In 2020, EHSD will expand several initiatives that allows customers to engage with us without coming into an office. EHSD will increase the use of text messages by 10% through outreach efforts to raise customer opt-in and improve access to services by expanding use of technologies that allow for telephonic signature. EHSD will continue to expand use of videoconferencing for CalWORKs customers, which will provide flexibility in meeting appointment times.

Increased Timely Access to Services:

With a focus on improving access to services, the department is working to achieve the following in 2020:

- 95% of CalFresh applications will be processed within 30 days of receipt, and 75% of Medi-Cal applications will be processed within 45 days.
- 70% of IHSS reassessments will be completed timely.
- 75% of foster children will receive timely medical and dental examinations. Social Work staff will work closely with Health Services staff (Public Health Nurse (PHN) or Community Health Workers) to increase the number of providers and setting up timely appointments for children.

5. EHSD will Build a High Trust Culture with Energized Employees

In 2020, EHSD will collaborate with County HR to pilot an initiative that will build a High Trust Culture for EHSD. Upon agreeing on a definition of a High Trust Culture, EHSD will deliver trainings to communicate the definition to EHSD staff.

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To further support staff capacity, satisfaction and retention, EHSD will re-invigorate the Supervisory Development Training program, which consists of a series of modules. Approximately 75% of training program participants will be better prepared to be an effective supervisor as measured by post training surveys.

FY 2020-21 Program Modification List

Order	Reference to Mand/ Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	2	Children & Family Services	Add staff for Child Welfare Services	15.0	1,961,524	Add 1 Translator, 2 Social Work Supervisors, and 12 Social Workers to support the Emergency Response program and Continuum of Care Requirements.
2	2	Children & Family Services	Overhead for Child Welfare Services	0.0	383,089	Additional operating costs related to 15 added positions in Children and Family Services.
3	2	Children & Family Services	Revenue for Child Welfare Services	0.0	2,344,613	Increase revenue to fund additional fifteen positions and operating costs in Children and Family Services.
4	13	Aging & Adult Services	Add staff for Whole Person Care (a.k.a. CommunityConnect program)	2.0	218,870	Add two Whole Person Care staff to handle growing caseload.
5	13	Aging & Adult Services	Revenue for Whole Person Care staffing	0.0	(218,870)	Revenue transfer from the County Health Services Department to fund two additional Whole Person Care positions.
6	13	Aging & Adult Services	Overhead reduction for Aging & Adult Services Bureau	0.0	(107,917)	Reduction in overhead, due to shift caused by adding 15 CFS FTEs.
7	21	Workforce Services	Overhead Reduction for Workforce Services Bureau	0.0	(275,172)	Reduction in overhead, due to shift caused by adding 15 CFS FTEs.
8	40	Workforce Development Board	Add staff for services to job seekers and employment and training program participants	1.0	75,170	Add one Clerk Experienced Level position to support program activities.

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9	40	Workforce Development Board	Revenue to support increased capacity to serve job seekers and employment and training program participants	0.0	75,170	Additional Workforce Innovation & Opportunity Act (WIOA) grant revenue
10	47	Community Services Bureau	Add staff to support childcare services	2.0	216,912	Add one Comprehensive Services Assistant Manager to the Alternative Payment – CalWORKs CAPP program and one Comprehensive Services Manager to the Alternative Payment – CalWORKs C2AP program to support increased caseload.
11	47	Community Services Bureau	Revenue in the Child Development Fund for childcare services staffing	0.0	216,912	Additional grant revenue.
			Total	20.0	(383,089)	

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General Fund Summary

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	169,741,073	202,904,265	215,590,862	218,130,862	2,540,000
Services And Supplies	246,955,379	245,236,083	244,645,108	244,645,108	0
Other Charges	31,645,545	65,921,089	81,268,902	81,268,902	0
Fixed Assets	678,509	771,526	803,800	803,800	0
Expenditure Transfers	(25,820,814)	(21,604,635)	(24,211,983)	(24,211,983)	0
Expense Total	423,199,691	493,228,328	518,096,689	520,636,689	2,540,000
Revenue					
Other Local Revenue	129,178,619	143,823,037	150,946,010	150,946,010	0
Federal Assistance	104,215,139	110,731,314	107,161,559	107,161,559	0
State Assistance	88,141,115	98,467,543	104,173,119	104,173,119	0
Revenue Total	321,534,873	353,021,894	362,280,689	362,280,689	0
Net County Cost (NCC):	101,664,818	140,206,434	155,816,000	158,356,000	2,540,000
Allocated Positions (FTE)	1,385.7	1,413.7	1,413.7	1,442.8	29.1
Financial Indicators					
Salaries as % of Total Exp	40%	41%	42%	42%	
% Change in Total Exp		17%	5%	0%	
% Change in Total Rev		10%	3%	0%	
% Change in NCC		38%	11%	2%	
Compensation Information					
Permanent Salaries	98,480,149	118,696,924	124,181,978	125,840,120	1,658,142
Temporary Salaries	3,294,738	2,100,413	3,350,736	3,350,736	0
Permanent Overtime	1,375,718	1,258,748	1,606,571	1,606,571	0
Deferred Comp	1,007,722	1,379,710	1,539,375	1,539,375	0
Hrly Physician Salaries	56,134	86,174	66,632	66,632	0
Perm Physicians Salaries	2,469,415	4,644,956	6,156,185	6,156,185	0
Perm Phys Addnl Duty Pay	39,600	40,490	30,846	30,846	0
Comp & SDI Recoveries	(99,276)	(183,318)	(180,713)	(180,713)	0
FICA/Medicare	7,567,157	9,119,830	9,942,997	10,081,338	138,341
Ret Exp-Pre 97 Retirees	324,111	352,953	377,516	377,516	0
Retirement Expense	31,864,681	37,865,131	40,024,630	40,505,345	480,715
Employee Group Insurance	14,771,832	19,810,018	20,813,349	21,052,866	239,517
Retiree Health Insurance	3,972,640	4,101,140	4,005,467	4,005,467	0
OPEB Pre-Pay	1,694,799	1,650,596	1,647,496	1,647,496	0
Unemployment Insurance	40,238	62,191	106,787	108,438	1,651
Workers Comp Insurance	3,003,320	2,040,214	2,042,915	2,064,549	21,634
Labor Received/Provided	(121,905)	(121,905)	(121,905)	(121,905)	0

Health Services

Health and Human Services

Table Description

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

Health Services Health and Human Services

2020-21 Baseline Budget to 2020-21 Recommended

Budget Unit Description	<u>2020-21 Baseline Service Level</u>			<u>2020-21 Recommended Service Level</u>			GF Change – FY 20/21 Baseline 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	\$689,135,177	\$615,890,177	\$73,245,000	\$689,135,177	\$615,890,177	\$73,245,000	\$0
Medi-Cal Plan EF-2	820,223,229	820,223,229	0	820,223,229	820,223,229	0	0
Commercial Plan EF-3	77,775,136	73,789,136	3,986,000	77,775,136	73,789,136	3,986,000	0
Major Risk Ins. Program	0	0	0	0	0	0	0
Sub-Total Enterprise Funds^(A)	\$1,587,133,542	\$1,509,902,542	\$77,231,000	\$1,587,133,542	\$1,509,902,542	\$77,231,000	\$0
General Fund Units:							
Behavioral Health:							
<i>Mental Health</i>	\$244,665,949	\$227,360,949	\$17,305,000	\$244,665,949	\$227,360,949	\$17,305,000	\$0
<i>Alcohol & Other Drugs</i>	24,190,803	22,255,803	1,935,000	24,190,803	22,255,803	1,935,000	0
<i>Homeless Programs</i>	11,358,417	8,674,417	2,684,000	11,358,417	8,674,417	2,684,000	0
Public Health	88,242,694	66,002,694	22,240,000	88,242,694	66,002,694	22,240,000	0
Environmental Health	24,381,100	24,821,100	(440,000)	24,381,100	24,821,100	(440,000)	0
Detention	30,299,503	1,872,503	28,427,000	32,839,503	1,872,503	30,967,000	2,540,000
Conservatorship	4,467,633	815,633	3,652,000	4,467,633	815,633	3,652,000	0
California Children's Services	12,584,980	10,146,980	2,438,000	12,584,980	10,146,980	2,438,000	0
Public Administrator	674,610	330,610	344,000	674,610	330,610	344,000	0
Sub-Total General Fund	\$440,865,690	\$362,280,689	\$78,585,000	\$443,405,690	\$362,280,689	\$81,125,000	\$2,540,000
Total General & Enterprise Funds	\$2,027,999,232	\$1,872,183,231	\$155,816,000	\$2,030,539,232	\$1,872,183,231	\$158,356,000	\$2,540,000
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	\$1,723,384	\$1,723,384	\$0	\$1,723,384	\$1,723,384	\$0	\$0
Ambulance Service Area	5,554,846	5,554,846	0	5,554,846	5,554,846	0	0
West Contra Costa Healthcare District	8,460,320	8,460,320	0	8,460,320	8,460,320	0	0
Total Special Funds:	\$15,738,550	\$15,738,550	\$0	\$15,738,550	\$15,738,550	\$0	\$0
Grand Total All Funds:	\$2,043,737,782	\$1,887,921,781	\$155,816,000	\$2,046,277,782	\$1,887,921,781	\$158,356,000	\$2,540,000

A. General Fund contribution to the Enterprise funds is provided through Hospital Subsidy unit 0465.

Health Services

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2019-20 Adopted Budget to 2020-21 Recommended

Budget Unit Description	2019-20 Adopted Budget			2020-21 Recommended Service Level			GF Change – FY 19/20 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	\$689,135,177	\$615,890,177	\$73,245,000	\$16,886,288
Medi-Cal Plan EF-2	639,284,840	639,284,840	0	820,223,229	820,223,229	0	0
Commercial Plan EF-3	75,249,836	71,263,548	3,986,288	77,775,136	73,789,136	3,986,000	(288)
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	\$1,587,133,542	\$1,509,902,542	\$77,231,000	\$16,886,000
General Fund Units:							
Behavioral Health:							
<i>Mental Health</i>	\$236,155,049	\$218,850,049	\$17,305,000	\$244,665,949	\$227,360,949	\$17,305,000	0
<i>Alcohol & Other Drugs</i>	29,391,851	27,456,851	1,935,000	24,190,803	22,255,803	1,935,000	0
<i>Homeless Programs</i>	16,071,090	13,387,090	2,684,000	11,358,417	8,674,417	2,684,000	0
Public Health	77,712,970	56,572,970	21,140,000	88,242,694	66,002,694	22,240,000	1,100,000
Environmental Health	23,622,276	23,954,276	(332,000)	24,381,100	24,821,100	(440,000)	(108,000)
Detention	26,920,681	1,795,681	25,125,000	32,839,503	1,872,503	30,967,000	5,842,000
Conservatorship	4,256,012	604,012	3,652,000	4,467,633	815,633	3,652,000	0
California Children's Services	11,805,300	9,367,300	2,438,000	12,584,980	10,146,980	2,438,000	0
Public Administrator	777,665	433,665	344,000	674,610	330,610	344,000	0
Sub-Total General Fund	\$426,712,894	\$352,421,894	\$74,291,000	\$443,405,690	\$362,280,689	\$81,125,000	\$6,834,000
Total General & Enterprise Funds	\$1,811,286,502	\$1,676,650,502	\$134,636,000	\$2,030,539,232	\$1,872,183,231	\$158,356,000	\$23,720,000
Other Special Revenue Fund Units:							
	Expenditures	Revenue	Net Fund Cost	Expenditures	Revenue	Net Fund Cost	Change
Emergency Medical Services	\$1,543,305	\$1,543,305	\$0	\$1,723,384	\$1,723,384	\$0	\$0
Ambulance Service Area	5,534,167	5,534,167	0	5,554,846	5,554,846	0	0
West Contra Costa Healthcare District	9,841,388	9,841,388	0	8,460,320	8,460,320	0	0
Total Special Funds:	\$16,918,860	\$16,918,860	\$0	\$15,738,550	\$15,738,550	\$0	\$0
Grand Total All Funds:	\$1,828,205,362	\$1,693,569,362	\$134,636,000	\$2,046,277,782	\$1,887,921,781	\$158,356,000	\$23,720,000

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 2020-21 Baseline Budget service level to the recommended service level and the 2019-20 Adopted Budget service level to the 2020-21 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
- 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 FTEs. 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 (CCRMC) is a 167-bed general acute care hospital that provides a full range of services that include emergency care, psychiatric care, newborn labor and delivery, medicine, and surgery. Ten 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. It subsequently expanded its programs to include County employees, businesses, individuals, and families. Currently CCHP has programs for Medi-Cal recipients, employees of participating employers, and In-Home Supportive Services providers.

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With the implementation of the Affordable Care Act (ACA) in January 2014, Medi-Cal coverage was expanded to cover individuals with incomes below 138% of the Federal Poverty Level. The ACA ensures all Medi-Cal health plans offer a comprehensive package of items and services, known as essential health benefits. Coverage includes a core set of services including doctor visits, hospital care, pregnancy-related services, skilled nursing facility care (SNF), home health and hospice care, as well as low-to-moderate mental health care, autism care, and some substance use disorder care.

As one of the State's Medi-Cal managed care health plans, CCHP has added 77,000 Medi-Cal members since the implementation of the ACA, and now provides comprehensive, quality health coverage to approximately 169,000 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 (H3) integrates housing and homeless services across our health system; coordinates housing and homeless services across County

government and in the community. As the Administrative Entity for the homeless continuum of care, H3 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 and community-specific policies and strategies to address the needs of persons experiencing homelessness and/or housing insecurity as a key determinant of health.

Contra Costa Public Health promotes and protects the health and well-being of the individual, family, and community in Contra Costa County, with special attention to communities and populations that are most at risk for poor health outcomes and those most affected by environmental inequities. Health is defined as the state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity.

As part of the integrated health system, Public Health uses a broad spectrum of strategies and offers an array of programs that focus on public health issues such as communicable disease and sexually transmitted disease; immunization; nutrition; and family, maternal, infant, and child health, including children's oral health. Services include public health nursing and the public health laboratory, along with wellness, prevention, and education activities aimed at negative health conditions such as obesity, smoking, and lead poisoning. The Public Health Division is also responsible for the CCHS health emergency preparedness programs, data collection, and vital records.

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 act 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)	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	416,932,232	435,843,653	455,847,304	455,847,304	0
Services And Supplies	215,396,898	210,662,286	209,173,376	209,173,376	0
Other Charges	120,282	13,021,063	13,386,283	13,386,283	0
Fixed Assets	0	10,511,930	10,728,214	10,728,214	0
Expense Total	632,449,413	670,038,932	689,135,177	689,135,177	0
Revenue					
Other Local Revenue	649,536,335	670,038,932	689,135,177	689,135,177	0
Revenue Total	649,536,335	670,038,932	689,135,177	689,135,177	0
Net Fund Cost (NFC):	(17,086,922)*	0	0	0	0
Allocated Positions (FTE)	2,351.3	2,294.0	2,294.0	2,294.0	0.0
Financial Indicators					
Salaries as % of Total Exp	66%	65%	66%	66%	
% Change in Total Exp		6%	3%	0%	
% Change in Total Rev		3%	3%	0%	
% Change in NFC		(100%)	0%	0%	
Compensation Information					
Permanent Salaries	185,594,566	191,515,905	204,645,483	204,645,483	0
Temporary Salaries	27,714,178	28,554,370	32,284,532	32,284,532	0
Permanent Overtime	8,784,630	10,244,607	6,385,326	6,385,326	0
Deferred Comp	1,158,846	1,183,717	1,218,846	1,218,846	0
Hrly Physician Salaries	1,856,672	1,691,019	2,497,706	2,497,706	0
Perm Physicians Salaries	47,240,745	48,052,173	53,387,051	53,387,051	0
Perm Phys Addnl Duty Pay	2,713,240	3,356,375	4,045,555	4,045,555	0
Comp & SDI Recoveries	(520,396)	(562,172)	(550,384)	(550,384)	0
Vacation/Sick Leave Accrual	1,255,476	0	0	0	0
FICA/Medicare	18,587,117	19,518,526	17,975,797	17,975,797	0
Ret Exp-Pre 97 Retirees	689,948	660,576	690,250	690,250	0
Retirement Expense	68,874,602	73,245,897	77,929,418	77,929,418	0
Excess Retirement	133,959	315,332	223,009	223,009	0
Employee Group Insurance	33,442,673	41,832,406	39,792,916	39,792,916	0
Retiree Health Insurance	8,128,444	8,040,133	8,128,445	8,128,445	0
OPEB Pre-Pay	3,395,342	3,413,314	3,487,667	3,487,667	0
Unemployment Insurance	102,658	142,517	262,818	262,818	0
Workers Comp Insurance	7,779,534	4,638,958	3,442,869	3,442,869	0

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

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

Workload Indicator: The recommended FY 2020-21 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) approval of Federal replacement funding for the expiring Medi-Cal 2020 Waiver in the amount of \$83 million (b) \$28 million in AB 85 Realignment redirection funding (c) \$20 million in expenditure savings and \$10 million in revenue enhancements to replace the \$30 million in non-recurring revenue contained in the FY 2019/20 budget (d) \$40 million for the Enhanced Payment/Quality Improvement program; note: this is a replacement program for the ACA cost reimbursement settlement process; finalization of the revenue amount occurs approximately one year after the fiscal year close and is subject to variability.

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.

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 indigent persons. 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 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 midway through the 2020-21 fiscal year. State planning for a successor program, CalAIM, is currently underway. As of this writing CalAIM has not been fully developed and has not been submitted to the Federal government for approval. The FY 2020-21 CCRMC budget assumes full replacement of the Waiver funding.

Hospital and Emergency Care Services Summary		
Service:	Mandatory	
Level of Service:	Mandatory	
Expenditures:	\$310,100,210	
Financing:	310,100,210	
Net Fund Cost:	0	
Funding Sources:		
State	60.5%	\$187,692,944
Local	25.1%	77,750,645
Federal	7.3%	22,514,802
General Fund	7.1%	22,141,819
FTE: 1,008.3		

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:		\$166,978,494
Financing:		166,978,494
Net Fund Cost:		0
Funding Sources:		
State	74.9%	\$125,082,185
Federal	15.9%	26,477,979
Local	2.4%	3,979,660
General Fund	6.9%	11,438,670
FTE: 712.9		

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:		\$126,218,006
Financing:		126,218,006
Net Fund Cost:		0
Funding Sources:		
State	49.2%	\$62,033,688
Local	36.7%	46,373,850
Federal	7.3%	9,164,049
General Fund	6.9%	8,646,419
FTE: 264.2		

3. Physician Services

Description: The interdisciplinary medical staff at Contra Costa Regional Medical Center and Health Centers includes a wide range of generalist and specialty physicians and nurse practitioners to serve the patients of the county. The active staff numbers nearly 400 providers.

The Family Medicine Residency Program provides clinical experience for 39 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

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:		\$1,858,613
Financing:		1,858,613
Net Fund Cost:		0
Funding Sources:		
Local	100.0%	\$1,858,613
FTE: 5.0		

5. Support Services

a. Administrative Services

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

Administrative Services Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$28,847,265
Financing:		28,847,265
Net Fund Cost:		0
Funding Sources:		
Local	100.0%	\$28,847,265
FTE: 303.6		

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:		\$31,018,092
Financing:		31,018,092
Net Fund Cost:		0
Funding Sources:		
General Fund	100.0%	\$31,018,092

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Charges from other County departments include:

Auditor	\$1,101,731
Purchasing	\$252,866
County Counsel	\$1,300,000
Human Resources	\$2,424,775
Telecommunication	\$5,014,615
Sheriff's Office	\$4,100,000
DoIT	\$1,242,074
PW-Occupancy-owned	\$8,393,366
PW-Occupancy-rented	\$1,343,640
Medical Liab Ins	\$4,250,000
Public Liab Ins	\$1,393,572
PW-Fleet Services	\$201,453
Total	\$31,018,092

Hospital Capital Cost		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$24,114,497
Financing:		24,114,497
Net Fund Cost:		0
Funding Sources:		
Local	78.6%	\$18,950,348
State	21.4%	5,164,149

6. Capital Cost

Description: Capital cost includes leases and bond debt repayment, capital projects and equipment acquisition.

The budget anticipates capital equipment purchases financed through a ten-year bond issuance. The amount and size of the issuance will be determined in mid-June.

A \$4 million Psychiatric Emergency renovation capital project, offset with \$4 million in unidentified revenue, has been included as a budgetary place holder pending selection of the final project design, Board approval and financing determination.

Note: Capital Assets are fully funded budgetarily in the year of acquisition; for Financial Statement reporting depreciation rather than acquisition cost is recognized as a current year expense.

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Contra Costa Health Plan

CCHP Medi-Cal (Enterprise Fund II)^A	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	27,237,683	27,430,242	29,465,931	29,465,931	0
Services And Supplies	626,581,654	705,661,355	679,473,368	679,473,368	0
Other Charges	201,644,864	113,253,144	111,283,930	111,283,930	0
Expense Total	855,464,202	846,344,741	820,223,229	820,223,229	0
Revenue					
Other Local Revenue	860,799,328	846,344,741	820,223,229	820,223,229	0
Revenue Total	860,799,328	846,344,741	820,223,229	820,223,229	0
Net Fund Cost (NFC):	(5,335,126)	0	0	0	0
Allocated Positions (FTE)^B	180.0	172.0	172.0	172.0	0.0
Financial Indicators					
Salaries as % of Total Exp	3%	3%	4%	4%	
% Change in Total Exp		(1%)	(3%)	0%	
% Change in Total Rev		(2%)	(3%)	0%	
% Change in NFC		(100%)	0%	0%	
Compensation Information					
Permanent Salaries	14,520,738	14,706,072	16,596,881	16,596,881	0
Temporary Salaries	2,663,299	2,541,264	2,112,084	2,112,084	0
Permanent Overtime	676,261	702,576	674,748	674,748	0
Deferred Comp	135,400	155,250	139,065	139,065	0
Perm Physicians Salaries	51,088	0	0	0	0
Comp & SDI Recoveries	(1,714)	(2,045)	(22,790)	(22,790)	0
Vacation/Sick Leave Accrual	113,556	0	0	0	0
FICA/Medicare	1,291,507	1,425,028	1,492,582	1,492,582	0
Ret Exp-Pre 97 Retirees	42,675	40,884	42,744	42,744	0
Retirement Expense	4,325,624	4,530,255	4,890,812	4,890,812	0
Employee Group Insurance	2,358,104	2,529,073	2,788,262	2,788,262	0
Retiree Health Insurance	375,348	374,088	389,786	389,786	0
OPEB Pre-Pay	170,053	164,653	152,744	152,744	0
Unemployment Insurance	6,760	9,213	19,372	19,372	0
Workers Comp Insurance	508,984	253,930	189,641	189,641	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 Funds II and III of the Contra Costa Health Plan.

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Description: The Contra Costa Health Plan (CCHP) is a County-operated prepaid health plan. Enterprise Fund II is used to account for the premiums and expenditures related to Medi-Cal enrollees. Enterprise Fund III is used to account for the premiums and expenditures related to 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 (CCRM) and Health Centers, 2) CCHP's Community Provider Network (CPN), and 3) Kaiser Permanente.

Currently, Contra Costa Health Plan (CCHP) Medi-Cal managed care beneficiaries can only obtain prescription drugs within its pharmacy network. Under managed care, the California Department of Health Care Services (DHCS) pays CCHP capitated rates, a portion of which cover the costs of prescription drugs. These payments are determined by the negotiated prices between CCHP and its pharmacy network.

Beginning January 2021, California is "carving out" the pharmacy benefit for Medi-Cal managed care beneficiaries and is transitioning to a fee-for-service (FFS) program. DHCS believes that transitioning pharmacy services from managed care to FFS will standardize the Medi-Cal pharmacy benefit statewide, improve access to pharmacy services with a pharmacy network that includes approximately 97% of the state's pharmacies, and strengthen California's ability to negotiate state supplemental drug rebates with drug manufacturers.

By removing the pharmacy benefit from CCHP, and moving its function and operation to the state under a centralized pharmacy benefit manager (PBM), CCHP will no longer be paying

for outpatient medications filled at the retail pharmacy for its Medi-Cal members, and outpatient retail pharmacy expenditures are expected to decrease substantially.

Workload Indicator: The recommended FY 2020-21 budget is based on an average monthly enrollment of 169,000 Medi-Cal enrollees. The FY 2020-21 Medi-Cal enrollment budget decreased 5.1% compared to the FY 2019-20 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 additional Medi-Cal Benefits in 2020 to include the following:

- Chiropractic Services, Acupuncture, Audiology, Occupational Therapy, & Speech Therapy: Monthly Limits – up to 2 visits per month of any of these services, in any combination.
- Long term care that exceeds 60 days in a facility.
- Transplant Program

- Value based payment program for Behavioral Health (mild to moderate)
- A 3-year pilot program on Behavioral Health Integration will launch in 2020
- Implementation of Prop 56 and oversight of payments to include developmental screening and trauma
- Telehealth guidelines for a broader outreach modality for our members. We want to engage the members where they want to interact with Telehealth and Social Media.

In addition, CCHP performs Utilization Management using clinical guidelines to determine whether a hospital stay is necessary and the right level of care. There are member-facing units that perform outreach to members to help navigate the Health Delivery Systems in the county.

CCHP's Pharmacy Department performs Medication Management to help members access the right medication to manage their chronic health conditions.

The Claims Department tracks encounter data for members accessing care in our Community Provider Network to ensure members get specialty care.

The Quality Department has oversight for Healthcare Effectiveness Data and Information Set (HEDIS), Populations Health, and ensures CCHP maintains Quality Accreditation.

The recommended FY 2020-21 budget is based on an average monthly enrollment of 144,000 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:	\$597,481,651	
Financing:	597,481,651	
Net Fund Cost:	0	
Funding Sources:		
Local (Premiums)	100.0%	\$597,481,651
FTE: 172.0		

2. Seniors and Persons with Disabilities (SPD's)

Description: Medi-Cal SPD categories include Old Age Security (OAS; persons aged 65 and older), Aid to the Totally Disabled, and Aid to the Blind. The member receives a CCHP identification card and CCHP provides or arranges for all his or her covered health needs.

Welfare and Institutions Code - WIC § 14182(b)-(c), requires CCHP to develop a process to identify the relative health risk of each SPD member. CCHP must use this process to develop individualized care management plans for their SPD members who have been determined to be at higher risk of requiring complex health care services. CCHP must use the Health Risk Assessment (HRA) 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. The purpose of the HRA tool is to ensure enrollment in Care Management to decrease ER visits and extended lengths of stay. In addition to the initial Health Risk Assessment for new SPD members, annual reassessments must be completed for all SPD members.

The recommended FY 2020-21 budget is based on an average monthly enrollment of 25,400 SPD enrollees.

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Medi-Cal SPD Members Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		\$218,390,363
Financing:		218,390,363
Net Fund Cost:		0
Funding Sources:		
Local (Premiums)	100.0%	\$218,390,363

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:		\$4,351,215
Financing:		4,351,215
Net Fund Cost:		0
Funding Sources:		
Local (Premiums)	100.0%	\$4,351,215

Charges from other County departments include:

Auditor	\$2,960,801
Human Resources	\$176,129
Telecommunication	\$434,059
Courier Service (PW-GSD)	\$12,972
DoIT	\$22,130
PW-Occupancy Owned	\$554,300
PW-Occupancy Rented	\$183,661
PW-Fleet Services	\$2,530
Interest	\$4,633
Total	\$4,351,215

Health Services Health and Human Services

Contra Costa Community Health Plan (Enterprise Fund III)

CCHP Community Plan (Enterprise Fund III)	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Services And Supplies	75,708,230	75,228,553	77,775,136	77,775,136	0
Other Charges	1,801,955	21,283	0	0	0
Expense Total	77,510,185	75,249,836	77,775,136	77,775,136	0
Revenue					
Other Local Revenue	78,010,406	75,249,836	77,775,136	77,775,136	0
Revenue Total	78,010,406	75,249,836	77,775,136	77,775,136	0
Net Fund Cost (NFC):	(500,221)	0	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		(3%)	3%	0%	
% Change in Total Rev		(4%)	3%	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 was being assessed on many of our CCHP commercial products. This was a new tax for our commercial business. In FY 2016/17 the tax was \$7.50 per member per month, in FY 2017/18 the tax was \$8.00 per member per month. In FY 2018/19 the tax was \$8.50 per member per month.

The MCO provider tax ended June 30, 2019. A new MCO provider tax is anticipated to be passed for FY 2019-20 through the first six months of FY 2022-23.

Beginning January 1, 2019, CCHP Medicare Senior Health plans were discontinued.

Workload Indicator: The recommended FY 2020-21 budget is based on an average monthly enrollment of 8,500 enrollees.

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

1. Commercial Coverage

Description: Provides coordinated comprehensive health benefits from physical check-ups to treatment of major health problems. There is an array of benefits, premiums and co-payments depending on the plan chosen. Premiums are paid by the members or their employers.

The County Employee Plans serve full time, part time and temporary employees and retirees of

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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:		\$55,849,754
Financing:		55,849,754
Net Fund Cost:		0
Funding Sources:		
Local (Premiums)	100.0%	\$55,849,754

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 four years through a combination of funding from the County and matching funds from the private hospitals.

Contra Costa Health Plan acts as the Third-Party Administrator for the CARES program. In this role we pay the capitated claims to the three providers for primary care services. In addition, we create data reports to show payments and information on the members enrolled in the program. CCHP's staff along with the Health Services Director staff also participate and support the Cares data group and meetings with the Hospital Council to help sustain the program and research additional funding to keep the program running.

The FY 2020-21 budget anticipates a case load of 3,500 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.

In-Home Supportive Services and Contra Costa CARES		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		\$21,925,382
Financing:		21,925,382
Net Fund Cost:		0
Funding Sources:		
Local (Premiums)	81.8%	\$17,939,382
General Fund	18.2%	3,986,000

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Behavioral Health Division - Mental Health

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	59,964,844	74,420,252	80,885,246	80,885,246	0
Services And Supplies	172,759,886	162,331,261	166,774,865	166,774,865	0
Other Charges	4,328,152	5,572,102	3,893,307	3,893,307	0
Fixed Assets	6,756	9,506	0	0	0
Expenditure Transfers	(11,089,498)	(4,364,041)	(6,887,469)	(6,887,469)	0
Expense Total	225,970,139	237,969,080	244,665,949	244,665,949	0
Revenue					
Other Local Revenue	93,923,382	105,599,037	111,061,118	111,061,118	0
Federal Assistance	76,124,080	77,533,919	79,916,661	79,916,661	0
State Assistance	36,451,327	35,717,093	36,383,170	36,383,170	0
Revenue Total	206,498,789	218,850,049	227,360,949	227,360,949	0
Net County Cost (NCC):	19,471,351	19,119,031	17,305,000	17,305,000	0
Allocated Positions (FTE)	544.1	548.2	548.2	548.2	0.0
Financial Indicators					
Salaries as % of Total Exp	27%	31%	33%	33%	
% Change in Total Exp		5%	3%	0%	
% Change in Total Rev		6%	4%	0%	
% Change in NCC		(2%)	(9%)	0%	
Compensation Information					
Permanent Salaries	35,179,933	42,415,684	45,074,008	45,074,008	0
Temporary Salaries	1,037,754	970,692	1,257,531	1,257,531	0
Permanent Overtime	181,343	215,208	210,348	210,348	0
Deferred Comp	384,708	544,902	610,925	610,925	0
Perm Physicians Salaries	1,104,810	2,857,858	4,196,146	4,196,146	0
Perm Phys Addnl Duty Pay	10,256	5,889	20,250	20,250	0
Comp & SDI Recoveries	(45,810)	(114,768)	(114,767)	(114,767)	0
FICA/Medicare	2,786,795	3,584,287	3,856,523	3,856,523	0
Ret Exp-Pre 97 Retirees	110,121	135,366	146,212	146,212	0
Retirement Expense	11,069,311	13,517,538	14,729,606	14,729,606	0
Employee Group Insurance	5,340,651	7,559,568	8,104,970	8,104,970	0
Retiree Health Insurance	1,374,890	1,503,667	1,423,754	1,423,754	0
OPEB Pre-Pay	472,072	563,321	577,086	577,086	0
Unemployment Insurance	14,136	23,458	51,171	51,171	0
Workers Comp Insurance	1,065,779	759,487	863,387	863,387	0
Labor Received/Provided	(121,905)	(121,905)	(121,905)	(121,905)	0

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

Workload Indicator: The recommended FY 2020-21 budget is based on 440,640 visits; an

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inpatient psychiatric average daily census of 18 patients; 212 inpatient clinic visits; 17,813 days in Institute for Mental Disease (IMD); 79,330 days in Board and Cares; and 222 days in State hospitals.

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

- The Department of Health Care Services (DHCS) released its Medi-Cal Healthier California for All, formerly known as California Advancing and Innovating Medi-Cal (CalAIM) proposal in October 2019. The proposed changes represent an important shift in the way Medi-Cal plans and providers must provide care and services to the state's Medi-Cal population.

Fundamentally, it is a framework for the upcoming Medicaid waiver renewals, (including the Drug Medi-Cal Organized Delivery System [DMC-ODS]), that will encompass "broader delivery system, program and payment reform across Medi-Cal." The key goals of the proposal include:

- Identify and manage member risk and need through Whole Person Care Approaches and addressing Social Determinants of Health;
 - Move Medi-Cal to a more consistent and seamless system by reducing complexity and increasing flexibility; and
 - Improve quality outcomes and drive delivery system transformation through value-based initiatives, modernization of systems and payment reform.
- Planning and start-up funds 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 Adult and

Mental Health Services Act Community Based Organization (CBO) providers.

- An eight percent (8%) cost of living adjustment for Children's Early and Periodic Screening, Diagnostic and Treatment (EPSDT) Community Based Organization providers.
- Additional funds to enhance Full Service Partnership Programs' capacity to provide Assertive Community Treatment (ACT) to fidelity in the community for children, young adults and older adults with supportive housing as an alternative to in-patient psychiatric hospitalization. Program details are included under the Mental Health Services Act (MHSA) Three Year Program and Expenditure Plan.
- 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. A supplemental budget adjustment will be made from the Reserve Fund when the specific dollar amount is known.
- The budget includes \$4 million in non-recurring revenue.

1. Child and Adolescent Services

Description: Provides services to children under age 18, and up to age 21 for emotionally disturbed individuals.

a. Local Institutional/Hospital Care: Acute psychiatric inpatient treatment for children and adolescents is provided in private hospitals in order to avoid placing minors in the same psychiatric unit as adults at the Contra Costa Regional Medical Center. Case management services are provided by the Children's Intensive Treatment Services Case Management Team.

b. Out-of-Home Residential Care/Treatment Service Programs:

Mental Health works in collaboration with Probation and Social Services to support these placements and their mental health component. Structured Short-Term Residential Treatment Program services (STRTP) for seriously emotionally disturbed (SED) children and adolescents provide mental health services, crisis intervention, case management, and psychiatric services.

c. Outpatient Clinic Treatment and Outreach Services:

Provides outpatient clinic, school-site and in-home services; including psychiatric diagnostic assessment, medication, therapy, case management, wraparound, collateral support, Family Partnership, and crisis intervention services for SED children and adolescents and their families. As of FY 2019-20, Contra Costa BHS is in the process of reconstituting its Mentorship Program to help youth struggling with severe emotional disturbance. The goal is to improve family, school, and social functioning by providing non-traditional therapeutic support. Mental Health Specialist I and II positions were approved, and Health Services Personnel is in the process of setting up recruitment exams to fill these positions.

d. 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.

e. 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.

f. 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.

g. Mobile Response Team:

The Mobile Crisis Response Team is comprised of six teams of masters-level therapists who provide short-term triage, assessment, de-escalation, stabilization and emergency services to SED children and adolescents and their families in order to prevent acute psychiatric crises and subsequent hospitalization. The Behavioral Health Services 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.

h. 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. In collaboration with the Employment and Human Services Department's (EHSD) Community Services Bureau, mental health supports are provided to preschoolers at Head Start program sites throughout the County.

i. School-Based Partnerships for School-Based Mental Health Services and 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 school districts in the county in an effort to identify students who may need services at an earlier stage or additional support to maintain

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their existing educational placement. Services include individual, group, or family psychotherapy; collateral support; and case management.

In Contra Costa County there are approximately 178,000 public school students. Over 20,000 of these students, or approximately 11.7%, are enrolled in Special Education. Prior to FY 2010-11, 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 2010-11, and the responsibility to fund these services was transferred from County Mental Health to the local school districts and Special Education Local Plan Areas (SELPAs). This budget assumes that the responsibility for continued ERMHS Non-Medi-Cal funding will remain with the local school districts and SELPAs. In 2019, we have continued to foster collaborative relationships between Behavioral Health and Local Educational Entities (LEAs) for provision of mental health services for students in general education and special education. Collaboratives include West Contra Costa Unified School District, Martinez Unified School District, Pittsburg Unified School District, and Antioch Unified School District.

j. *Olivera:* A first step alternative to, as well as a step down from, residential placements that provide a non-public school with Intensive Day Treatment and wrap-around services. The program includes five classrooms – three for the Mt. Diablo Unified School District and two for other SELPAs within Contra Costa.

k. *Pathways to Wellbeing (Katie A. Programming):* Children’s Mental Health, in partnership with EHSD Children and Family Services, is in its seventh year of development of a legally mandated service delivery system called Pathways to Wellbeing serving youth in the foster care system. These children and youth 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 foster youth who are identified as belonging to the subclass as well as non-foster youth who meet eligibility

criteria are offered ICC services. The need for IHBS is determined by the Child and Family Team.

l. *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.

m. *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, EHSD 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, the 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. These funds will continue to sustain these programs in the coming fiscal year. In 2019, Mental Health continued its CCR expansion by creating five Mental Health Specialist and one Mental Health Program Supervisor positions for a Mentorship Program. Mental Health also plans to contract with placement agencies that successfully transitioned their group homes to STRTPs and to contract with a provider to offer Therapeutic Foster Care.

n. 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 (MHSA).

o. Evidenced Based Practices: Child and Adolescent 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.

p. First Hope: The First Hope program provides services aimed at early intervention in psychosis. It has two components: the Clinical High Risk Program (CHR) and the First Episode Program (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 started providing services in 2019. Hiring for the First Episode program has largely been completed. In October 2018, First Hope moved to a new location to accommodate its new program component.

q. 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:		\$69,007,309
Financing:		67,683,139
Net County Cost:		1,324,170
Funding Sources:		
Federal	48.1%	\$33,166,005
Local	46.2%	31,870,222
Transfers	3.7%	2,543,409
State	0.1%	\$103,503
General Fund	1.9%	1,324,170
FTE:	110.5	
Note: Excludes Support Services costs included under the Administrative component of the budget.		

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2. Adult Services

Description: Provides services to clients 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 with acute and/or severe mental disorders and their families. 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 Behavioral 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. Client-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 client 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 substance abuse 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 and court-involved services (Restoration for Incompetent to Stand Trial [IST])

misdemeanor cases and Assisted Outpatient Treatment [AOT]) and 3) co-responding with local law enforcement agencies (Mental Health Evaluation Team [MHET], Mobile Crisis Response Team [MCRT], CoCo LEAD Plus - Proposition 47 Cohort One). Forensics mental health 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. Court-ordered and court-involved services include restoration for IST misdemeanor cases and the implementation of 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.

CoCo LEAD Plus is an innovative program funded by Proposition 47 that is intended to break the cycle of criminalization and repeated incarceration for people with co-occurring disorders in Antioch, managed and supervised by the BH Forensics Program Manager and Team Lead. Behavioral Health partners with the Antioch Police Department, the County Probation Department, the Health, Housing, and Homeless Services Division, and community-based organizations.

Mobile Crisis Response Team (MCRT) provides crisis intervention response to clients experiencing mental health crises seven days/week; Monday through Friday 8:30 am to 10:30 pm and Saturday and Sunday 8:30 am to 5 pm. MCRT teams coordinate crisis response and 5150s with law enforcement and County emergency services. The goal is to decrease 5150s, reduce psychiatric emergency services (PES) visits, and refer clients to appropriate services in their communities.

Planning is underway to provide pre-trial diversion services across a continuum of care setting for individuals who have significant mental health challenges who are justice-involved and are found or at-risk to be found IST on felony charges.

j. Rapid Access: Provides 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; and 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 clients 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

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provides these clients with the additional support and guidance to successfully access these services and to stay in treatment. Once clients 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. These include 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. EBP 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 in May 2020. The ANSA is an open domain assessment tool for use in service delivery systems that address the mental health of adults and their families. It is a reliable information integration tool to aid in developing individual plans of care, monitoring outcomes, and assisting with planning systems of care for adults with behavioral health issues.

Planning is underway to begin in 2020 to have staff trained in “Multifamily Groups in the Treatment of Severe Psychiatric Disorders” an EBP providing treatment for clients with serious mental illness and their families. Each regional clinic will have a treatment team trained in the EBP consisting of a Family Support Worker and a Mental Health Clinical Specialist who will provide Multifamily Groups for families and loved

ones of clients receiving services in the Adult System of Care clinics.

n. Augmented Board and Cares for Older Adult Mental Health Clients: The Behavioral Health Division’s Adult System of Care expanded our bed capacity for older adult Behavioral Health clients 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. BH Adult System of Care convenes a monthly "Trauma Informed Collaborative" to coordinate with system partners on trauma-informed trainings and activities. Behavioral Health 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. In 2019, approximately 90% of BH staff completed Trauma 101 trainings.

Adult Services Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$62,518,332
Financing:		61,621,115
Net County Cost:		897,217
Funding Sources:		
State	50.0%	\$31,201,319
Federal	34.2%	21,389,482
Local	8.2%	5,151,062
Transfers	6.2%	3,879,252
General Fund	1.4%	897,217
FTE:	158.0	
Note: Excludes Support Services costs included under the Administrative component of the budget.		

3. Support Services

Description: Functions include personnel administration, staff development training, procuring services and supplies, physical plant operations, contract negotiations and administration, program planning, development of policies and procedures, preparation of grant applications and requests for proposals, monitoring service delivery and client complaints, utilization review and utilization management, quality assurance and quality management, quality improvement, computer system management, and interagency coordination.

a. ccLink Optimization Efforts:

The Behavioral Health Division has been using ccLink (Electronic Health Record) for clinical documentation for nearly two and a half years, 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 to services. ccLink has also helped to support data collection and outcomes-oriented program evaluation for the benefit of our clients.

In 2019, we had numerous significant enhancements to ccLink, including but not limited to a MyChart patient portal, a behavioral health After Visit Summary (AVS), and electronic signature functionality for medication consents and treatment plans. Each of these enhancements has led to clients having improved access to and understanding their own care, as well as more efficient workflows for staff providing services to clients in the field.

As in past years, in 2020 we will continue the engagement of 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. Additionally, in 2020, we will implement a ccLink Portal to our Community Based Organizations

(CBOs) for the purposes of enhanced care and collaboration for mutual clients. Other 2020 projects include the introduction of the ANSA assessment for adult population, an executive dashboard for improvement and monitoring service delivery, and an improved Physician Assessment and Reassessment.

Support Services Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$17,400,604	
Financing:	7,027,535	
Net County Cost:	10,373,069	
Funding Sources:		
State	29.2%	\$5,078,348
Local	5.7%	989,369
Federal	4.2%	739,043
Transfers	1.3%	220,775
General Fund	59.6%	10,373,069
FTE:	90.5	

4. Local Hospital Inpatient Psychiatric Services

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

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Local Hospital Inpatient Psychiatric Services Summary		
Service:	Mandatory	
Level of Service:	Mandatory	
Expenditures:	\$13,771,523	
Financing:	12,337,914	
Net County Cost:	1,433,609	
Funding Sources:		
Federal	82.0%	\$11,291,652
Local	5.8%	802,229
Transfers	1.8%	244,033
General Fund	10.4%	1,433,609

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:	14,387,836	
Net County Cost:	1,651,121	
Funding Sources:		
Federal	58.1%	\$9,324,289
Local	31.6%	5,063,547
General Fund	10.3%	1,651,121

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:	\$10,856,678	
Financing:	9,230,864	
Net County Cost:	1,625,814	
Funding Sources:		
Local	48.1%	\$5,224,674
Federal	36.9%	4,006,190
General Fund	15.0%	1,625,814
FTE: 23.0		

7. Mental Health Services Act (MHSA)/ Proposition 63

Description: Approved by California voters in November 2004, Proposition 63 imposes a 1% tax on incomes in excess of \$1 million and directs those collections to the provision of mental health services. The Mental Health Services Act (MHSA) has expanded mental health care programs for children, transition age youth, adults and older adults. Services are

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client and family driven and include culturally and linguistically appropriate approaches to address the needs of underserved populations. They must include prevention and early intervention, as well as innovative approaches to increasing access, improving outcomes and promoting integrated service delivery. The MHSA added Section 5891 to the Welfare & Institutions Code, which reads in part, *“The funding established pursuant to this Act shall be utilized to expand mental health services. These funds shall not be used to supplant existing state or county funds utilized to provide mental health services”*. Funds are transferred to specific Health Services Mental Health programs and fund 166.2 FTEs.

The first yearly MHSAs 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.

FY 2020-21 is the first year of the MHSAs Three Year Program and Expenditure Plan for FY 2020-23. In this first-year implementation will begin on the following new program:

Assertive Community Treatment. Planning and start-up funds have been set aside to enable the County’s Full Service Partnership Programs to provide Assertive Community Treatment (ACT) to fidelity with flexible supportive housing funds. This enhanced service delivery will provide an alternative to in-

patient psychiatric hospitalization for persons with serious mental illness.

Revenues to the MHSAs Trust Fund tend to change from year to year due to the dynamic nature of the revenue source. Any expenditures in excess of annual MHSAs revenues can be funded from the Trust Fund carryover surplus. However, to date the FY 2017-20 MHSAs Program and Expenditure Plan total average expenditures have not exceeded the average of annual revenues. The projected FY 2020-21 MHSAs expenditures are described below.

<u>Program Type</u>	<u>\$ in Millions</u>
Community Support System	\$43.41
Prevention and Early Intervention	9.72
Work Force Education and Training	2.72
Capital Facilities	3.70
Innovation	2.41
Total MHSAs Allocation	\$61.96

For the MHSAs Three Year Program and Expenditure Plan Update for FY 2020-23 (Three-Year Plan), the statutorily required Community Program Planning process concludes with a 30-day public comment period and public hearing in May 2020. Responses to substantive stakeholder input will be incorporated in the final Three Year Plan Update that will be submitted for Board of Supervisors consideration on or after May 2020.

Mental Health Services Act		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$61,960,015	
Financing:	61,960,015	
Net County Cost:	0	
Funding Sources:		
Local	100.0%	\$61,960,015
(Transfers from the MHSAs Fund)		
FTE: 166.2		

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Mental Health Services Act (MHSA) Trust Fund/Proposition 63

Mental Health Services Act Fund (Prop 63)	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Expenditure Transfers	47,826,884	54,751,349	61,960,015	61,960,015	0
Expense Total	47,826,884	54,751,349	61,960,015	61,960,015	0
Revenue					
Other Local Revenue	1,879,898	1,706,462	1,879,898	1,879,898	0
State Assistance	46,451,208	53,044,887	60,080,117	60,080,117	0
Revenue Total	48,331,105	54,751,349	61,960,015	61,960,015	0
Net Fund Cost (NFC):	(504,222)	0	0	0	0
Financial Indicators					
% Change in Total Exp		14%	13%	0%	
% Change in Total Rev		13%	13%	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 mental health services. These collections are deposited into the Trust Fund and maintained per regulation. Periodically, funds are transferred from this fund to the Mental Health General Fund budget unit to finance mental health programs approved in the Mental Health Services Act (MHSA) Three Year Plan.

Mental Health Services Act		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$61,960,015	
Financing:	61,960,015	
Net Fund Cost:	0	
Funding Sources:		
State	97.0%	\$61,080,117
Local (Use of Money)	3.0%	1,879,898

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Behavioral Health – Alcohol and Other Drugs

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	5,151,697	6,404,179	7,690,027	7,690,027	0
Services And Supplies	20,316,476	24,882,963	18,923,781	18,923,781	0
Fixed Assets	0	13,500	0	0	0
Expenditure Transfers	(1,461,257)	(1,908,791)	(2,423,005)	(2,423,005)	0
Expense Total	24,006,916	29,391,851	24,190,803	24,190,803	0
Revenue					
Other Local Revenue	4,505,081	5,258,647	6,032,186	6,032,186	0
Federal Assistance	7,305,092	8,735,865	7,496,519	7,496,519	0
State Assistance	10,261,083	13,462,339	8,727,097	8,727,097	0
Revenue Total	22,071,255	27,456,851	22,255,803	22,255,803	0
Net County Cost (NCC):	1,935,660	1,935,000	1,935,000	1,935,000	0
Allocated Positions (FTE)	54.0	64.0	64.0	64.0	0.0
Financial Indicators					
Salaries as % of Total Exp	21%	22%	32%	32%	
% Change in Total Exp		22%	(18%)	0%	
% Change in Total Rev		24%	(19%)	0%	
% Change in NCC		0%	0%	0%	
Compensation Information					
Permanent Salaries	2,877,560	3,808,337	4,535,556	4,535,556	0
Temporary Salaries	83,855	0	70,768	70,768	0
Permanent Overtime	130,725	0	132,060	132,060	0
Deferred Comp	52,201	73,020	83,820	83,820	0
FICA/Medicare	233,530	291,090	362,598	362,598	0
Ret Exp-Pre 97 Retirees	8,371	2,173	10,017	10,017	0
Retirement Expense	790,021	1,065,887	1,239,352	1,239,352	0
Employee Group Insurance	510,058	736,979	822,076	822,076	0
Retiree Health Insurance	258,138	266,219	248,378	248,378	0
OPEB Pre-Pay	117,550	96,117	106,832	106,832	0
Unemployment Insurance	1,842	1,915	2,800	2,800	0
Workers Comp Insurance	87,844	62,441	75,769	75,769	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 (AODS) administration's delivery model is based on a network of Community Based Organizations (CBOs) which provide SUD prevention, diversion and treatment services

throughout Contra Costa. AODS also operates one County residential Co-Occurring Enhanced treatment program for men. 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

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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 in November 2016. The DMC-ODS Waiver operates as a Prepaid Inpatient Hospital Plan (PIHP) which requires greater administrative oversight and 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 3 years as of FY 2019-20. 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. In 2020, DHCS will negotiate with CMS to update and renew both the 1115 and 1915(b) waiver which governs the DMC-ODS. Key components of the two waivers will be updated to improve overall health outcomes while promoting cost savings by transforming the Medi-Cal system and reforming payment reimbursement structures through a major initiative known as Medi-Cal Healthier California. The Initiative was launched in the Fall of 2019 and currently there are various stakeholder groups underway.

Workload Indicator: During the last fiscal year (FY2018-19) AOD served a total of 3,272 clients. The data for the current fiscal year is

only available for six months. Through early January 2020, we have served 2,131 unduplicated clients. The recommended FY 2020-21 budget is based on an average caseload of 4,262 unduplicated clients that we project to serve in treatment. Similarly, in FY 2018-19 AODS served a total of 9,623 prevention participants. This fiscal year the total reflects the number of participants through mid-January and includes 1,653 youth and 501 parents, the difference corresponds to county residents that were involved in large community prevention mobilization efforts. Our projected prevention caseload for FY 2020-21, will remain slightly lower than FY 2018-19 due to the loss of a coalition in the eastern part of the county.

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 three, we anticipate a slight expansion of services during FY 2020-21 to ensure that basic DMC required services consisting of ASAM Levels 3.1, 3.2, 3.3, 3.5 and 3.7 are available. To that end, based on the assumption that service expansion will occur for Levels 3.2, 3.1, and 3.5 for Medi-Cal beneficiaries, a gradual shift of funding will be reallocated primarily in community based contracts and potentially a slight increase will occur as a result of the cost of delivering services that require higher intensity and specialization. These types of services do not require county dollars as a match and will support Network Adequacy.

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. In early October 2019, Contra Costa had its second 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 adult beneficiaries with SUD was 1.08 percent which is higher than the statewide average of 0.77 percent.*" Although AODS has improved timely access and treatment availability, we have yet to improve the average of approved Medi-Cal claims.

Besides quality, a separate performance indicator is the number of unduplicated beneficiaries served by the DMC-ODS plan in each county to demonstrate the expansion of SUD treatment services. While the larger referral source to SUD treatment remains the criminal justice system. Other county programs such as CoCoLead, Community Connect, Bridge program, Choosing Change, La Clínica, and Lifelong also provide some type of service for individuals with substance use, contributing to the expansion on the number of residents served in Contra Costa, except outside the DMC-ODS plan and not claimed through DMC.

police officers, medical staff, counselors and residents and it covers the period of 2018-2023. In addition to underage drinking, the Prevention Strategic Plan (PSP) addresses issues related to the legalization of marijuana as well as the impact of the opioid epidemic in Contra Costa. In 2019, prevention services had an extraordinary response to the Board of Supervisor's efforts to place restrictions to marijuana sales, by engaging residents and youth in the local decision-making process. Similarly, prevention services placed four billboards in West County to train parents and educators.

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 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 (SUD) 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 (PSP) was approved by DHCS at the end of June 2018 and developed in partnership with parents, youth, educators,

Prevention Services Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$1,602,927	
Financing:	1,602,927	
Net County Cost:	0	
Funding Sources:		
State	100.0%	\$1,602,927
FTE:	3.0	

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

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are able to directly schedule intake appointments with treatment providers following interaction with the patient.

Information, Screening and Referral into SUD Services Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$682,565
Financing:		682,565
Net County Cost:		0
Funding Sources:		
Local	50.0%	\$341,283
State	50.0%	341,283
FTE: 7.0		

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.

Narcotic Treatment Program Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$5,298,218
Financing:		5,298,218
Net County Cost:		0
Funding Sources:		
Federal	50.0%	\$2,649,109
Local	50.0%	2,649,109

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) and/or Medication Assisted Treatment (MAT)
- Outpatient and Intensive Outpatient Treatment Services (IOS)
- Residential Services and Withdrawal Management Services
- Case Management, Recovery Support, and Recovery Residences

These services are described separately in boxes below.

a. 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 FY 2018-19 Naloxone was added to the contract for

b. 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:	\$3,958,476	
Financing:	3,691,066	
Net County Cost:	267,410	
Funding Sources:		
Federal	48.6%	\$1,923,647
State	36.4%	1,439,699
Local	8.3%	327,720
General Fund	6.8%	267,410
FTE: 9.5		

Residential Treatment and Withdrawal Management Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$8,063,234	
Financing:	6,986,532	
Net County Cost:	1,076,702	
Funding Sources:		
State	45.0%	\$3,625,206
Federal	26.8%	2,161,822
Local	14.9%	1,199,504
General Fund	13.4%	1,076,702
FTE: 20.0		

c. Residential Treatment and Withdrawal Management Services

Description: Residential Treatment or ASAM Level 3.1 is a non-institutional low intensity, 24-hour non-medical, short-term (up to 90-days with two non-continuous 90 days admissions within 365 calendar days), provides support for 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 FY 2018-19, we slightly increased L3.2 by contracting with Helen Vine, a social model withdrawal management service program located in Marin County.

d. 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

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to ensure that Medi-Cal eligible individuals can receive these benefits. Three 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 for two years we have established and maintained two separate small contracts with Support4Recovery and Oxford Houses for the preliminary implementation of Recovery Residence services. Lastly, we have preliminary outcome data from this new service and a process to measure effectiveness is underway.

Case Management, Recovery Support and Recovery Residences Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$993,812	
Financing:	993,812	
Net County Cost:	0	
Funding Sources:		
State	79.5%	\$789,645
Federal	10.5%	104,749
Local	10.0%	99,418
General Fund	0.0%	0

8. 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 terminated a special contract provision that redirected discretionary funds to provide HIV testing and education to SUD beneficiaries. While the requirement remains without specific funding, AODS partners with the Public Health Division’s HIV/AIDS program to maintain services through existing available resources. Some of the programs under special services 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. At the beginning of FY19-20, AODS assumed responsibility for the assessment unit. We are currently operating with two counselors and received 148 referrals from EHSD. Through December 2019 our counselors completed 126 screenings; referred 36 clients to SU treatment; and 92 referrals to Mental Health.
- 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, in FY 2019-20, contracts included 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.

Special Programs (Non-DMC Waiver) Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$3,533,020
Financing:		3,533,020
Net County Cost:		0
Funding Sources:		
Transfers	69.4%	\$2,450,158
State	26.3%	928,340
Local	4.4%	154,522
FTE: 13.5		

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 such as Quality Management, Utilization Review, Evaluation, and Program Integrity and Provider Services.

d. 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.

Program and System Support Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$2,508,710
Financing:		1,917,822
Net County Cost:		590,888
Funding Sources:		
Local	50.3%	1,260,630
Federal	26.2%	657,192
General Fund	23.6%	\$590,888
FTE: 11.0		

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Health, Housing and Homeless Services

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	1,262,233	1,821,751	2,064,116	2,064,116	0
Services And Supplies	17,632,907	22,890,121	17,358,292	17,358,292	0
Fixed Assets	0	64,800	64,800	64,800	0
Expenditure Transfers	(7,166,878)	(8,205,582)	(8,128,790)	(8,128,790)	0
Expense Total	11,728,262	16,571,090	11,358,417	11,358,417	0
Revenue					
Other Local Revenue	744,859	598,662	658,814	658,814	0
Federal Assistance	8,060,101	11,888,428	7,115,603	7,115,603	0
State Assistance	243,692	1,400,000	900,000	900,000	0
Revenue Total	9,048,652	13,887,090	8,674,417	8,674,417	0
Net County Cost (NCC):	2,679,610	2,684,000	2,684,000	2,684,000	0
Allocated Positions (FTE)	13.0	15.0	15.0	15.0	0.0
Financial Indicators					
Salaries as % of Total Exp	11%	11%	18%	18%	
% Change in Total Exp		41%	(31%)	0%	
% Change in Total Rev		53%	(38%)	0%	
% Change in NCC		0%	0%	0%	
Compensation Information					
Permanent Salaries	799,861	1,137,013	1,367,255	1,367,255	0
Deferred Comp	14,945	23,100	24,141	24,141	0
FICA/Medicare	59,041	87,389	98,733	98,733	0
Ret Exp-Pre 97 Retirees	2,470	2,498	2,992	2,992	0
Retirement Expense	245,450	344,098	376,917	376,917	0
Employee Group Insurance	110,960	201,009	170,380	170,380	0
Retiree Health Insurance	2,627	5,211	2,606	2,606	0
OPEB Pre-Pay	3,867	2,242	0	0	0
Unemployment Insurance	297	571	786	786	0
Workers Comp Insurance	22,716	18,620	20,305	20,305	0

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Description: Health, Housing and Homeless Services (H3) is committed to making homelessness short-lived and non-recurring by ensuring an integrated system of housing and support services for persons experiencing homelessness in Contra Costa County.

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 services and housing in Contra Costa County.

H3 operates a homeless service delivery system that includes street outreach, respite and emergency shelters, independent living programs for transition-age youth, and permanent supportive housing for adults, youth, and families.

As the federally designated administrative entity for the local homeless Continuum of Care (CoC), H3 provides technical assistance, strategic guidance, and funding to a network of community-based agencies organized to respond to homelessness in the community. The CoC provides a full system of care that includes crisis response services and long-term permanent solutions to homelessness for adults, youth, and families.

Additionally, H3 manages the community-wide homeless management information system and submits the annual application for federal HUD homelessness assistance funding. H3 Administration 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 2020-21 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

Administration Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$2,649,022	
Financing:	1,423,524	
Net County Cost:	1,225,498	
Funding Sources:		
Federal	52.3%	1,388,267
Local	0.8%	19,992
Transfers	0.6%	15,265
General Fund	46.3%	1,225,498
FTE: 12.0		

2. Coordinated Entry System (CES)

Description: The Coordinated Entry System (CES) is the process by which access to the community's homeless resources is provided. Through a network of community-based and County providers, CES streamlines access to housing and services through 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 centralized 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.

Warming Centers offer temporary overnight accommodation within the CARE Center on a night by night basis to individuals and families when traditional shelters are full.

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.

d. Rapid Resolution Services: Rapid Resolution engages participants in problem-solving conversations and resources to avoid entry into the homeless service delivery system or resolve homelessness within days of entering shelter.

e. Housing Navigation: Housing Navigation services are designed to support moving people experiencing homelessness into housing as quickly as possible by providing services that includes securing housing eligibility documents, completing affordable housing applications, housing education, and budgeting support.

f. Rapid Rehousing Assistance: Rapid rehousing provides short-term rental assistance and case management services to help people regain housing quickly and stay housed.

Coordinated Entry System Summary

Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$4,328,010	
Financing:	3,861,096	
Net County Cost:	466,914	
Funding Sources:		
Federal	68.0%	\$2,941,034
Transfer	21.2%	920,062
General Fund	10.8%	466,914

3. Interim Housing and Support Services

Description: Interim Housing and Support Services offers short-term shelter and support services, including referral for substance use disorder (SUD) 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 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.

c. Calli House: A 15 bed emergency shelter program 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.

d. McGovern House (formerly Appian House) - Transitional Housing for Youth: Opening February 2020, the program will add bed capacity for homeless youth ages 18-24-years old. This 11-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.

e. 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:	\$1,339,460	
Financing:	685,757	
Net County Cost:	653,703	
Funding Sources:		
Transfer	36.3%	\$485,757
Federal	14.9%	200,000
General Fund	48.8%	653,703
FTE: 1.0		

Interim Housing and Support Services Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$3,122,819	
Financing:	2,956,490	
Net County Cost:	166,329	
Funding Sources:		
Transfer	77.3%	\$2,414,157
Federal	14.9%	465,024
State	2.5%	77,309
General Fund	5.3%	166,329
FTE: 1.0		

5. Supportive Housing Programs

Description: Provides a variety of permanent housing options for disabled homeless adults, families, and transition age youth. All housing options come with supportive services aimed at assisting the resident in maintaining their housing.

a. Rental Assistance Program (formerly Shelter Plus Care): Provides housing subsidies to homeless persons with disabilities and provides support services. A collaborative effort with the Housing Authority of Contra Costa County, this program has the capacity to serve over 500 households.

b. 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.

4. Contra Costa Youth Continuum of Services

Description: Provides outreach, shelter, transitional, and permanent housing and services to youth ages 18-24.

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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:		\$5,560,390
Financing:		5,542,243
Net County Cost:		18,147
Funding Sources:		
Transfers	80.6%	\$4,481,389
Federal	19.1%	1,060,854
General Fund	0.3%	18,147

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 H3, with support from Contra Costa Health Services Information Technology, and utilized by community-based homeless service providers, Public Health, and Behavioral Health programs. HMIS enables service providers to collect and share uniform client information.

Homeless Management Information System		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$423,859
Financing:		270,450
Net County Cost:		153,409
Funding Sources:		
Federal	41.4%	\$175,596
State	22.2%	93,846
Transfers	0.2%	1,008
General Fund	36.2%	153,409
FTE: 1.0		

7. One-Time Homelessness Assistance Funding

Description: The State of California has released more than \$13 million in one-time funding, authorized by State legislation SB2, SB850, and AB101, to Contra Costa County's homeless continuum of care to enhance the homeless crisis response system or infrastructure across the county.

a. The Homeless Emergency Aid Program (HEAP), 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. Contra Costa's \$7.19M allocation of funds must be expended by June 30, 2021.

b. California Emergency Solutions and Housing (CESH) program are funds to assist persons who are experiencing or are at risk of homelessness. CESH funds may be used for five primary activities: housing relocation and stabilization services (including rental assistance), operating subsidies for permanent housing, flexible housing subsidy funds, operating support for emergency housing interventions, and systems support for

homelessness services and housing delivery systems. All funds totaling \$1.3M must be expended by June 30, 2025.

c. Homeless Housing Assistance and Prevention (HHAP) is a State block grant program that is designed to provide local jurisdictions with one-time funds to support regional coordination and to expand or develop local capacity to address immediate homelessness challenges throughout the state. Contra Costa's allocation of \$5.2M must be expended by June 30, 2025.

State of CA One-Time Homeless Assistance		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$2,252,497
Financing:		2,252,497
Net County Cost:		0
Funding Sources:		
Federal	100.0%	\$2,252,497

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General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	54,452,768	64,489,831	68,955,222	68,955,222	0
Services And Supplies	18,973,504	16,727,032	22,579,034	22,579,034	0
Other Charges	12	0	0	0	0
Fixed Assets	445,441	505,000	489,000	489,000	0
Expenditure Transfers	(3,283,685)	(4,008,893)	(3,780,562)	(3,780,562)	0
Expense Total	70,588,039	77,712,970	88,242,694	88,242,694	0
Revenue					
Other Local Revenue	6,845,512	6,384,203	6,405,014	6,405,014	0
Federal Assistance	11,690,970	12,065,286	12,124,960	12,124,960	0
State Assistance	30,747,927	38,123,481	47,472,720	47,472,720	0
Revenue Total	49,284,408	56,572,970	66,002,694	66,002,694	0
Net County Cost (NCC):	21,303,630	21,140,000	22,240,000	22,240,000	0
Allocated Positions (FTE)	479.1	478.7	478.7	478.7	0.0
Financial Indicators					
Salaries as % of Total Exp	77%	83%	78%	78%	
% Change in Total Exp		10%	14%	0%	
% Change in Total Rev		15%	17%	0%	
% Change in NCC		(1%)	5%	0%	
Compensation Information					
Permanent Salaries	32,107,530	38,685,904	41,774,689	41,774,689	0
Temporary Salaries	701,053	457,034	382,700	382,700	0
Permanent Overtime	44,084	49,826	48,370	48,370	0
Deferred Comp	369,462	494,016	576,516	576,516	0
Hrly Physician Salaries	11,787	0	54,636	54,636	0
Perm Physicians Salaries	631,801	933,034	855,078	855,078	0
Perm Phys Addnl Duty Pay	25,999	32,753	10,596	10,596	0
Comp & SDI Recoveries	(48,603)	(60,546)	(60,546)	(60,546)	0
FICA/Medicare	2,457,733	2,935,084	3,142,135	3,142,135	0
Ret Exp-Pre 97 Retirees	105,541	104,095	112,538	112,538	0
Retirement Expense	10,009,189	11,660,664	12,539,802	12,539,802	0
Employee Group Insurance	5,046,495	6,686,339	7,082,891	7,082,891	0
Retiree Health Insurance	1,301,208	1,309,728	1,321,476	1,321,476	0
OPEB Pre-Pay	724,725	537,475	534,586	534,586	0
Unemployment Insurance	12,408	19,782	22,543	22,543	0
Workers Comp Insurance	952,355	644,642	557,213	557,213	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 19,000 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; 600,000 meals served or delivered to seniors; approximately 7,600 childhood and adult immunizations and 800 flu vaccines to the community; 12,000 oral health assessments, and 4,300 sealants and fluoride varnish applications for children; an average of 13,603 food vouchers over a two month period in 2019 and an average of 12,298 electronic benefits over a three month period in 2019 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 174 refugees, asylees or victims of trafficking; and translation and interpreting services to all of CCHS, including 137,028 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. Vital Registrations: The Office of Vital Registrations (OVR) is a state-mandated function of local health departments. In 2019 the OVR was responsible for registering

approximately 10,069 births, including 88 out of hospital births, 7,016 deaths and 41 fetal deaths occurring in the County; issuing 8,334 permits for the disposition of human remains; and providing 49,169 certified copies of birth and death certificates. The OVR also manages an automated electronic birth registration network system with terminals located in every birthing hospital in the County. Data obtained and compiled electronically from recent birth and death registrations are 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 47 Declaration of Paternity forms, and issued 167 Medical Marijuana ID cards. (Note all of these statistics only account for January-November 2019, which is not the grand total for 2019 as some events have not occurred or been accounted for yet.).

b. 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.

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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.

c. 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 2018-19 staff assisted over 1,092 families and individuals with Medi-Cal enrollment and linkage to community resources and hands on application assistance to other health and social benefit programs.

- **The Reentry Health Program:** In FY 2018-19, Re-entry Health Conductors assisted 1,412 returning citizens (also known as formerly incarcerated) with navigation assistance and resource linkages that range from health coverage assistance and social benefit programs to job training opportunities, job referrals and housing. Returning citizens are assisted through the following pathways: The Transitions Medical Clinic (based at West County and Pittsburg Health Centers); The REMEDY support groups based on Behavioral Court, the Reentry Success Center in West County, the West County Health Center and Pittsburg Health Center.
- **The Transitions Medical Clinics:** In fiscal year 2018-2019 West County and Pittsburg combined provided 378 persons with medical treatment.
- **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 2018-19, 300 persons benefitted from these services.
- **Program Enhancement:** In FY 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.

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d. 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.

e. 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 25 qualified medical interpreters who speak more than 13 different languages and assist with interpretation for the more than 25,000 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.

f. 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 who settle in Contra Costa each year qualify for this program.

g. 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 national 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:		\$9,505,988
Financing:		1,449,522
Net County Cost:		8,056,466
Funding Sources:		
Local	7.8%	\$746,450
State	7.4%	703,072
General Fund	84.8%	8,056,466
FTE:	42.3	

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 140,000 meals in a congregate setting and over 460,000 meals delivered to homebound elders annually. The primary funding source for the program comes from Federal Title III C-1 and Title III C-2 of the Older Americans Act. Private sector fundraising is a significant funding source for the Title III C-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:		\$5,241,506
Financing:		4,574,162
Net County Cost:		667,344
Funding Sources:		
Transfers	51.8%	\$2,715,481
Local	35.5%	1,858,681
General Fund	12.7%	667,344
FTE: 4.5		

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 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 nearly 90 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 13, 2019, the Disease Investigation and Control Unit received nearly 6,000 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 22 contact investigations for airline or maritime exposures to communicable disease (measles and hepatitis A) were conducted. Staff also handled 245 reports of animal bites, some of which needed investigation to ascertain rabies risk. Thirty-two rabies vaccination exemption requests were reviewed and replied to. Finally, staff responded to 44 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

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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, such as changes to legislation affecting vaccination exemptions.

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 coordinates the perinatal hepatitis B program to prevent the development of chronic hepatitis B in infants. In 2019 (as of December 6, 2019), a total of 9,894 immunizations were given at Public Health clinics, including 919 flu vaccines and 1,311 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 6, 2019, Contra Costa identified 56 newly diagnosed TB cases, and provided case management services to 89 people with active TB over the year. The PHNs provide home visits to monitor the health status of the patient and to assure proper and complete compliance with the medical regimen. Disease investigators work in concert with PHNs to assure compliance and deliver the TB medication to the patient on a daily or twice weekly basis and made approximately 2,705 home medication visits. Public Health Nurse Case Managers made approximately 684 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 6, 2019, 461 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 that complicates TB care.

e. Public Health Laboratory: Provides testing in the areas of bacteriology, parasitology, mycobacteriology, mycology, immunology and virology throughout the hospital, clinics and public health to support the health care system. Microbiological examinations of food and water are also provided in support of the Environmental Health and Communicable Disease programs. The lab also tests potential agents of bioterrorism such as white powders in coordination with the Hazardous Materials Program. The lab is both state and federally certified and is required to do certain testing as a reference laboratory in support of public health, such as testing for salmonella, TB, botulism, and is heavily involved in communicable disease outbreaks including those caused by norovirus. The lab takes part in the State's Respiratory Lab Network, and partners with the state's California Emerging Infection Program (CEIP) program for surveillance of the influenza virus by testing samples from clinics and hospitals in Contra Costa County. The Public Health Lab is one of the national labs participating in the FoodNet Retail Meats study. As of December 9, 2019, the Public Health Lab performed 192,430 clinical and environmental tests. Of those, 245 were rabies tests associated with bats or animal bites.

Communicable Disease Control Summary		
Service:	Mandatory/Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$9,644,228	
Financing:	5,681,479	
Net County Cost:	3,962,749	
Funding Sources:		
Local	31.3%	\$3,022,261
State	24.3%	2,345,524
Federal	3.3%	313,694
General Fund	41.1%	3,962,749
FTE:	51.2	

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 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.

This program works to reduce STDs by identifying new cases 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 461.2/100,000 residents in 2016 to 502.7/100,000 in 2017 and 536.1 in 2018. The rate of gonorrhea increased from 139.9/100,000 in 2016 to 154.8/100,000 in 2017 and 179.3 in 2018. 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 17/100,000 in 2017 to 23.8 in 2018. This represents a near doubling in early syphilis case rates since 2014. The rate of congenital syphilis cases increased from 16.4 in 2017 to 30.5 in 2018. As a point of reference, Contra Costa had zero cases in calendar years 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. This 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

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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 PrEP-Assistance Program (PrEP-AP) is the State of California's assistance program for the prevention of HIV that helps cover the medical expenses related to getting pre-exposure prophylaxis medication. The PrEP-AP will pay for: 1) approved PrEP-AP related medical out-of-pocket costs, and 2) medications on the PrEP-AP formulary for the prevention of HIV and treatment of sexual transmitted infections (STIs), excluding Truvada, which is provided, free to uninsured individuals by the drug manufacturer. Individuals who are interested in the program will be screened and enrolled in the program by a certified enrollment worker who is a staff member of the HIV/AIDS and STD Program in Contra Costa Public Health Department. The enrollment worker will also be responsible for scheduling appointments for patients to be seen at one of the four pilot health centers. Enrollment in the PrEP-AP program officially started in October 2019 and to date, the PrEP-AP Enrollment Worker has started the enrollment process for 6 clients and has completed enrollment for 2 clients (i.e., both clients have received prescriptions).

In 2019, the PrEP Navigator has provided PrEP education and navigation to 89 clients in Contra Costa County. These clients have been referred through several different modes, including community-testing sites, through the medical

case management team, referrals from county providers, from the line list intervention, self-referred, and through community partners.

In calendar year 2019, the HIV/AIDS and STD program served nearly 650 people with HIV or AIDS. Approximately 87.8 percent of those served were at or below 300% of the federal poverty level. Ninety-seven individuals were newly enrolled in the program during the year, eleven 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 with a diagnosis not actively being treated, 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 2019, the program began the process of formulating a peer support and mentorship program. Input from clients and community members was solicited and has been incorporated into the planning process.

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:	\$5,164,274	
Financing:	3,753,314	
Net County Cost:	1,410,960	
Funding Sources:		
Federal	48.1%	\$2,481,419
State	19.7%	1,018,783
Transfers	3.7%	190,000
Local	1.2%	63,112
General Fund	27.3%	1,410,960
FTE:	31.8	

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 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. 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. Increased State funding in FY 2019-20 allows for 50 additional women to receive case management services. It also provides support for transportation and child watch assistance to decrease the barriers to attendance at groups.

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 convening 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 youth (ages 3-19 years) each

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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 2023. Increased State funding to expand the program on an ongoing basis has been received. Additional funding support has been received from EHSD to serve CalWORKs participants.

f. Home Visiting Services for Pregnant Women: Provided by Community Health Worker Specialists and a Medical Social Worker in three formats – the Prenatal Care Guidance Program offers short-term support during pregnancy. Lift Every Voice supports pregnant women who are incarcerated, and Healthy Families America provides long-term case management through pregnancy until the child is three years of age.

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 12,000 participants every month uploading electronic benefits onto their CA WIC Card (as of September 3, 2019) 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

Three programs were being expanded in FY 2019-20 with new state funding that continues into FY 2020-21:

- 1) Two additional sources of support are allowing for expansion of the Nurse-Family Partnership: A) CalWORKs Home Visiting Program that is a collaborative agreement between EHSD Workforce Services, Community Services Bureau, First 5 Contra Costa, and CCHS FMCH, and has allowed expansion of the Nurse-Family Partnership program for an additional 50 women who are eligible for CalWORKs. B) California Home Visiting Program (CHVP) has received additional State funds to expand existing home visiting programs. Nurse-Family Partnership is expanding to 25 additional families who will have the services of a Public Health Nurse through pregnancy and until the child is two years of age.
- 2) Black Infant Health Program (BIH) will receive additional funds to provide case management to 50 additional women and have support to reduce barriers to participation in the BIH model.
- 3) 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. Funding has been awarded for an additional two years through June 2021. Two community interventions will be implemented starting in FY2019-2020, including a fatherhood program and a community-based doula program to support women through pregnancy and post-partum. Development of a Bay Area regional public health awareness campaign continues with the goal of raising awareness about pre-term birth, infant mortality, and the existing health inequities in the African American community.

Family, Maternal & Child Health Summary		
Service:	Mandatory/Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$11,703,184	
Financing:	10,583,835	
Net County Cost:	1,119,349	
Funding Sources:		
Federal	71.0%	\$8,312,457
State	13.9%	1,626,378
Transfer	5.5%	645,000
General Fund	9.6%	1,119,349
FTE: 87.5		

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), Opioid Prevention Program, Child Health and Disability Prevention (CHDP) Program, and Lead Poisoning Prevention Program (LPPP).

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 9 licensed mobile medical and dental 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 operated by Clinic Services – over 5,000 appointments available/year
- Immunizations and TB clinics – over 5,200 appointments available/year

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- School-based clinics at 35 schools – over 17,200 medical appointments and dental appointments available/year
- Employee Occupational Health Program – approximately 2,500 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 6,900 appointments annually
- Total clinic visits approximately 57,100.

Note: Budget includes \$4 million in non-recurring TCM/MAA revenue.

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 57,500 telephone encounters and 30,000 in-person visits to almost 13,900 unique patients in FY 2019-20. The program also provided over 559 patients with housing transition funds.

e. Overdose Prevention Initiative: PHCS received an Overdose Prevention Initiative grant from the California Department of Public Health for \$1.5M. Funding will be used to develop a foundational model for a proactive and public health minded approach to the opioid epidemic by integrating Contra Costa County Public Health, Local Emergency Medical Services and 911 transport agencies. These agencies will work together to reduce opioid overdoses and deaths in Contra Costa County.

f. 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. In December 2019, LPPP transitioned to Public Health Clinic Services to increase clinic coordination and oversight of the project.

Public Health Clinic Services Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$47,897,641
Financing:		41,350,445
Net County Cost:		6,547,196
Funding Sources:		
State	84.8%	\$40,634,997
Local	0.8%	384,386
Transfers	0.7%	331,062
General Fund	13.7%	6,547,196
FTE:	240.4	

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.

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 variety 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

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 over 50,000 adults and children annually.

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

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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 \$320,000 in subcontracts to local school districts, early childhood education 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, Parks Prescription Program, Walk with a Doc, 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. *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 3,000 youth and their parents, distributing bicycle helmets that are available to low-income children annually, and conducting over 100 parent trainings (i.e. crossing guards, drop-off/pick-up traffic calming, walking school bus) 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.

d. *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. During this fiscal year staff provided technical support to the Department of Conservation and Development as it undergoes the County General Plan Update. Program staff also provides support to the Healthy and Livable Pittsburg Collaborative.

e. *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 and Mt. Diablo 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. During the past fiscal year, through additional funding PHS expanded its activities to provide experimental learning opportunities for youth who have been exposed to the juvenile justice system and are currently in John A. Davis Juvenile Hall (Mt. McKinley Court School), Orin Alley Youth Rehabilitation Facility-Byron Boys

Ranch, and attending Golden Gate Community School reaching over 50 youth. Due to the success of the project, PHS staff transitioned to the CCHS Office of the Director in February 2019 to scale the program as an interdepartmental career pathway strategy.

Community Wellness & Prevention Program Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$2,967,416
Financing:		2,491,480
Net County Cost:		475,936
Funding Sources:		
State	38.6%	\$1,143,966
Federal	34.3%	1,017,390
Local	11.1%	330,124
General Fund	16.0%	475,936
FTE: 21.0		

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General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	17,016,565	19,328,764	20,046,369	20,046,369	0
Services And Supplies	3,290,460	4,679,334	3,885,914	3,885,914	0
Other Charges	1,818	1,500	2,000	2,000	0
Fixed Assets	221,096	128,720	200,000	200,000	0
Expenditure Transfers	33,674	223,062	246,817	246,817	0
Expense Total	20,563,613	24,361,380	24,381,100	24,381,100	0
Revenue					
Other Local Revenue	20,577,508	23,777,776	24,604,333	24,604,333	0
State Assistance	141,493	176,500	216,767	216,767	0
Revenue Total	20,719,002	23,954,276	24,821,100	24,821,100	0
Net County Cost (NCC):	(155,389)	407,104	(440,000)	(440,000)	0
Allocated Positions (FTE)	100.0	101.0	101.0	101.0	0.0
Financial Indicators					
Salaries as % of Total Exp	83%	79%	82%	82%	
% Change in Total Exp		18%	0%	0%	
% Change in Total Rev		16%	4%	0%	
% Change in NCC		(362%)	(208%)	0%	
Compensation Information					
Permanent Salaries	9,818,631	11,253,930	11,694,711	11,694,711	0
Temporary Salaries	114,201	110,888	178,000	178,000	0
Permanent Overtime	228,212	266,788	233,000	233,000	0
Deferred Comp	82,325	97,620	102,000	102,000	0
Comp & SDI Recoveries	(2,211)	0	0	0	0
FICA/Medicare	560,002	644,576	668,597	668,597	0
Ret Exp-Pre 97 Retirees	41,718	47,317	47,317	47,317	0
Retirement Expense	4,140,597	4,748,738	4,821,545	4,821,545	0
Employee Group Insurance	1,227,352	1,404,991	1,592,217	1,592,217	0
Retiree Health Insurance	398,162	385,986	379,674	379,674	0
OPEB Pre-Pay	115,203	178,166	161,080	161,080	0
Unemployment Insurance	3,747	5,648	13,445	13,445	0
Workers Comp Insurance	288,625	184,117	154,784	154,784	0

A. As a result of a settlement with Chevron, the County was granted \$330,000 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 \$443,196.

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 2020-21 budget is based on a monthly average of 398 hazardous material inspections and 1,131 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 2,509 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 Business Plan Program: Performs review and dissemination of hazardous materials management plans and hazardous materials inventories for approximately 3,056 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 1,011 underground tanks at 377 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 348 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.

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Hazardous Materials Program Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$11,989,707
Financing:		12,209,707
Net County Cost:		(220,000)
Funding Sources:		
Local Fees	100.0%	\$12,209,707
FTE: 39.0		

2. Environmental Health

Description:

a. Food Programs: Performs permitting and inspection of retail food facilities including restaurants, bars, retail food markets, caterers, mobile food vehicles, commissaries, and temporary food facilities; certified farmers' markets; charitable feeding operations; 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:		\$12,191,393
Financing:		12,411,393
Net County Cost:		(220,000)
Funding Sources:		
Local Fees	98.2%	\$12,194,626
State	1.8%	216,767
FTE: 62.0		

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:		\$200,000
Financing:		200,000
Net County Cost:		0
Funding Sources:		
Local Fees	100.0%	\$200,000

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Detention Facility Programs

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	18,727,052	22,114,926	20,868,030	23,408,030	2,540,000
Services And Supplies	11,827,340	11,136,776	12,505,429	12,505,429	0
Other Charges	25,647	1,887	142,595	142,595	0
Fixed Assets	5,217	50,000	50,000	50,000	0
Expenditure Transfers	(2,881,366)	(3,365,609)	(3,266,551)	(3,266,551)	0
Expense Total	27,703,890	29,937,980	30,299,503	32,839,503	2,540,000
Revenue					
Other Local Revenue	1,143,179	1,222,295	1,311,150	1,311,150	0
Federal Assistance	1,034,896	507,816	507,816	507,816	0
State Assistance	74,397	65,570	53,537	53,537	0
Revenue Total	2,252,472	1,795,681	1,872,503	1,872,503	0
Net County Cost (NCC):	25,451,419	28,142,299	28,427,000	30,967,000	2,540,000
Allocated Positions (FTE)	100.8	109.8	109.8	138.9	29.1
Financial Indicators					
Salaries as % of Total Exp	68%	74%	69%	71%	
% Change in Total Exp		8%	1%	8%	
% Change in Total Rev		(20%)	4%	0%	
% Change in NCC		11%	1%	9%	
Compensation Information					
Permanent Salaries	9,949,028	12,882,140	10,755,407	12,413,549	1,658,142
Temporary Salaries	1,297,319	345,498	1,238,195	1,238,195	0
Permanent Overtime	775,266	721,526	970,000	970,000	0
Deferred Comp	35,972	72,918	43,894	43,894	0
Hrly Physician Salaries	44,347	86,174	11,996	11,996	0
Perm Physicians Salaries	498,417	588,774	855,565	855,565	0
Perm Phys Addnl Duty Pay	1,115	1,848	0	0	0
Comp & SDI Recoveries	(2,652)	0	0	0	0
FICA/Medicare	875,333	919,948	1,126,638	1,264,979	138,341
Ret Exp-Pre 97 Retirees	31,194	36,411	32,834	32,834	0
Retirement Expense	3,099,921	3,895,845	3,543,575	4,024,290	480,715
Employee Group Insurance	1,431,886	1,926,629	1,629,017	1,868,534	239,517
Retiree Health Insurance	287,915	288,006	288,418	288,418	0
OPEB Pre-Pay	40,089	117,930	121,737	121,737	0
Unemployment Insurance	4,824	6,444	7,889	9,540	1,651
Workers Comp Insurance	357,078	224,834	242,864	264,498	21,634

A. Does not include temporary or registry employees.

Description: Provides health services, including medical and mental health, to patient-

inmates of the County adult and juvenile detention facilities.

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Workload Indicators: The recommended FY 2020-21 budget is based on an average detention facilities census of approximately 1,500/day.

Impact: The recommended budget includes an additional 29.1 positions and an increase in County general fund subsidy of \$5,842,000.

1. Detention 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, the West County Detention Facility, and Juvenile facilities. Services include screening and assessment of all patients at intake, 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:	\$7,046,740		
Financing:	53,538		
Net County Cost:	6,993,202		
Funding Sources:			
State	0.8%	\$53,538	
General Fund	99.2%	6,993,202	
FTE: 27.6			

2. Detention 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:	\$25,792,764		
Financing:	1,818,966		
Net County Cost:	23,973,798		
Funding Sources:			
Local	5.1%	\$1,311,150	
Federal	2.0%	507,816	
General Fund	92.9%	23,973,798	
FTE: 100.1			

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:	\$3,275,936		
Financing:	3,275,936		
Net County Cost:	0		
Funding Sources:			
Transfer (Probation)	100.0%	\$3,275,936	
FTE: 11.2			

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4. Juvenile Justice Facilities (Youth Institutional Mental Health Services)

Description: Provides funding for crisis intervention, medication evaluation and critical consultation by Mental Health Department staff to inmates held at the Orin Allen Youth Rehabilitation Facility and Juvenile Hall.

Juvenile Justice Facilities Summary	
Service:	Discretionary
Level of Service:	Discretionary
Expenditures:	\$750,587
Financing:	750,587
Net County Cost:	0
Funding Sources:	
Transfer (Probation) 100.0%	\$750,587

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Conservatorship/Guardianship

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	2,977,041	3,295,534	3,429,409	3,429,409	0
Services And Supplies	1,065,956	1,035,259	1,010,647	1,010,647	0
Expenditure Transfers	28,196	25,219	27,577	27,577	0
Expense Total	4,071,193	4,356,012	4,467,633	4,467,633	0
Revenue					
Other Local Revenue	111,910	97,302	91,335	91,335	0
State Assistance	771,551	606,710	724,298	724,298	0
Revenue Total	883,461	704,012	815,633	815,633	0
Net County Cost (NCC):	3,187,732	3,652,000	3,652,000	3,652,000	0
Allocated Positions (FTE)	24.0	25.0	25.0	25.0	0.0
Financial Indicators					
Salaries as % of Total Exp	73%	76%	77%	77%	
% Change in Total Exp		7%	3%	0%	
% Change in Total Rev		(20%)	16%	0%	
% Change in NCC		15%	0%	0%	
Compensation Information					
Permanent Salaries	1,729,980	2,030,977	2,069,755	2,069,755	0
Temporary Salaries	34,965	0	40,950	40,950	0
Permanent Overtime	15,078	0	7,393	7,393	0
Deferred Comp	25,446	25,440	33,660	33,660	0
FICA/Medicare	134,822	148,405	159,268	159,268	0
Ret Exp-Pre 97 Retirees	5,271	5,562	5,453	5,453	0
Retirement Expense	525,081	573,751	595,993	595,993	0
Employee Group Insurance	278,102	323,009	323,123	323,123	0
Retiree Health Insurance	110,919	104,472	111,711	111,711	0
OPEB Pre-Pay	66,169	51,328	47,032	47,032	0
Unemployment Insurance	662	970	1,162	1,162	0
Workers Comp Insurance	50,547	31,621	33,910	33,910	0

Description: This program has responsibility for managing the financial affairs and daily support and coordination of clients who are mentally ill, frail, elderly or otherwise deemed to be incapable of caring for themselves in these areas. It also acts as rep-payee for conserved clients whose cases are managed by the MH system. The Public Conservator is mandated by state law and the Public Guardian is responsible to the Board of Supervisors in the performance of these duties.

Additionally, the program collects court-ordered conservatorship-related fees on behalf of other County departments.

The Conservator's Office operates under the Behavioral Health Division, and has three distinct core functions:

a. Probate Conservatorship: Generally initiated when a patient who lacks capacity has

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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.

b. 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.

c. 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 2020-21 budget is based on an average caseload of 996 clients per month.

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

Conservatorship/Guardianship Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$4,467,633
Financing:		815,633
Net County Cost:		3,652,000
Funding Sources:		
State	16.2%	\$724,298
Local	2.0%	91,335
General Fund	81.8%	3,652,000
FTE:	25.0	

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California Children's Services

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	9,382,314	10,364,524	11,075,576	11,075,576	0
Services And Supplies	1,023,600	1,440,176	1,509,404	1,509,404	0
Other Charges	0	600	0	0	0
Expense Total	10,405,915	11,805,300	12,584,980	12,584,980	0
Revenue					
Other Local Revenue	435,716	451,450	451,450	451,450	0
State Assistance	9,449,645	8,915,850	9,695,530	9,695,530	0
Revenue Total	9,885,361	9,367,300	10,146,980	10,146,980	0
Net County Cost (NCC):	520,554	2,438,000	2,438,000	2,438,000	0
Allocated Positions (FTE)	65.7	68.0	68.0	68.0	0.0
Financial Indicators					
Salaries as % of Total Exp	90%	88%	88%	88%	
% Change in Total Exp		13%	7%	0%	
% Change in Total Rev		(5%)	8%	0%	
% Change in NCC		368%	0%	0%	
Compensation Information					
Permanent Salaries	5,515,326	6,098,144	6,567,875	6,567,875	0
Temporary Salaries	25,590	216,300	182,592	182,592	0
Permanent Overtime	1,010	5,400	5,400	5,400	0
Deferred Comp	37,802	42,900	59,559	59,559	0
Perm Physicians Salaries	234,387	265,290	249,396	249,396	0
Perm Phys Addnl Duty Pay	2,230	0	0	0	0
Comp & SDI Recoveries	0	(8,004)	(5,400)	(5,400)	0
FICA/Medicare	425,345	479,482	501,841	501,841	0
Ret Exp-Pre 97 Retirees	18,429	18,517	19,141	19,141	0
Retirement Expense	1,838,188	1,937,732	2,074,409	2,074,409	0
Employee Group Insurance	754,446	883,990	1,012,744	1,012,744	0
Retiree Health Insurance	222,086	220,488	219,960	219,960	0
OPEB Pre-Pay	141,229	96,834	92,114	92,114	0
Unemployment Insurance	2,135	3,207	6,813	6,813	0
Workers Comp Insurance	164,111	104,244	89,131	89,131	0

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Description: The California Children’s Services (CCS) Program arranges, directs, authorizes and pays for medical care, equipment and rehabilitation for children and young adults under 21 years of age with CCS eligible conditions whose families are unable to pay for all or part of their care. CCS currently provides case management and occupational and physical therapy for 4,166 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 2020-21 is based on a monthly average of 4,166 active cases, 856 of whom are in the Medical Therapy Unit, and 77 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:		\$12,584,980
Financing:		10,146,980
Net County Cost:		2,438,000
Funding Sources:		
State	77.0%	\$9,695,530
Local	3.6%	451,450
General Fund	19.4%	2,438,000
FTE:	68.0	

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Public Administrator

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	806,558	664,504	576,867	576,867	0
Services And Supplies	65,249	113,161	97,743	97,743	0
Expense Total	871,808	777,665	674,610	674,610	0
Revenue					
Other Local Revenue	891,473	433,665	330,610	330,610	0
Revenue Total	891,473	433,665	330,610	330,610	0
Net County Cost (NCC):	(19,666)	344,000	344,000	344,000	0
Allocated Positions (FTE)	5.0	4.0	4.0	4.0	0.0
Financial Indicators					
Salaries as % of Total Exp	93%	85%	86%	86%	
% Change in Total Exp		(11%)	(13%)	0%	
% Change in Total Rev		(51%)	(24%)	0%	
% Change in NCC		(1,849%)	(0%)	0%	
Compensation Information					
Permanent Salaries	502,300	384,795	342,722	342,722	0
Deferred Comp	4,860	5,794	4,860	4,860	0
FICA/Medicare	34,556	29,569	26,663	26,663	0
Ret Exp-Pre 97 Retirees	996	1,014	1,012	1,012	0
Retirement Expense	146,922	120,878	103,432	103,432	0
Employee Group Insurance	71,882	87,504	75,930	75,930	0
Retiree Health Insurance	16,695	17,363	9,490	9,490	0
OPEB Pre-Pay	13,895	7,183	7,029	7,029	0
Unemployment Insurance	186	196	179	179	0
Workers Comp Insurance	14,265	10,208	5,552	5,552	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.

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;

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- 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). The Court may allow the Public Administrator additional fees for extraordinary services such as leasing real property and carrying on the decedent’s business if necessary to preserve the estate (Prob. Code § 10801).

Workload Indicator: The recommended budget for FY 2020-21 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 \$330,610 in estate fee revenue during FY 2020-21.

Public Administrator Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$674,610
Financing:		330,610
Net County Cost:		344,000
Funding Sources:		
Estate Fees	49.0%	\$330,610
General Fund	51.0%	344,000
FTE: 4.0		

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Emergency Medical Services (SB12)

Emergency Medical Services Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Services And Supplies	1,687,760	1,543,305	1,723,384	1,723,384	0
Other Charges	0	572,539	0	0	0
Expense Total	1,687,760	2,115,844	1,723,384	1,723,384	0
Revenue					
Other Local Revenue	1,673,744	1,543,305	1,723,384	1,723,384	0
Revenue Total	1,673,744	1,543,305	1,723,384	1,723,384	0
Net Fund Cost (NFC):	14,015	572,539	0	0	0
Financial Indicators					
% Change in Total Exp		25%	(19%)	0%	
% Change in Total Rev		(8%)	12%	0%	
% Change in NFC		3,985%	(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:		\$158,539
Financing:		158,539
Net Fund Cost:		0
Funding Sources:		
Court Fines	100.0%	\$158,539

1. Administration

Description: Reimbursement for County incurred cost related to Emergency Medical Services program collections and disbursements.

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2. Emergency Medical Services

Description: Reimbursement for the County operated Emergency Medical Services Program.

Emergency Medical Services Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		\$246,783
Financing:		246,783
Net Fund Cost:		0
Funding Sources:		
Court Fines	100.0%	\$246,783

4. Hospitals

Description: Payments to hospitals for emergency room care provided to indigents.

Hospitals Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		\$362,918
Financing:		362,918
Net Fund Cost:		0
Funding Sources:		
Court Fines	100.0%	\$362,918

3. Physicians

Description: Payments to physicians for emergency services provided to indigents.

Physicians Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		\$850,344
Financing:		850,344
Net Fund Cost:		0
Funding Sources:		
Court Fines	100.0%	\$850,344

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:		\$104,800
Financing:		104,800
Net Fund Cost:		0
Funding Sources:		
Court Fines	100.0%	\$104,800

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Ambulance Service Area- Measure H

(Administered by the Health Services Department and included here for informational purposes. The cost center is part of the Special District Budget.)

Ambulance Service Area EMA (Zones A and B)	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries and Benefits	1,373,924	1,827,592	1,898,806	1,898,806	0
Services and Supplies	1,252,166	6,040,478	1,553,438	1,553,438	0
Other Charges	2,109,439	2,104,723	2,102,602	2,102,602	0
Expense Total	4,735,529	9,972,793	5,554,846	5,554,846	0
Revenue					
Other Local Revenue	4,927,426	5,534,167	5,554,846	5,554,846	0
Revenue Total	4,927,426	5,534,167	5,554,846	5,554,846	0
Net Fund Cost (NFC):	(191,897)	4,438,626	0	0	0
Allocated Positions (FTE)	9.0	9.0	9.0	9.0	0.0
Financial Indicators					
Salaries as % of Total Exp	29%	18%	34%	34%	
% Change in Total Exp		111%	(44%)	0%	
% Change in Total Rev		12%	0%	0%	
% Change in NFC		(2,413%)	(100%)	0%	
Compensation Information					
Permanent Salaries	892,364	1,248,707	1,278,218	1,278,218	0
Temporary Salaries	45,060	0	0	0	0
Permanent Overtime	83	0	0	0	0
Deferred Comp	13,814	13,183	13,526	13,526	0
FICA/Medicare	70,129	68,957	74,590	74,590	0
Ret Exp-Pre 97 Retirees	2,340	1,196	3,866	3,866	0
Retirement Expense	235,132	365,746	385,916	385,916	0
Employee Group Insurance	88,014	98,366	108,726	108,726	0
Unemployment Insurance	363	2,029	2,279	2,279	0
Workers Comp Insurance	26,625	29,408	31,685	31,685	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;

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pre-hospital electronic records; and Public Access Defibrillation.

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:	\$168,532	
Financing:	168,532	
Net Fund Cost:	0	
Funding Sources:		
Measure H	100.0%	\$168,532

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:	\$5,386,314	
Financing:	5,386,314	
Net Fund Cost:	0	
Funding Sources:		
Measure H	100.0%	\$5,386,314
FTE:	9.0	

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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, or Mandatory / Discretionary data.

West Contra Costa Healthcare District	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Services And Supplies	450,694	11,461,713	1,687,971	1,687,971	0
Other Charges	46,351,847	8,176,348	6,772,349	6,772,349	0
Expense Total	46,802,542	19,638,061	8,460,320	8,460,320	0
Revenue					
Other Local Revenue	43,848,659	9,841,388	8,460,320	8,460,320	0
Revenue Total	43,848,659	9,841,388	8,460,320	8,460,320	0
Net Fund Cost (NFC):	2,953,882	9,796,673	0	0	0
Financial Indicators					
% Change in Total Exp		(58%)	(57%)	0%	
% Change in Total Rev		(78%)	(14%)	0%	
% Change in NCC		232%	(100%)	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 Board of Supervisors noted the closure of the District's hospital eliminated an important community resource. Relatively lower income levels in West County reduce healthcare options and increase certain health risks.

Although the District no longer owns a hospital, such healthcare districts, may provide a variety of health care services. Under the court-approved bankruptcy plan, on average for the next two years approximately \$1 million per year will be available to be allocated for healthcare services. This figure is expected to fluctuate with revenues gradually expected to increase over time.

The Public Health West County Assessment Report was presented to the District's Finance Committee on May 6, 2019 and identified two major areas of health care related concerns.

- 1) The loss of emergency room services; and
- 2) The lack of adequate services for at-risk youth.

The report recommended that funds allocated by the District for community benefit (\$900,000 per year for a three-year period) be balanced between direct services and capacity building to address these areas of concern.

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The FY 2020-21 budget includes \$900,000 in funding with Lifelong and RYSE for West County community-based healthcare programs. Lifelong will provide immediate/urgent care walk-in care without an appointment at the Pinole and Rodeo Health Centers and Brookside San Pablo Health Center. RYSE will be implementing a planning process for a health home at the Contractor's facility known as RYSE Commons, for community partners to provide primary care and behavioral health services for youth between the ages of 11 and 24 and their families from communities served by the District. This includes construction of clinical and therapeutic indoor/outdoor wellness spaces, arts-based clinical supports, individual, family and group counseling and expansion of current health services.

West Contra Costa Healthcare District		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$8,460,320
Financing:		8,460,320
Net Fund Cost:		0
Funding Sources:		
Local	100%	\$8,460,320

CAO's Recommendation

The FY 2020-21 Recommended Budget funds the Health Department's programs at the baseline level, which includes a reduction in one-time revenues in FY 2019-20. The Recommended Budget also includes an increase of 29.1 FTEs in Detention Health (0301) to augment staffing within the adult detention facilities.

The Recommended Budget includes a net County cost of \$158,356,000, which is composed of \$77,231,000 to non-general fund programs, including the Contra Costa Regional Medical Center (CCRMC) and clinic system as well as the Contra Costa Community Health Plan Fund III and \$81,125,000 to various general fund programs administered by the department, including Detention Health and Public Health.

Of the \$77,231,000 of net County cost allocated to non-general fund programs, \$3,736,000 is directed to Contra Costa Community Health Plan Fund III for IHSS providers' medical and \$250,000 for the County's contribution to Contra Costa CARES, which is similar to prior years.

The net County cost of \$158,356,000 reflects an increase of \$23.7 million over the FY 2019-20 Adjusted Budget. Of the \$23.7 million increase in net County cost, \$16.9 million is attributable to the CCRMC and clinic system and the remaining \$6.8 million is attributable to general fund programs run by the department, including Detention Health and Public Health.

Since FY 2017/18, net County cost support to the CCRMC and clinic system has increased by \$50.8 million leaving minimal resources for all other mandated functions of the County. It will continue to be impossible to provide meaningful funding increases to other County departments if the CCRMC and clinic system continue to require increased general fund subsidies in current years.

2019-20 Performance Measurement

The following outcomes represent a mid-year report of the progress made toward reaching the goals identified in the 2019-20 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 via several administration-, nurse- and provider-led oversight groups to ensure that 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 2018-19. Also, over performed on all 21 high-performing metrics which allows for realization of additional PRIME pool funds. DHCS recognized our PRIME work for FY 2018-19 for meeting the most targets and for our work in creation of a new foster care measure.

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.

Outcome: Successful in meeting all pay for performance metrics for QIP in FY 2018-19. Twenty metrics are currently reported to the State each year with new ones added as the program expands in the 2019-20 fiscal year.

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 a thorough analysis of the referral review rate has helped improve our turnaround rate and wait time. Leveraging specialty care appointments to catch patients needing influenza vaccinations, has resulted in a higher PRIME patient vaccination rate than in any previous flu season.

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: In addition to last year's Contra Costa's Wellbeing Screen introduction across our system of care, we launched a universal behavioral health referral process in 2019 that streamlined six referral processes into one. The new process triages referrals to internal and external providers for faster response. The two improvements allow for reliable screening and diagnosis on a timelier basis for individuals with mental health conditions and substance abuse issues. 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.

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Culturally concordant staff regularly conduct in-reach and outreach to patients to ensure the most vulnerable access services regularly, particularly those with diabetes and hypertension diagnoses. The pediatrics team, with CCHP, also performed department-wide, age sensitive, review of reported care to ensure a smooth transition from the Medi-Cal 1115 waiver to QIP managed care in 2020. Asthma medication assessments improved the number of patients on appropriate medications and controllers. Pain contracts and alternative modalities of care have reduced the number of opioid prescriptions written for patients.

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: Automated post-discharge phone calls continue to support patients with questions on their care or medications at home. Responses directed immediately to appropriate nurse or pharmacy staff for follow-up ensure patients fully understand their discharge instructions. Rounding on the floors, bedside physician discharge instructions and patient/nurse teach-back on medication instructions ensure the safe transition to home and reduces potential rehospitalizations. State Bill 1152 requirements that support our homeless patients after inpatient acute care, have been built into the discharge process so that all 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 regardless of fluctuating insurance status and program eligibility. Leveraging our electronic health record (EHR) system for shared documentation between the PRIME 2.3 and WPC to improve care coordination has resulted in reducing ambulatory sensitive admissions, or admissions that could have been avoided by providing care in an outpatient setting. A continued partnership with inpatient services helps to identify those with long-term care needs after discharge and coordinates with county detention to identify those at risk before release to the community.

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.

Outcome: The expanded telemetry unit beds opened in December 2019. To date, ED wait times for cardiac monitor patients have been reduced to zero. This has also reduced the number of ED boarders significantly and as well as improved ED throughput overall.

Contra Costa Health Plan

Administration

Goal: CCHP will create a Fraud Waste and Abuse (FWA) Compliance Program. All Medi-Cal 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.

Outcome: FWA program created with our vendor HMS with monthly reporting that is reviewed by the Compliance Officer.

Assistant Medical Director

Goal: Hire an Assistant Medical Director to support the success of the 2019 clinical operations.

Outcome: CCHP hired a Medical Director from the community who works part time.

Goal: Enhance clinical oversight for over 88 Clinicians throughout the plan.

Outcome: We launched In-Services for the Utilization Management, and Case Management and Advice Nurse staff. CEO and Medical Director performed road shows not only for the Clinical teams but for the entire organization.

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.

Outcome: Integrating more of the part-time Medical Directors through the clinic.

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.

Outcome: There was only one member to use the service in 2019. To publicize the benefit, it was the topic of an article in the provider newsletter and the quarterly CPN meeting and the semi-annual RMC provider meetings. Worked with RMC IT to develop a ccLink order to facilitate referrals to program.

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.

Outcome: With all Memorandum of Understanding (MOU) relationships we performed quarterly Joint Operations Meetings. Findings from the DHCS 2019 Audit were used to strengthen the oversight of Behavioral Health and Kaiser. We now look at all MOU's quarterly to ensure compliance. All CAPs are briefed to the Executive Council to monitor completion.

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.

Outcome: Continually work on this goal in 2020.

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.

Outcome: The Appeals Grievance Dispute (AGD) unit was formed in October 2019. During the 4th quarter we designed the infrastructure for the new department. AGD is fully operational.

Quality

Goal: Quality staff will be the internal consultant for the Rapid Process Improvement Initiatives

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for Utilization Management and Analysis & Reporting (A&R).

Outcome: In 2019 we used the Quality Team on several Process Improvement Plan (PIP) and Team buildings in Member Services and A&R. Also, the Quality staff restructured their internal team and assigned to several QIPs.

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.

Outcome: Implemented the video conferencing and decreased the cost for face to face from \$40,000 to Approximately \$5,000 monthly with the top Community Providers. We revised the criteria for using face to face interpreters.

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.

Outcome: In 2019 we managed several key projects under Administration, thereby creating the function. The following projects were successfully created to improve the operations:

1. AGD Design
2. Electronic submissions for Claims process (835/837)
3. Member satisfaction survey
4. CEO listening tours

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)).

Outcome: Redesigned the Quarterly Metrics that examine the top operations for CCHP.

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.

Outcome: During 2019 we performed over 20 trainings with the entire organization. Now all trainings have a documented presentation along with sign in sheets.

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.

Outcome: We sent new Managers to the Local Health Plan of California seminars and webinars. The Management team attended pharmacy trainings and trade association conferences. The Compliance Officer, Medical Director and Quality Director attended training and conferences. We implemented "Train the Trainer" programs to share information to staff.

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.

Outcome: Quality Department led CCHP to a commendable reading for 2019. Goal accomplished.

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.

Outcome: Quality Department led CCHP to a commendable reading for 2019. Goal accomplished.

Claims

Goal: Automate spreadsheets for Transportation Invoices into CMS 1500 for accurate Encounter Data reporting.

Outcome: Not met. Will continue in 2020. Claims Manager departed in June 2019. Understaffed on the management team.

Goal: Post provider's refunds inside of ccLink for reporting to DHCS and workflow efficiency.

Outcome: Not met. Will continue in 2020.

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: Not met. Will continue in 2020

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.

Outcome: Developed Quarterly reports that identified no show rates. Shared with Community Provider Networks.

Goal: Discuss the aforementioned reports in quarterly meetings with the CPN providers.

Outcome: During 2019 we performed four Safety Bet Provider meetings and included Top Diagnosis report for their membership and Healthcare Effectiveness Data and Information Set (HEDIS) outcomes.

Analysis and Reporting

Goal: Cost Savings Initiative: Reduce the dollars spent on sending out paper Readmittance Account Information.

Outcome: Sending some Readmittance Account information via email.

Goal: Cost Savings: In-source the All Patients Refined Diagnosis Related Groups (APR/DRG) from DocuStream.

Outcome: Now the 4th priority on IT Projects.

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.

Outcome: Redesigned the Non-Medical Transportation survey.

Goal: Implement e-Fax for Skilled Nursing authorizations and re-evaluate the role of licensed nursing staff performing other support duties.

Outcome: Assigned RN and LVN to perform clinical duties vs. Administration.

Member Services

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.

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Outcome: The Member Services is still working to reduce hold time. Unfortunately, in 2019 we experienced staffing issues. Member Services lost 30% of our staff due to death, retirement and resignation. Our goal is to continue working to reduce hold time.

Goal: Reduce Member Appeals (for Gastric-Bypasses) by 20%, educating providers on clinical criteria and member education.

Outcome: Gastric-Bypass Appeals were reduced by 60%

Goal: Transform the paper Member Service Directory Handbook to download on a CD or post on member portal.

Outcome: CCHP changed strategies and is now aiming to inform members about the availability of Member Materials online. A DHCS All Plan Letter released in May 2019 made this possible.

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.

Outcome: Redesigned Process

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.

Outcome: Work process implemented. CARES enrollment remains steady.

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.

Outcome: This project was cancelled at the direction of the county's IT department because they didn't have the necessary manpower to implement such a large-scale system transition. CCHP will likely re-visit this goal to better manage the prescription benefit for our Commercial population after the Medi-Cal prescription benefit has been transitioned to fee-for-service Medi-Cal on 1/1/2021.

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.

Outcome: This goal is still in progress. Because CCHP was not able to transition claims processing services from DST to Abarca, this project was placed on hold. The antiquated system that CCHP is using within DST does not allow implementation of this type of prescription limitation. PerformRx is currently working with DST to configure a workaround that will allow CCHP to implement this change by mid-2020.

Provider Relations

Goal: Review and update desk level procedures (DLPs), putting them online to streamline communications.

Outcome: DLPs are current.

Goal: Cross-train staff in Enrollment, Credentialing and Contract Management areas. This will streamline workflows, increase productivity and efficiency and eliminate redundant processes.

Outcome: Provider Relations staff cross trained on all tasks. The only exception is when the MOU with the union was challenged. We complied with the MOU. However, the

classifications that are the same are cross trained on functions.

Utilization Management

Goal: Expand the No Authorization List from 6,000 to approximately 12,000 services. 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.

Outcome: The no prior authorization service list expanded to 12,000. CCHP is now aligned with other MCPs.

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.

Outcome: Successfully changed policy.

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 questions 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.

Outcome: Created a Telephone Team that serves as the focal point for providers. We transferred all Member calls to Member Services

Goal: CCHP's Authorization Unit will continue to reduce referral turnaround time for the Community Network Providers (CPN) to less than fourteen days.

Outcome: CCHP's Utilization Review Team has been successful and working with Community Provider Network referrals as a special project. We will continue to work this by automation in 2020.

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.

Outcome: URAC desk order completed with a satisfactory rating.

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.

Outcome: CCHP completed four joint operations meetings with Behavioral Health. Only one major finding during DHCS audit in 2019.

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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.

Outcome: Goal partially met. Access Line continues to answer calls in a timely manner and have low abandoned call rates. Access will continue to review data periodically and work towards sustaining this goal and identify improvements. Access will continue to coordinate with the MH Clinics and network providers to ensure timely access to care and identify barriers to timely service. The Access team meets periodically to review data, identify challenges, and implement pilots with the goal of increasing timely access of care to network 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.

Outcome: The County in partnership with the development sponsor Satellite Affordable Housing Association (SAHA) submitted an application for No Place Like Home statewide permanent supportive housing funds and was awarded \$3.5 million to build 29 units at Veteran's Square in the city of Pittsburg.

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.

Outcome: A Director's Report was developed that provides both Behavioral Health Services and its stakeholders an ongoing update on Behavioral Health Initiatives linked to its Strategic Plan, and performance indicators on

seven domains that encompass the totality of Behavioral Health Services.

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

Outcome: Three community forums were conducted throughout the County that focused on the themes of serving transition age youth, immigrant communities, and supporting family members with loved ones experiencing mental illness. 283 individuals attended, became better informed on the topics, provided important input, identified mental health needs, and 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.

Outcome: Partially Met: The MHP identified a vendor for an electronic data management system, Objective Arts, for the purpose of gathering data for submission from all contract providers. Contract with vendor executed. Two contract providers have participated piloting the system; general roll out is planned for Feb of 2020. County-owned and operated programs gather data via ccLink. MHP has drafted model for translating CANS assessments into Level of Care recommendations. MHP is working with Chapin Hall on developing a more robust level of care algorithm.

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.

Outcome: Partially met: MHP piloted a preliminary standard tool to be utilized for program monitoring to more systematically track various components of program capacity and delivery of services. MHP meets with providers

regularly with frequency depending on program size and needs.

Goal: Continuum of Care (CCR)

Implementation: Establish mental health 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.

Outcome: Partially met: MHP established contracts with five STRTP provider organizations, both within and outside of the county, for the provision of mental health services. MHP is in a position to establish contracts on an as needed basis with other STRTP providers. In collaboration with Children and Family Services (CFS), the MHP solicited applications for the provision of Therapeutic Foster Care (TFC), has initiated the contracting process, and is developing protocols for referrals, authorization, and utilization management. MHP is working closely with CFS and the outpatient CCR contract providers on the provision of mental health services to foster youth.

Goal: Improve data gathering in Children's Evidence Based Practices (EBPs) to better track outcomes and evaluate efficacy of EBPs.

Outcome: Partially met: With the introduction of Electronic Health Records and ShareCare, previously established systems of data gathering for Evidence Based Practices (EBP) are no longer available. Requests for new cclink based reports were submitted and are under evaluation by the data management governance team. In the meantime, EBP leads are using localized tracking tools for utilization 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.

Outcome: Partially met. In December of 2019, five State Departments involved in overseeing child/youth serving systems (Child Welfare, Behavioral Health, Probation, Education, Regional Centers) issued a joint All County Letter (ACL 19-116) that provides guidelines for developing a MOU between county agencies for developing a System of Care for foster youth. Building on existing work groups and collaboration around CCR and school based mental health, Contra Costa agencies are developing a leadership team that oversees the process for solidifying and building out the collaboration on behalf of the county's foster youth population.

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.

Outcome: Goal met. Refresher trainings in CBSST and CBTp were held. EBP Team Leaders continue to monitor and support staff in the use of EBPs.

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.

Outcome: Goals met. Outcome measures PHQ9 and GAD7 are being implemented system wide throughout the Adult System of Care. ANSA work group has developed

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implementation plan for ANSA to be implemented in May 2020. EBP Team Leaders have been trained to train staff in ANSA.

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.

Outcome: Goal met. CLOC workgroup continues to meet and review high cost beneficiaries’ correlation with coordinating levels of care.

Goal: The Adult system will continue to improve coordination of care in three areas to support linkage to vital services in the community:

- 3) 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.
- 4) 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.
- 5) 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.

Outcome: Goals met. Coordination of care for clients receiving care in acute psychiatric inpatient and clients in our locked IMD programs is critical. Bed Committee meets weekly to plan for appropriate discharges to crisis residential board and care, IMDs, and to home in the community. Adult System of Care updated policy and procedure for IMDs to facilitate efficient and effective step down to the community upon completion of a program.

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 Services visits, and support and link clients to services and resources in their communities.

Outcome: Goal met. Mobile Crisis Response Team provided crisis response to clients and families experiencing mental health crises.

Alcohol and Other Drugs (AOD)

Goal: Continue efforts intended to address the Opioid Epidemic through prevention strategies.

Outcome: This goal will continue next year. Prevention Services continue to participate, advocate and support community efforts to educate, raise awareness, and monitor the impact of currently implemented strategies; this includes partnering with the MEDS coalition.

Goal: Dedicate resources to the reduction of underage marijuana use, availability and access.

Outcome: This goal was accomplished. Various prevention providers have added underage marijuana use, availability and access interventions as part of their current workplans. Prevention services was actively involved in the passing of the County’s Retail and Health Ordinance. In 20-21, prevention staff will develop an initiatives matrix listing all undergoing strategies to measure countywide impact. Prevention services will continue to

participate in the Interdepartmental marijuana Workgroup. With the addition of a Manager responsible for prevention services, we will ensure that the implementation of strategies intended to reduce the impact of marijuana legalization are overseen comprehensively and stay on track.

Goal: Participate in the Cannabis Decoded Campaign.

Outcome: This goal was accomplished. Contra Costa participated in the campaign and the data was just recently made available. Next year, we will analyze the data then during the spring workday session, action steps will be developed.

Goal: Expand SUD treatment including Medication Assisted Therapy (MAT) in the jails. Train staff on addiction medicine.

Outcome: This goal has been partially accomplished and it will continue through the next fiscal year. AODS was awarded funding for the hiring of 2FTEs to provide treatment services in the jail. AODS partnered with detention health staff to comprehensively support the implementation of MAT services in the jail. The substance abuse counselors have started to screen and identify clients with Opioid Use Disorders (OUD). During the preliminary implementation phase, a larger issue was identified pertaining to the lack of SUD treatment in the jails. AODS has been working with a Superior Court Judge and an AOD community advocate to explore the possibility of expanding treatment into the jails. This goal will continue next year, to include the identification of resources for sustainability of one of the 2 counselors, the grant received by AODS was only for 1.5 years.

Goal: Meet Network Adequacy (NACT) Requirements to achieve DMC-ODS plan certification.

Outcome: This goal will continue through next year. AODS still has a few areas in which network adequacy is not met. Specifically, there is a need for additional detoxification, youth outpatient and residential, case management and recovery support services, and additional medically monitored residential services.

Goal: Support the increased volume of calls at the Access Line and assess staffing of counselor positions.

Outcome: This goal was accomplished, we added a 1FTE SA counselor position to the Access Line.

Goal: Meet after hours, weekend and holiday requirements through Optum contract at the Behavioral Health Access Line for SUD calls.

Outcome: This goal has not been accomplished as of yet, though steps towards progress have been taken. Behavioral Health as a whole is preparing to renew a contract for the purpose of providing afterhours services and an organization has already been identified. The goal for 2020-21 will be to establish the contract.

Goal: Operationalize case management services to ensure mobility of SUD clients across levels of care. Assess staffing need for substance abuse counselors.

Outcome: Although steps towards supporting mobility in the system have been implemented, this goal has not been accomplished. In March, AODS started care coordination efforts which is led by a manager and chief. Every two weeks, all clients in the system are assessed to ensure that their care is being coordinated externally and across other SUD programs. The framework is currently operational but is deficient due to the lack of case managers who can assist with the transitions. Other options have included reliance on other systems that provide case managers such as whole person care, mental health, etc. Still leaving a large number of clients whose needs are not met. Despite efforts to provide technical assistance to providers to increase their understanding of case management functions, this remains as the second main deficiency in the DMC-ODS. All contract providers have funding in their contracts for the provision of case management; however, this county has yet to submit case management or recovery support services claims to the state. Care Coordination will continue in 2020 expanding to outpatient programs and no additional staff.

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Goal: Complete Medi-Cal certification of two remaining Mental Health clinics in East County.

Outcome: This goal is in progress and it will continue next year. Mid-year, the state changed the way applications are submitted for certification of Medi-Cal programs through the PAVE system, this created some delays.

Goal: Finalize contract with the Latino Commission.

Outcome: This goal was met.

Goal: Establish adolescent treatment in Central County.

Outcome: The county conducted a Request for Proposals (RFP) to establish an Adolescent Outpatient Program in West and Central county last December 2019 and received 2 proposals which did not meet the minimum requirements. The review panel suggested the need to increase funding to ensure program viability. In 2020, AODS staff will continue to work with other systems such as the Office of Education and Juvenile Probation to develop a collaborative approach to the establishment of this program and make it financially viable. AODS will also work with the Office of Education to identify a location where the referral structure supports the referral process from the onset.

Goal: Develop plan for implementation of Electronic Health Records in AOD services.

Outcome: Although most of the health system transitioned to EHR five years ago, Behavioral Health's Mental Health switched to ccLink a year ago and only within County Clinics. Implementation has been incremental and both challenging and exciting. Similarly, EHR implementation within AOD will likely follow the same approach. Thus far, all co-located and Discovery House counselors have access to ccLink. Due to 42CFR Part 2, counselors do not upload information through ccLink. Most recently, Behavioral Health has been working with all Community Based Organizations (CBO) to pilot test access to the ccLink Web Portal. A steering committee which includes SU CBOs meets on monthly basis and has developed a

charter with implementation dates. The testing phase is earmarked for February 2020.

Goal: Improve collaboration with SUD providers.

Outcome: We have made significant progress in this goal as articulated by providers and EQRO, but we will continue to work towards mutually developed goals through next year.

Goal: Revise outpatient rates for Drug Medi-Cal services through the State Department of Health Care Services.

Outcome: This goal was met.

Goal: Develop a system to monitor client success of recovery residences and operations.

Outcome: This goal was partially met. We have development monitoring tools to ensure compliance and are working in collaboration with recovery residence operators to develop consensus pertaining quality performance standards. This goal will continue next year.

Goal: Increase referrals from PES to SUD treatment. Co-locate 1.0 FTE substance abuse counselor at PES.

Outcome: This goal was not met, due to the lack of funding to hire a full-time position. We have added a 0.10 FTE to PES and demonstrated benefits for the colocation; however, we are yet to identify sustainable funding options through next year.

Goal: Implement pilot to reduce deficiency of interim services for perinatal and parenting women, reallocate 1.0 FTE substance abuse counselor.

Outcome: Issues pertaining to the recruitment of hiring employees delayed implementation of our pilot which started late in the year. We have added a 1.0 FTE counselor and have moved to Phase 2 of our implementation plan. This goal will continue next year with full implementation of groups in at least two sites out of five and establish outcome objectives for preliminary data collection efforts.

Goal: Implement pilot of parent support.

Outcome: This goal was met. We have contracted with 3 different agencies through the SAMHWorks program, to provide Family Wellness and Parenting programs in the three different regions in the county. Because there was a delay in the logistical preparation of the contracts, we have not started to measure the actual outcomes of the programs. In FY 2020/21, we will establish a set of measures to determine program effectiveness. We will continue to report on the specific progress of this goal.

Health, Housing and Homeless Programs

Housing and Services

Goal: Identify a site for a Coordinated Assessment Resource (CARE) center in East Contra Costa County to increase homeless services in that geographic area.

Outcome: A site has been identified for construction of a CARE Center in the city of Antioch.

Goal: Develop emergency housing and service activities identified and funded by one-time funding authorized by the State legislation SB840, SB850, and SB2.

Outcome: H3 has successfully accessed more than \$9M in one-time State funding to enhance the homeless crisis response system. The system of care has added 60 warming center beds, expanded the days and hours of operation of CORE outreach teams, has made additional investments to the housing security fund, and deployed supportive housing opportunities for youth. Additionally, capital improvements will soon be underway to enhance the Concord CARE Center with additional storage, pet-friendly spaces, and more accessible bathrooms.

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.

Outcome: The Rapid Resolution pilot program was launched in July 2019. Through a partnership with the HUME Center, rapid resolution services have successfully diverted more than 100 persons from entering the homeless shelter system.

Goal: Implement a system-wide inventory and assignment of available shelter for individuals and families experiencing homelessness.

Outcome: In August 2019, a system-wide mapping of the homeless system of care was completed that included an inventory of current resources and an assessment of additional housing resources needed. The results of our analysis are posted on the H3 website (cchealth.org/h3).

Data/Evaluation

Goal: Develop and publish data dashboards on homelessness in Contra Costa using integrated data from the Homeless Management Information System (HMIS).

Outcome: The division is working to develop the capacity to develop and publish dashboards. A research and evaluation manager was hired to spearhead the development of the dashboard and technical assistance from the State will be harnessed to develop system performance metrics that can be used as content for the dashboard.

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.

Outcome: In collaboration with County GIS, the January 23, 2020 PIT count featured a new mobile application to collect observational count and survey data. The mobile application allowed more than 200 community volunteers to provide real-time updates on the number of persons counted and geo-location services to mark where persons experiencing homelessness were observed.

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Goal: Research, select, and implement a street outreach dispatch and GIS mapping software application for the CORE outreach program.

Outcome: In collaboration with County GIS, the CORE outreach program deployed a new dispatch tracking system to more quickly and accurately deploy teams to the exact location of individuals living outside in need of services. The new dispatch system also provides an additional safety measure as each teams' movements can now be monitored in real time with greater accuracy.

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.

Outcome: Leveraging one-time State funds, an intradepartmental multidisciplinary team was created to provide services to individuals experiencing homelessness. H3, Public Health, and Behavioral Health dedicated staff to bring integrated primary and behavioral health services and housing together for persons living outside and in County shelters.

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.

Outcome: H3 conducted a county-wide Point-in-Time (PIT) Count of homeless individuals on January 26, 2019 and January 23, 2020.

Public Health

Family, Maternal & Child Health Programs

Goal: Implement newly funded programs; Expand Nurse-Family Partnership home visiting services through CalWORKs Home Visiting Initiative.

Outcome: The Nurse-Family Partnership is providing home visiting services to CalWORKs participants through interagency agreement between EHSD Workforce Services, Community Services Bureau, First 5 Contra Costa and CCHS.

Goal: Establish Perinatal Health Equity Initiative in Contra Costa in collaboration with California Department of Public Health Maternal, Child and Adolescent Health (MCAH) Branch.

Outcome: A Community Advisory Board was formed and met monthly to assist with needs assessment and to prioritize community interventions. Collaborative work continues to develop the program interventions and to launch a community awareness campaign.

Clinic Services

Goal: Maintain enrollment in the Community Connect program at 14,400 Medi-Cal beneficiaries.

Outcome: Due to mid-year budget readjustment, the maximum enrollment number was decreased to 12,000. Clinic Services has met the new goal and has maintained the maximum enrollment number.

Goal: Expand mobile dental services in Central and East County as new dental vans are equipped and staffed.

Outcome: By June 2020 we will have added three new dental clinic sites in central and east county.

California Children's Services (CCS)

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.

Outcome: CCS held in-person presentations and survey results conclude families would prefer to receive the information electronically. CCS will assess how we can provide this via our website.

Public Administrator

Goal: In an effort to reduce inappropriate or incomplete referrals, provide at least three 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: We have provided trainings for three local hospitals and have plans to conduct additional trainings for two local mortuaries. It is anticipated that this goal will be met by the end of the fiscal year.

Goal: Implement a web-based case management system that will allow the Office of the Public Administrator to manage cases more efficiently.

Outcome: We are in the process of implementing Panoramic Software Inc.'s Public Administrator Pro (PAPro) software application. We had a project kickoff meeting in January 2020 and expect to go-live with the software in March 2020. It is anticipated that this goal will be met by the end of the fiscal year.

Goal: Actively participate in events that foster communication between and collaboration with other California public administrator offices.

Outcome: This goal has been met. In September 2019, certain members of the Public Administrator staff attended an Annual Training Conference hosted by the California Association of Public Administrators, Public Guardians, and Public Conservators (CAPAGPC). Additionally, Public Administrator staff participate in a monthly Coffee Hour moderated by the Executive Director of the CAPAGPC. These activities give Public Administrator staff the opportunity to communicate and collaborate 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 wastewater treatment systems.

Outcome:

- In calendar year 2019, processed, reviewed and inspected the construction of 14 drinking water wells, two irrigation wells, five cathodic protection, 16 dewatering, and 19 monitoring wells.
- In calendar year 2019, processed, reviewed and inspected 152 well destructions.
- In 2019, processed, reviewed and inspected the construction of soil vapor probes, piezometers without casings, inclinometer and cone penetrating test (CPT) boreholes at 367 parcels.
- In calendar year 2019, approved the plans and oversaw the construction of six conventional OWTS, five alternative OWTS, two conventional system replacement, one alternative system replacement, eight septic tank replacements, and 14 septic tank abandonments.
- Inspected and permitted 95 sewage pumper trucks that work for 21 permitted sewage pumper companies.
- Investigated 99 sewage leaks from lateral sewer lines and OWTS.
- Conducted routine inspections of 174 food facilities, three pool cleaning businesses, six landscaping and gardening businesses, seven upholstery and carpet businesses, 11 dog kennels and 6 horse stables in the unincorporated areas of the County, looking for adequacy of stormwater runoff control
- Followed up on 72 complaints of stormwater runoff in the unincorporated areas of the County.

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- Processed 82 applications for general building plan review and 42 applications for building plan reviews for additions/remodels.
- Revision to health officer regulations to consider additional types of onsite wastewater treatment systems and address other issues still in progress.

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.

Outcome:

- Investigated two illegal transfer stations.
- Conducted monthly inspections at the permitted solid waste facilities in the LEA purview: two active landfills, four transfer stations, one chip and grind facility, and one compost facility.
- In 2019, investigated 35 complaints associated with one of the landfills and one complaint associated with the compost facility.
- Conducted quarterly inspections at the five closed landfills and seven active Enforcement Agency Notification sites in the LEA jurisdiction.

- Conducted annual inspections at 4 closed solid waste sites.
- In 2019, investigated 9 unpermitted non-franchise hauler complaints, 73 garbage complaints, 86 no garbage service complaints, 68 illegal dumping complaints, and 20 animal waste complaints.
- Conducted 509 routine inspections and 24 re-inspections of waste tire generators.
- Reviewed and approved Acme Landfill's application for amendment of their Report of Disposal Site Information as complete and incorrect.
- Conducted two 5-year permit reviews for the Keller Canyon Landfill and the WCCSL Organic Materials Processing Facility.
- Reviewed amendments to the Report of Facility Information for the Contra Costa Transfer Processing Station and the permit for the Central Processing Facility.
- Conducted 85 annual inspections of large quantity medical generators. Conducted 286 inspections at small quantity medical waste generators.
- Permitted three non-franchise waste haulers
- Environmental Health has received TRC Solutions, Inc's Forensic Technical Audit Memorandum and made it publicly available. Currently working on scheduling the community meeting to discuss the outcome of the report.

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.

Outcome:

- Conducted 5,925 unannounced, routine inspections, 548 re-inspections, 560 re-placard inspections, and 776 complaint inspections of retail fixed food facilities in 2019.
- Conducted 42 routine food facility inspections at skilled nursing facilities, 16 inspections of hospital kitchens, cafeterias and food stations, and 2 inspection at a 3-day adult health center kitchen in 2019.
- Conducted 27 routine inspections at mobile food commissaries. Conducted 331 permitting inspections and 140 routine inspections of mobile food facilities and investigated complaints of 54 unpermitted food vendors in 2019.
- Conducted 70 inspections of food stands and farmers markets in 2019.
- Reviewed and approved the plans and inspected the construction of 136 new fixed food facilities and 112 food facility remodel/equipment changes in 2019.
- Permitted and inspected 33 cottage food operations Class B and registered 88 cottage food operations Class A in 2018.
- Conducted follow-up action to 47 state notifications of voluntary food recalls affecting 457 food facilities in the County in 2019.
- Reviewed and approved organizer applications for 376 special events with 2,107 temporary food facilities in 2019. Inspectors conducted inspections at 348 of these special events.
- Permitted 123 vending machines owned and operated by 4 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 44 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. 601 food employees received the training.
- Conducted 25 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 the food facility operator needs to implement aimed at improved food handling practices.
- Conducted six 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 16 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).

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

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on website annually to ensure the most up to date material and valid links are available.

Outcome:

- Food, pool and spa facility inspection results and inspection reports are available on the environmental health website.
- Provided food safety training (in English and Spanish) at the adult schools in Richmond, Concord, Martinez and Pittsburg.
- Food webpages are updated regularly.
- Food Donation information was updated on website.
- Provided four outreach trainings to non-profit organization regarding charitable feeding. Over 60 members of the public attended these meetings.
- Provided Environmental Health and Public Health Collaborative Approach to Foodborne Illness Outbreaks presentation to John Muir Hospital Medical Residents.
- Provided Temporary Food Event informational presentation to Temporary Food Event Coordinators.
- Taught class about environmental health and food safety at Dozier Libbey High School HOSA

Goal: Collaboration - Improve programs locally via active participation and leadership of environmental health collaborations in venues including the California Conference of Directors of Environmental Health regional and policy committees and associated technical advisory committees, roundtables, and workshops bringing local jurisdictions together to create cross collaboration.

Outcome:

- All the managers except one are members of CCDEH and participate on policy committees

- The Director of EH is currently serving on the California Association of Environmental Health Administrators (CAEHA) board.
- Retail Food Supervising Environmental Health Specialist is currently serving as National Environmental Health Association (NEHA) Region II Vice President (CA, HI, AZ, and NV)
- The Solid Waste Team continues to participate in the CalRecycle Roundtables.
- EH collaborating with Department of Conservation and Development to introduce the Agricultural Land Use Policy to the Board of Supervisor on February 4, 2020.
- EH Supervisors attend the quarterly Board of Supervisor's Code Enforcement Meetings
- EH Retail Food Supervisors attend the Public Health/Public Health Lab/Environmental Health & Response Partners Monthly Meeting
- Provided Environmental Health presentation to Public Health Laboratory Interns regarding the EH programs and partnership with Public Health
- Provided Contra Costa EH Outbreak Response presentation at the National Association of Environmental Association Annual Educational Conference
- Hosted California Department of Public Health Shellfish Tank Training for Bay Area Environmental Health Retail Food Specialists
- Retail Food Environmental Health Specialist attends the monthly Bay Area Food Technical Advisory Committee meetings

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

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advisories including domoic acid in shellfish and mercury in delta fish.

Outcome:

- Conducted 1,197 routine inspections of seasonal pools/spas, 458 routine inspections of year-round pools/spas, 350 re-inspections, 44 inspections related to complaints, and 226 re-openings of pools/spas closed for major violations in 2019.
- Reviewed and approved the plans and inspected the construction of 13 new public pools/spas and 90 pool/spa remodels or equipment changes in 2019.
- Conducted the yearly inspection of two public beaches located in the county: Lake Anza and Contra Loma Regional Park.
- Conducted two rounds of sampling of Discovery Bay water in February and June. No advisories were necessary based on the sampling lab results. Also responded to 3 complaints of blue green algae in Discovery Bay water in 2019.

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.

Outcome:

- Conducted 10-year reviews of 16 systems.
- Amended permits for 2 small water systems in FY 2018-19.
- Issued enforcement actions to 10 small water systems which had nitrate exceedance(s) or monitoring violations.
- Conducted 24 sanitary surveys of small water systems in FY 2018-19.

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.

Outcome:

- Inspected 21 body art facilities and 269 body artist registrations were active in 2019.
- Processed 9 new body art facility applications in 2019.

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.

Outcome:

- Online payment for invoices is available to the public
- Cash box closing is now electronically completed and submitted.
- Scanning of historic land use documents is mostly completed and the scanning of historic solid waste documents is in progress.

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.

Outcome: Department revisions to job classification proposals are completed. County is currently working with the unions.

Goal: Be prepared to provide excellent EH emergency response, provide two trainings for emergency and on-call response, evaluate

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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.

Outcome:

- Conducted monthly communication testing and training for EH staff.
- Implemented new EBRCS radio system.
- The two statewide exercises: Yellow Command and the annual State Med Health Exercise, were cancelled this year due to PG&E's Planned Safety Power Shutoffs (PSPS). Environmental Health did an internal exercise in October.
- The Division's Branch Operations Center was activated twice. Staff were actively deployed into the areas affected by the PSPS to provide information and to ensure facilities without power remained closed.
- 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.
- Staff updated the Division's All-Hazards Plan, which is part of the Department's EOP.
- Staff trained in California and FEMA Environmental Health Training and Emergency Response (EHTER).

Goal: Monitor the kiosks, receive and review the annual reporting, and report to the Board the

success of the Safe Drug Disposal Takeback Ordinance.

Outcome: Still in progress

Goal: Implement the health ordinance for cannabis. Permit and inspect retail dispensaries and edible manufacturing. Process permit applications for other allowed cannabis activities.

Outcome: The cannabis program received four applications (three for out of county delivery permits and one retail store front permit), issued two out of county delivery permits, and conducted three permitting inspections.

Additional outcomes in other program areas:

- Inspect and approve for business 13 massage parlors in the cities of San Ramon and Walnut Creek.
- Inspected and submitted required reports to the state at 4 Superior Court holding cells, 5 County detention facilities, and 9 city jails.
- Inspected 1 organized camp.
- Reviewed and commented on 227 land use documents from the 19 cities and unincorporated area planning departments.

Hazardous Materials

Goal: Perform 139 Aboveground Petroleum Storage Act Program inspections.

Outcome:

- As of January 29, 2020, Contra Costa Health Services Hazardous Materials Programs (CCHSHMP) has performed 87 routine Aboveground Petroleum Storage Act Program inspections.
- CCHSHMP projects that we will meet our goal of 139 routine Aboveground Petroleum Storage Act Program inspections in FY 2019-20.

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Goal: Incident Response Program: Respond to all incidents within one hour and ensure that all incidents are mitigated safely and effectively without injuries.

Outcome:

- As of January 29, 2020, CCHSHMP has responded to 22 hazardous materials incidents. CCHSHMP arrived on-scene within one hour of being requested to respond except for one (1) out-of-County mutual aid request from Marin County on July 28, 2019.
- CCHSHMP projects that we will meet our goal of arriving on-scene within one hour of being requested to respond to a hazardous materials incident.

Goal: Perform 1,300 Hazardous Materials Business Plan Program inspections.

Outcome:

- As of January 29, 2020, CCHSHMP has performed 847 routine Hazardous Materials Business Plan Program inspections.
- CCHSHMP projects that we will meet our goal of 1,300 routine Hazardous Materials Business Plan Program inspections in FY 2019-20.

Goal: Perform 900 Hazardous Waste Generator Program inspections.

Outcome:

- As of January 29, 2020, CCHSHMP has performed 724 routine Hazardous Waste Generator Program inspections.
- CCHSHMP projects that we will meet our goal of 900 routine Hazardous Waste Generator Program inspections in FY 2019-20.

Goal: Complete 11 California Accidental Release Prevention Program audits.

Outcome:

- As of January 29, 2020, CCHSHMP has performed 6 routine California Accidental Release Prevention Program audits.
- CCHSHMP projects that we will meet our goal of 11 routine California Accidental Release Prevention Program audits in FY 2019-20.

Goal: Perform 378 Underground Storage Program Inspections.

Outcome:

- As of January 29, 2020, CCHSHMP has performed 219 routine Underground Storage Tank Program inspections.
- CCHSHMP projects that we will meet our goal of 378 routine Underground Storage Tank Program inspections in FY 2019-20.

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.

Outcome:

- The annual Urban Shield exercise did not occur in FY 2019-20. Therefore, the CCHSHMP Incident Response Team was unable to participate in this exercise.
- The CCHSHMP Incident Response Team participates in a monthly incident debrief meeting facilitated by the Hazardous Materials Ombudsman. Incidents are discussed and action items are generated to address any identified issues.
- The CCHSHMP Incident Response Team sent eight (8) team members to the Annual Continuing Challenge Conference. One team member was an instructor at this conference.

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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.

Outcome: This goal is ongoing with certain aspects of it met and exceeded community standards. Standard work was created and implemented for Intake, Triage, Specialty Care Mental Health Assessment and other areas along the care continuum. Standard work was also developed to offer structured activities and groups in “F” module, which is our new Behavioral module. There has been improvement achieved around specialty care whereby the work queues were no longer 8 weeks out for schedule appointments, referrals are now being scheduled as they enter the work queue. Our goal is to have urgent appointments done within 7 days and routine within 21 days. There are some challenges with transportation from the Sheriff’s Office not able to get patients to their appointments for lack of deputy staff. Also, a Thursday optometry clinic was created to accommodate detention patients on the wait list which has alleviated the long wait list. There has been better communication and collaboration between all disciplines as it pertains to Emergency Medications for patients in crisis. Workflows and standard work creations has improved the administration of emergency medications and a variety of services provided to patients.

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.

Outcome: This goal has been met except for the installation of wi-fi. The ccLink workflow has been and still being optimized with similar upgrades of EPIC like that which is happening in the hospital and health centers. Critical operational reports identified and created to evaluate the services provided in Detention Health. Many templates have been built for the detention team for Mental Health, Psychiatry, the Providers and Nursing. Reports can be generated from the discreet data embedded in

the templates. Additional reports are being built as they are identified.

The wi-fi project which was funded by the Board of Supervisors through a board order is in progress. Many walk arounds have been done with the project manager and contractors and at this point the bid was accepted from a contractor and final details are being worked out for the starting date. This will require a great deal of coordination between custody and health staff to get this job done without any delays. We are ready and prepared to get this job done.

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.

Outcome: This goal is dependent on the previous goal of the installation of wi-fi access. The hope is to get this started in the next few months. We have maximized our limited wi-fi that we have in certain areas like in “F” module pill call and triage room where we are able to use laptops and our Rover equipment. For example, the rover application is used on a cellphone, and we are able to capture photos real-time which gets directly uploaded in EPIC for the providers to view, especially when they are on-call and unable to see wounds or rashes and other things requiring a photo taken to be placed in the electronic medical record.

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.

Outcome: This goal has been met. We have implemented and continue to work very closely with the infection control team at the hospital. Having this team working with our staff has been one of our greatest assets. We are able to identify, treat and prevent the spread of certain illnesses decreasing the cost of care in this spectrum.

Quality and Safety program in detention has grown and will continue to grow as we add other aspects not yet being captured in a robust way.

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Reporting of the work being done is currently happening through a monthly Quality Council meeting with Custody, Mental Health, Medical and certain members of our executive team.

Goal: Develop ongoing mechanism for patient/family feedback about care experience.

Outcome: The Mental Health Program Chief has been in contact with Community Based Organizations to disseminate information to family members to heighten awareness and how to provide feedback to us as we serve the detention community.

Patients are able to provide feedback on their care whether good or bad through a request slip or a grievance process. This is addressed promptly with the patients in order to increase patient satisfaction.

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.

Outcome: This goal has been met with having a re-entry clinician who makes contact with the community to schedule appointments, make referral and connections to other services requested by the patient or as identified by the clinician as a need.

Goal: Continue to work towards full implementation of Court Ordered Medications in Detention.

Outcome: Process developed to identify IST patients that are incarcerated in the County's adult detention facilities has been put place and it is a work in progress. It is implemented and in the process of expanding the legal options to be more available to eligible patients in detention, Information distributed weekly to Detention Health and Custody leadership. The Electronic Health Record (EHR) was optimized by ccLink for documentation purposes and to show the legal status in the patient header in their Medical Record.

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.

Outcome: This goal has been met or exceeded expectation. We have a very robust MAT program for Opiate withdrawal in detention. All providers have been certified and are able to prescribe medications for MAT. We have also increased the level of service by adding two substance abuse counselor to our team through a grant which was obtained in collaboration with AODS. We have provided some training but will continue to provide additional training to our staff as our MAT program grows and expand with bringing new medications and innovative ways to serve this population.

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.

Outcome: This goal has been met as we have increased the number of events being reported in our Adverse Event Reporting System. Our safety training has been tweaked to reflect more about detention and staff has been able to speak freely at the safety meetings because they feel that they are being heard and that the culture of Speaking up for Safety is encouraged. We will continue to work on this goal and improve in the next year.

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.

Health Services

Health and Human Services

Outcome: This goal was met approximately 65% of the time.

Goal: Public Guardian staff shall maintain requisite training certification.

Outcome: This goal was met for FY 2019-20.

EMS

Goal: Evaluate San Ramon Valley Fire Protection District 224 claims and conduct RFP process for the San Ramon Valley exclusive emergency ambulance operating area as needed.

Outcome: The EMS Agency conducted an extensive historical review of the formation of Emergency Response Ambulance (ERA) Zone served by the San Ramon Valley Fire Protection District. Records demonstrate that the ERA was established and renewed through competitive processes. The current ERA agreement has been extended pending statewide Fire District 224 and 201 litigation that may modify terms and conditions ERA service agreements.

Goal: Implement new regulations for EMS for Children Systems of Care, STEMI and Stroke.

Outcome: EMS System of Care plans have been submitted to the EMS Authority for STEMI and Stroke in compliance with new regulations in December 2019. EMS for Children System of Care Plans are in development.

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.

Outcome: Ongoing data integration to support compliance with local, regional, state and federal EMS data reporting continues. Implementation of data platforms such as First Pass prehospital quality improvement tool and enhancement of current data systems to support coordination of services to improve patient care and service delivery are ongoing.

Goal: Recommend five-year extension and approval of Alliance ambulance service agreement.

Outcome: The EMS Agency has made a preliminary recommendation to extend the Alliance agreements based on substantial compliance. The formal recommendation will be submitted to the BOS upon CCFPD and AMR reaching final agreement on the terms and conditions of subcontractor services prior to December 31, 2020.

Goal: Develop and implement Professional Standards Operating Procedures in partnership with County Counsel.

Outcome: The EMS Agency and County Counsel has completed the development and implementation of the professional standards operating procedures.

Goal: Streamline and refine technology platform to support efficient certification and accreditation of EMT's and Paramedics.

Outcome: Implemented modifications based on prehospital provider feedback have been implemented to streamline audits of continuing education. Other adjustments have been in response to changes in regulations.

Goal: Establish on-line EMT orientation training program to support on-boarding of new EMTs and paramedics in the county.

Outcome: Online EMT and paramedic orientation modules have implemented with process to update to assure compliance with Local EMS Policy and Protocol. These modules are required as part of certification renewal for all prehospital authorized providers.

Goal: Approve and accredit the Contra Costa Community College Paramedic program.

Outcome: The Contra Costa Community College Paramedic program was successfully approved and accredited as of 2019.

Goal: Present and implement a new county ambulance ordinance.

Outcome: EMS Agency finalizing draft ambulance ordinance language with County Counsel.

Goal: Partner with Contra Costa Health Services Divisions on data initiatives to improve access to care for the homeless and those experiencing substance abuse.

Outcome: The EMS Agency is collaborating with Fire Districts, ambulance services and hospitals to support data initiatives to improve access to care for homeless and those experiencing substance abuse.

Goal: Support and sustain medical reserve corps operations.

Outcome: Contra Costa Medical Reserve corps continues to provide sustainable volunteer medical response supporting numerous activities including supporting med/health sheltering operations during fire season, flu clinics, health fairs and staffing hands only CPR community events.

Goal: Continue to partner with national quality data systems for cardiac arrest, heart attack, and stroke.

Outcome: Contra Costa EMS participates in national and state registries supporting improved survival in Stroke, STEMI and Cardiac Arrest. This includes the California Stroke Registry, American Heart Association Mission Lifeline and CDC/NIH CARES (Cardiac Arrest Registry for Enhanced Survival).

Goal: Support and work with stakeholders to improve funding for emergency medical services and disaster response and operations.

Outcome: During 2019 EMS Agency provided reports to the BOS Finance committee on the need for funding to sustain and continue to enhance EMS Services countywide. The reports informed the finance committee to explore a future ballot measure.

Health Services

Health and Human Services

2020-21 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: Initiate specialty care redesign to improve access for patients and meet benchmark and outcome metrics consistent with PRIME Medicaid waiver.

Goal: Integrate 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 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: 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.

Goal: Increase 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: Design a Telehealth Program for the Provider Network that allows members to access care from their preferred mode of communication to include smart phones, tablets and Personal Computers. Determine if the access to care improved by measuring the increase of Initial Health Assessments

Goal: Expand the relationship with School Districts to increase the well child visits and coordinate on services being delivered to school age children enrolled in Medi-Cal Managed Care. Work collaboratively with Public Health and target Elementary School Districts to connect school age kids to care as part of the Public Health Vans that visit Elementary School Districts in Contra Costa County.

Goal: Perform an Employee Satisfaction survey to continue to meet the morale and welfare needs of the employees. Use the survey reports to improve personnel programs within CCHP.

Reduce manual operations in key unit by 30% and use Epic and CC link as the platforms

Goal: Ensure that the Executive Council (EC) monitor all Corrective Action Plans from regulatory authorities and delegates of CCHP to include Kaiser, CCRMC, Public Health and Behavioral Health

Goal: Implement Key Performance Indicator Metrics to measure the operational success of the units and implement changes when the performance does not meet expectations.

Goal: Provide leadership and operational guidance on the core initiatives for the transformation of the Medi-Cal program and support the requirements of Medi-Cal for All - Healthy California.

Goal: Develop the operational infrastructure to support Medi-Cal Healthier California for All-MCP care initiatives.

Goal: Oversee Proposition 56 Value-Based payments to ensure compliance. Create quality workflow for expansion to the program.

Goal: Oversee of Behavioral Health treatment for Medi-Cal members under 21. Enact new policies and procedures with Behavioral Health for mild to moderate members.

Medical Director

Goal: Ensure all Medical Directors take a refresher Utilization Management and Clinical Guidelines training to increase their clinical knowledge.

Goal: Ensure Community Provider Network providers start to use the CCHP Provider Portal to submit referrals for Prior Authorization if they are not on EPIC.

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: Meet 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

Appeals Grievances & Payment Dispute Department (AGD)

Goal: Develop a blended policy where Utilization Management Appeals, Quality of Care Grievances and Payment Disputes can operate as a team.

Goal: Perform training for providers with high UM Appeals, Payment Disputes and Quality of Care. Target the top 10 providers with the highest number of incidents.

Goal: Develop a blended policy where Utilization Management Appeals, Quality of Care Grievances and Payment Disputes can operate as a team.

Goal: Perform training for providers with high UM Appeals, Payment Disputes and Quality of Care. Target the top 10 providers with the highest number of incidents.

Goal: Improve turnaround time for member grievances and better provider responses. Improve the rate of overturned decisions and Independent Medical Reviews (IMR) that go to DHCS.

Project Management

Goal: Operate a Project Management Office to solidify CCHP's operations and ensure we have metrics and a process upon which decisions are made whether programmatic, budgetary or workflow. The department will be using the principles of "Lean, Sigma 6 and Agile" to rapidly improve processes (e.g. Rapid Process Improvement (RPI)).
Compliance

Health Services

Health and Human Services

Goal: Oversee quarterly Audits for units that have more than 5 Findings from the Annual Department of Health Care Services Audits

Goal: Update on any FWA activities and coordinate with Claims and the UM Departments

Advice Nurse

Goal: Continue to recruit for experienced Advice Nurse to reach 90% of the staffing requirements for a 24 X 7 operation

Goal: Pass the Utilization Review Accreditation Council on site accreditation

Goal: Continue as the gateway for information during any Disaster Preparedness exercise or real-world event and ensure reporting to Department of Health Care Services (DHCS)

Claims Department

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: Create a Bill Review Workflow for any claims that is at the Stop Loss or convert to a percentage of Billed Charges threshold is \$300k.

Goal: Implement a workflow that analyzes claims that accrued high interest payments to be reviewed monthly for corrective actions.

Goal: Review monthly claims reject reports to determine what providers need for training to

submit a clean claim, coordinating with Clearing House.

Analysis & Reporting

Goal: In-source the All Patients Refined Diagnosis Related Groups (APR/DRG) from DocuStream for cost savings.

Goal: Implement an automatic solution for inputting the National Provider Identifier and decrease the manual process.

Goal: Increase electronic billing for Providers via the 835/837 submissions.

Goal: Assist in-sourcing Claims Adjudication from the DocuStream Clearing House to EPIC system

Goal: Redesign workflows in the unit to support the goals of Analytics and Reporting. Decrease manual process by 50%

Goal: Train staff on how to support the HEDIS operations as Data Stewards as part of the operations to support all Quality Initiatives

Goal: Design reports quarterly that identify Initial Health Assessments and medical informatic data to support changes in the management of various health care programs

Member Services

Goal: Transition from paper versions of the member materials to an electronic format. Employ emails and text messages to guide members to resources. Operationalize Social Media to create a CCHP Medi-Cal Member Community where members receive information on their Medi-Cal Benefits.

Goal: Improve 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.

Pharmacy

Goal: Support the statewide initiative of insourcing the Pharmacy benefit to the Department of Health Care Services.

Goal: Redesign Pharmacy workflows that support daily pharmacy data exchange.

Provider Relations

Goal: Transfer 50% of the hospital network to a Managed Care Contract from a MOU. Renegotiate the John Muir Network.

Goal: Build the infrastructure to expand LTC and Transplant programs.

Goal: Assign CCRMC PcPs to clinic locations to align with CPN.

Marketing and Member Outreach

Goal: Employ a variety of marketing strategies to sustain the CCHP Medi-Cal Membership. Partner with several HSD department to marketing to members who have not come in for an Initial Health Assessment. Coordination with the Pharmacy Department, Public Health & Behavioral Health and CPN providers to enrich outreach by working with the school district and target school age children to ensure they get their IHA and well child screening services.

Utilization Management

Goal: CCHP's Authorization Unit will continue to reduce referral turnaround time for the Community Network Providers (CPN) to less than fourteen days.

Goal: Redesign the CPN referral process and delete obsolete CPN forms to an automated process.

Goal: Implement new operational strategies to better manage the Specialty referrals for routine Prior Authorizations to be at 70% of referrals are within 7 days and only 30% up to 14 days.

Goal: Design a 14-day Training and onboarding for UM staff to ensure a solid learning experience.

Goal: Implement a quarterly audit program and administer a monthly self-inspection program from previous findings within the Medi-Cal Managed Care Plans to ensure UM contractual guidelines are met.

Goal: Implement a one clinical guideline for determining Medical Necessity and ensure the UR nurses are fully qualified on the usage of InterQual.

Behavioral Health

Goal: Explore outsourcing the CPN Members to a vendor to run the access lines and create a Provider Network. Work collaboratively with Behavioral Health MOU that covers only CCRMC Medi-Cal Members.

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: Implement the Mentor Program. This program is designed to provide non-traditional mental health support to children and youth age 6 to 21 with severe emotional disturbance (SED). Mentors will help children and youth improve on their family, school, and social functioning by helping their mentees develop social skills and positive coping mechanisms within the context of supportive mentor-mentee relationships. Mentors will help mentees identify behavioral obstacles that get in the way of achieving their goals and help them develop the tools to overcome those obstacles.

Goal: Continue to develop the utilization of CANS for Level of Care planning, program planning, and outcome tracking. Work with Chapin Hall to develop a Level of Care algorithm in order to match CANS scoring with recommended Levels of Care.

Health Services

Health and Human Services

Goal: Implement Family Urgent Response System. In 2019, AB 1009 was signed into law, mandating implementation of a Family Urgent Response System (FURS), which provides a hotline and in-person response to caregiver of current or former foster youth to help resolve crises and stabilize placements. Participate in exploration of regional approach to implementation of AB 1009.

Goal: Continue with implementation of Center for Recovery and Empowerment (CORE) and develop billing model to work toward sustainability of program.

Goal: Children's system of care will improve care coordination by developing protocols for the Interagency Placement Committee and instituting a triage meeting for youth with complex needs and/or high acuity.

Goal: Implement Therapeutic Foster Care for children/youth exiting Short-Term Residential Treatment Programs (STRTP) or as an alternative to STRTP.

Goal: Enhance Full-Service Partnership Programs' capacity to provide Assertive Community Treatment (ACT) to fidelity in the community for children, youth adults and older adults with supportive housing as an alternative to in-patient psychiatric hospitalization.

Goal: Submit applications to compete for statewide No Place Like Home funding (Round 2) 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: Conduct MHSA sponsored community forums throughout the county that focus upon key topics identified by stakeholders as priority needs, such as supportive housing, suicide prevention and service linkage for families with very young children. Develop priority mental health needs and capture suggested strategies to meet those needs.

Goal: The Access Line aims to answer calls in a timely manner, which includes a reduced wait time and low abandoned call rate. Additionally,

the Access Line aims to ensure timely access to care for clients seeking outpatient mental health services. The Access Line will continue to coordinate care with the MH Clinics to ensure clients receive timely appointments. Access will coordinate with Provider Services for the network with the continued goal of increasing network adequacy and capacity.

Goal: Continue the implementation of Evidence Based Practices-EBPs-in the Adult System of Care, including CBSST, CBTp, CBTd, DBT, WRAP, Motivational Interviewing, Seeking Safety, Multi-Family Groups.

Goal: Implement the Adult Needs and Strengths Assessment-ANSA- to use as a system wide outcome measure.

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 and our outside psychiatric hospitals to community settings and locked facilities require careful planning and coordination between providers.
- 2) Clients in long-term psychiatric care facilities require careful planning and coordination to assure a smooth step down transition to the community. Adult System of Care provides and will continue to provide regular consistent treatment planning to facilitate efficient supportive step down services.
- 3) The Transition Team will coordinate and provide innovative care to clients making contact with many service entry points including PES where a MHCS PES liaison will provide discharge planning support to clients leaving PES who were admitted under an involuntary psychiatric hold for suicidal ideation/planning.

Goal: Implement Co Co FACT. Co Co FACT, funded by Proposition 47/Cohort Two, will enhance existing full-service partnership programs to Assertive Community Treatment-ACT level services providing supervision, training, and behavioral health supports to referred clients.

Goal: Provide pre-trial diversion services to appropriate clients referred to BH from the court. Clients will receive Mental Health Diversion services provided by BH Forensics Program staff.

Goal: The Coordinating Levels of Care – CLOC – workgroup will convene to map service levels, identify step down options for clients with improved outcomes, and develop strategies to support staff in coordinating levels of care.

Goal: Investigate the high percentage of high-cost beneficiaries and identify relevant actions that show potential for impacting that population. BH will convene an on-going workgroup to investigate the high percentage of high-cost beneficiaries. The workgroup will consult with BIT to build a data table that links several sources to contain the relevant information about Behavioral Health patients' background and utilization. A partnership between BH and BIT would help BIT review patient records from various sources, identify key pieces of information, and operationalize them into something analyzable; this, in turn, would help inform BH about this population's needs to develop potential service options that would link these clients to appropriate services in the system of care and reduce high percentage of high-cost beneficiaries.

Alcohol and Other Drugs (AOD)

Prevention

Goal: Monitor and assess the impact of all currently implemented strategies, which includes the development of the interdepartmental Blueprint for Addressing the Opioid Epidemic, implementation of the Safe Drug Disposal Take Back program and use of the 37 kiosks where unwanted medications can be disposed, use and availability of Naloxone, etc.

Goal: Conduct a prevention staff workday in Spring to develop a Countywide Initiatives Matrix reflecting all undergoing strategies, plan overseeing implementation of the two Ordinances and develop approach to technical

support to the retail environment and identify opportunities.

Goal: Develop a plan to effectively provide technical assistance to at least one community per region: west, central and east to develop and implement an ordinance for regulation of marijuana vaping.

Goal: Develop a plan to provide technical assistance in the retail environment to support Business Operation Standards of the Deemed Approved Ordinance for alcohol sales in unincorporated areas to reduce youth access to alcohol. Establish a baseline of store assessments completed in each region of the county based on the number of existing off sale alcohol outlets.

Treatment

Goal: Expand SUD treatment including Medication Assisted Therapy (MAT) in the jails. Explore funding and opportunities to collaborate with other departments and divisions to maximize resources and better understand the level of need within the jails. Data from the National Institute of Drug Abuse indicates that 2/3 of the population in the jails needs SU treatment, we are currently collecting local data to further understand our need.

Goal: Continue efforts to meet after hours, weekend and holiday requirements through Optum contract at the Behavioral Health Access Line for SUD calls.

Goal: Implement Care Coordination with Outpatient levels of care.

Goal: Complete a Perinatal/Parenting and Women Strategic Plan in collaboration with community stakeholders to improve access and SUD treatment admissions.

Goal: Increase number of admissions into SUD treatment through the multiple quality improvement efforts currently underway.

Goal: Pilot at least 2 projects of case management services for transitions of level of care via DMC billing with existing staff.

Health Services

Health and Human Services

Goal: AOD currently provides case management and recovery support services through initiatives such as Whole Person Care; however, the State utilizes DMC claims as the performance measure. Therefore, AOD will explore options to utilize the current staffing structure to provide some of these services, even if on a limited basis.

Goal: Counties are required to provide Medication Assisted Treatment as an option to providing this service under contract. Evaluate the feasibility of providing additional medications to treat alcohol and opioid disorders with existing staff to meet this requirement.

Goal: Determine whether residents of West Contra Costa are utilizing the additional detoxification services made available through the increased network capacity offered by WestCare, a new withdrawal management contract provider located in West County.

Goal: Make progress in meeting State requirements for the provision of Recovery Support and Case Management services.

Health, Housing and Homeless Programs

Housing and Services

Goal: Identify and secure community partner to oversee development of a Coordinated Assessment Resource (CARE) center in East Contra Costa County to increase homeless services in that geographic area.

Goal: Continue to develop emergency housing and service activities identified and funded by one-time funding authorized by the State legislation SB2, SB850, and AB101.

Goal: Expand Rapid Resolution and Housing Navigation 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: Identify and secure community partner to operate up to 50 micro-housing units in West County with accompanying on-site support services.

Goal: Expand Rapid Re-housing services to transition age youth across the county.

Planning/Policy/Systems Development

Goal: Implement a system-wide inventory and assignment of available shelter for individuals and families experiencing homelessness.

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.

Goal: Hire and train a Continuum of Care program manager to coordinate planning and activities for service providers, consumers, and other stakeholders to ensure an effective homeless service delivery system that offers equal access to care and equitable outcomes to housing.

Goal: Implement the Building Health Equity project, funded by Kaiser, that will increase capacity to serve all Contra Costa residents experiencing homelessness (“consumers”) and improve health equity across the homeless system of care.

Data/Evaluation

Goal: Develop and publish data dashboards on homelessness in Contra Costa using integrated data from the Homeless Management Information System (HMIS).

Goal: Update system performance measures to reflect redesigned coordinated entry services and additional program interventions added to the continuum of care.

Health Services

Health and Human Services

Public Health

Administration

Goal: Launch formal journey to achieve Public Health Accreditation by 2022. Initial steps will be to hire a Program Coordinator and Initiate a Community Wide Health Assessment.

Goal: Complete the Opioid Prevention Blueprint for Contra Costa Health Services by July of 2020.

Goal: With the support of the Alliance to End Abuse, Re-establish a Violence Prevention Program in the Public Health Division. The initial focus will be on the prevention of Inter-personal violence.

Family, Maternal & Child Health Programs

Goal: Implement program expansion through State funding for California Home Visiting Program, Black Infant Health Program and the Perinatal Equity Initiative.

Clinic Services

Goal: Create training resources and protocols for the County 911 transportation agency (AMR) in the distribution of Naloxone for future use for patients post-Naloxone administration and for family members or bystanders in high risk situations.

Community Wellness and Prevention Programs

Goal: Through the Tobacco Prevention Program we will encourage at least three cities in Contra Costa County to adopt a moratorium on all nicotine vaping product sales and ban the sale of flavored tobacco.

Senior Nutrition

Goal: Increase the number of Seniors who participate in our Congregate Senior Nutrition Program by 5%.

Goal: Address the food insecurity for homebound and Congregate Café Seniors by

developing an evaluation form and process to identify those at greatest nutritional risk.

Goal: Reduce the number of clients on Meals on Wheels waiting lists by 10%.

Epidemiology, Planning, and Evaluation

Goal: By summer 2021, collect and analyze data and publish 6 topic-specific papers on emerging or worsening health concerns.

Goal: During FY 2020-2021, lead a collaborative community process to develop a Community Health Assessment (CHA) and Community Health Improvement Plan (CHIP). By early 2021, complete and publish quantitative components of the CHA.

California Children's Services

Goal: Expand outreach for Public Safety Power Shutoffs and continue to promote emergency preparedness with a focus on medically complex children within CCS that have electronic durable medical equipment and/or prescriptions that require refrigeration.

Public Administrator

Goal: Actively participate in events that foster communication between and collaboration with other Public Administrator offices in California to share best practices and identify strategies for improving services.

Goal: Continue to develop and strengthen interdepartmental collaboration with the Sheriff-Coroner's Division and Employment and Human Services Department (EHSD) to ensure effective and efficient administration and operation of the County cremation program.

Goal: Provide at least three trainings at hospitals, nursing homes and/or mortuaries educating individuals about the duties and functions of the Public Administrator, when the Public Administrator should be notified and how to submit a complete referral.

Health Services

Health and Human Services

Environmental Health

Goal: Increase efficiency of all work processes with customer service in mind. Continue process of scanning historic documents division wide. Take stock of remaining processes that involve paper and create and implement paperless mechanisms. Conduct efficiency studies of work practices especially related to customer service.

Goal: Incorporate and implement the vision outlined in the Health Services Department Strategic Plan.

Hazardous Materials

Perform 133 Aboveground Petroleum Storage Act Program inspections.

- Respond to all incidents within one hour and ensure that all incidents are mitigated safely and effectively without injuries.
- Perform 1,567 Hazardous Materials Business Plan Program inspections.
- Perform 1,176 Hazardous Waste Generator Program inspections.
- Complete 12 California Accidental Release Prevention Program audits.
- Perform 377 Underground Storage Program Inspections.

The Goals of the Incident Response Program are:

- To have a well-trained staff to respond to incidents safely and timely. To work with other Hazardous Materials Response Teams. CCHSHMP will continue reviewing all incidents to develop the safest way to respond to incidents.
- Participate in Continuing Challenge.
- Coordinate with fire department-based hazardous materials incident response teams to ensure a high level of safety for all responders during an integrated response.

- Work with all stakeholders to revise the County's Hazardous Materials Incident Notification Policy.

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: Provide and monitor timely access of Mental Health care as it pertains to track levels and the Suicide Prevention program.

Goal: Optimize ccLink functionality for the detention environment. Improve network/wi-fi access to allow for barcode with rover devices for medication management, wound care documentation and certain injuries with photos uploaded immediately to ccLink for providers to access for decision making to provide appropriate care.

Goal: 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 including 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 for patients Incompetent to Stand Trial and PC2603.

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: Support Health Services Leadership and Stakeholder Community in EMS Agency Director and Medical Director succession planning.

Goal: Collaborate with County leadership and State EMS Authority to support appropriate emergency ambulance service area award processes while assuring EMS System continuity of operations.

Goal: Implementation of EMS for Children Systems of Care,

Goal: Sustain and upgrade EMS System information systems to promote EMS operational, clinical performance and utilization data reporting to support EMS System improvement initiatives in partnership with stakeholders.

Goal: Recommend Board of Supervisors approval of five-year extension of Alliance

ambulance service agreement with American Medical Response prior to December 31, 2020.

Goal: Establish 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: Develop a comprehensive response to the opiate overdose epidemic in conjunction with the Alliance and Public Health Department with the following components:

- 1) Continuous automated data sharing of overdoses patients by the EMS agency with Public Health to allow outreach and enrollment in opiate treatment programs.
- 2) Leave at Scene Narcan (opiate reversal agent provided free by DHCS) by Alliance ambulance staff to support families and friends of at risk patients to reverse an overdoses prior to EMS arrival and increase the likelihood of survival.
- 3) Designate a primary receiving center for all opiate overdose patients at CCRMC to take advantage of its designation as the only Opiate Bridge Program in Contra Costa County.
- 4) Lay the groundwork for a trial of a National Model for treatment in the field for Opiate Withdrawal with Buprenorphine by paramedics, funded by a grant from CDPH for 2020-2021 awarded to the Public Health Department in partnership with EMS and the Alliance.

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 countywide emergency medical services and disaster response and operations.

Health Services
Health and Human Services

FY 2020-21
Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	45-46	Detention Facility Mental Health, Medical Services	Salaries and Benefits	29.1	2,540,000	Augment adult detention health facility clinical and administrative staffing
			Total	29.1	2,540,000	

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	1,061,804	1,254,748	1,387,748	1,387,748	0
Services And Supplies	255,972	427,400	290,400	290,400	0
Expenditure Transfers	14,908	8,852	8,852	8,852	0
Expense Total	1,332,683	1,691,000	1,687,000	1,687,000	0
Revenue					
Other Local Revenue	105,170	125,000	125,000	125,000	0
State Assistance	214,686	237,000	237,000	237,000	0
Revenue Total	319,856	362,000	362,000	362,000	0
Net County Cost (NCC):	1,012,827	1,329,000	1,325,000	1,325,000	0
Allocated Positions (FTE)	9.5	10	10	10	0
Financial Indicators					
Salaries as % of Total Exp	80%	74%	82%	82%	
% Change in Total Exp		27%	0%	0%	
% Change in Total Rev		13%	0%	0%	
% Change in NCC		31%	0%	0%	
Compensation Information					
Permanent Salaries	655,650	753,254	846,143	846,143	0
Temporary Salaries	5,891	46,500	24,261	24,261	0
Deferred Comp	14,100	15,505	17,700	17,700	0
FICA/Medicare	50,848	60,426	64,360	64,360	0
Ret Exp-Pre 97 Retirees	2,056	2,367	2,367	2,367	0
Retirement Expense	205,070	234,766	261,935	261,935	0
Employee Group Insurance	79,714	91,909	118,453	118,453	0
Retiree Health Insurance	30,820	30,420	31,634	31,634	0
OPEB Pre-Pay	12,982	13,088	13,144	13,144	0
Unemployment Insurance	241	606	2,611	2,611	0
Workers Comp Insurance	4,432	5,907	5,139	5,139	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 stand-downs, 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:			\$1,564,196
Financing:			362,000
Net County Cost:			1,202,196
Funding Sources:			
State	15%		\$237,000
Misc. Current Svc	8%		125,000
General Fund	77%		1,202,196
FTE:			10

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:			\$122,804
Financing:			0
Net County Cost:			122,804
Funding Sources:			
General Fund	100%		\$122,804

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 2020-21.

Veterans Service Health and Human Services

Performance Measurements

1. During FY 2018-19, the Veterans Service Department processed \$7,105,062 in retroactive and lump sum monetary benefits for Veterans. New recurrent benefits totaled \$1,049,093. These figures show a 3% increase in new recurrent benefits as compared to FY 2017-18. Utilization of VA's Direct Upload (DD360) and SEP processing systems has decreased processing time and increased monetary benefit numbers.
2. College Tuition Fee Waivers remain a static benefit that is afforded to dependents of Veterans with a service-connected disability rating. In FY 2018-19 the office processed 619 (9% increase) tuition fee waivers. These applications represented \$2,929,541 in additional benefits to Veteran dependents.
3. Staff conducted 8,638 interviews, 52 field visits and participated in 34 outreach events, which resulted in 3,411 claims being filed, a 24.5% increase over last year's reported data. The department continues to maintain a two day per week presence in San Pablo and Brentwood, reaching student Veterans and Post 9/11 Veterans. A half-day presence per week in the Tri-Valley area continues to successfully aid a strong senior Veteran population. Weekly visits by a Veterans Service Representative to the VA Martinez Outpatient Clinic Rehab Facility provides critical claims advocacy to Veterans who are bedridden.
4. Department staff continue to attend 12 Veterans Treatment Courts per year and provide information and referral sources for Veterans who are participating in the treatment court.
5. As a result of AB935 (Driver's Licenses: Veteran Designation), Veterans Service staff completed 1540 (28% increase) DMV Veterans Status Verification Forms in FY 2018-19. These verifications resulted in an additional 309 claims filed and 108 awards for VA benefits.
6. With the implementation of the digital-to-digital (DD360) process, we have realized a continued annual cost reduction of approximately \$35,500 in services and

supplies for FY 2018-19. The VA receives claims the same day compared to an average of five days in prior fiscal years.

7. Veterans Service Department received a passing score from the California Department of Veterans Affairs audit thereby preserving state and local assistance "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 FY 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 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

Veterans Service

Health and Human Services

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 Veterans Benefits Management System (VBMS).

County of Contra Costa
Law & Justice



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,

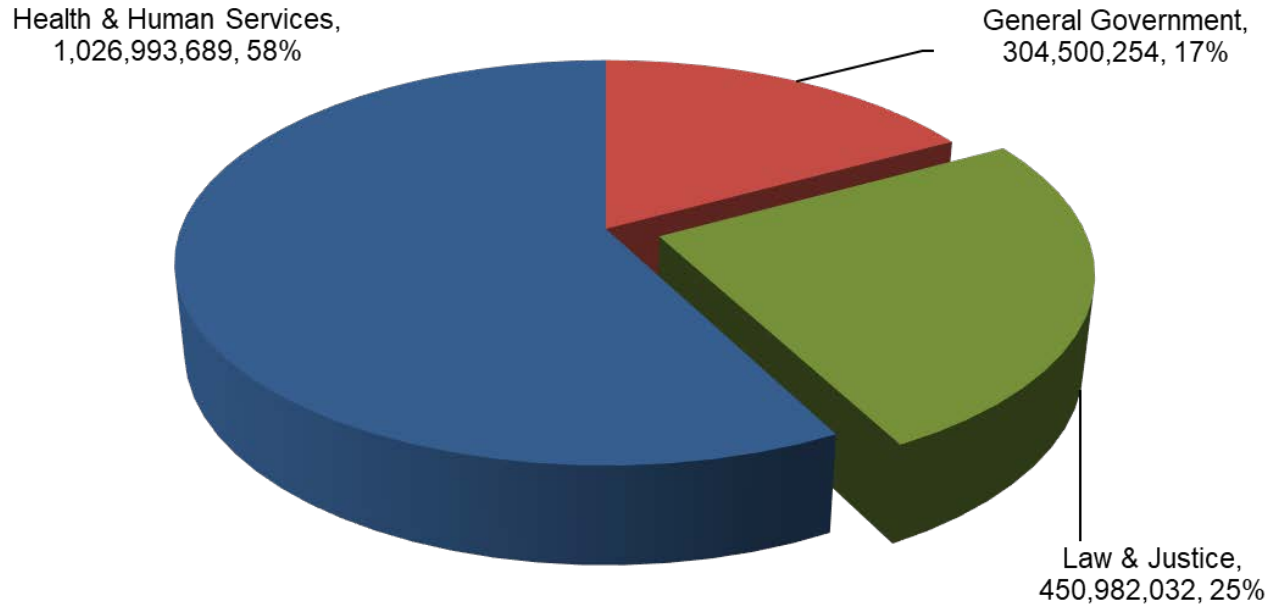
District Attorney, Justice Systems Development/ Planning, Probation, Public Defender, Public Safety Realignment, Sheriff-Coroner, and Superior Court Related Functions.

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	339,698,740	359,814,122	367,923,593	370,147,398	2,223,805
Services And Supplies	51,515,635	60,527,051	52,996,349	52,996,349	0
Other Charges	21,819,451	21,205,328	21,913,897	21,913,897	0
Fixed Assets	2,600,726	3,244,976	3,237,976	3,237,976	0
Expenditure Transfers	3,098,362	3,130,682	2,686,412	2,686,412	0
Expense Total	418,732,915	447,922,159	448,758,227	450,982,032	2,223,805
Revenue					
Other Local Revenue	107,869,546	113,403,830	117,298,315	117,590,120	291,805
Federal Assistance	2,295,762	3,804,791	3,261,713	3,261,713	0
State Assistance	105,104,905	106,374,642	108,525,199	108,525,199	0
Revenue Total	215,270,213	223,583,263	229,085,227	229,377,032	291,805
Net County Cost (NCC):	203,462,702	224,338,896	219,673,000	221,605,000	1,932,000
Allocated Positions (FTE)	1,843.6	1,832.6	1,817.6	1,840.6	23.0
Financial Indicators					
Salaries as % of Total Exp	81%	80%	82%	82%	
% Change in Total Exp		7%	0%	0%	
% Change in Total Rev		4%	2%	0%	
% Change in NCC		10%	(2%)	1%	
Compensation Information					
Permanent Salaries	161,875,489	183,049,877	188,620,465	190,003,296	1,382,831
Temporary Salaries	5,961,065	3,971,270	4,054,779	4,054,779	0
Permanent Overtime	19,508,905	11,416,523	11,426,160	11,426,160	0
Deferred Comp	713,921	1,015,214	1,163,400	1,159,800	(3,600)
Comp & SDI Recoveries	(1,323,607)	(515,549)	(515,549)	(515,549)	0
FICA/Medicare	6,916,371	7,085,033	7,266,885	7,286,919	20,034
Ret Exp-Pre 97 Retirees	978,101	1,034,793	1,034,793	1,034,793	0
Retirement Expense	97,302,421	103,715,486	104,061,138	104,721,930	660,792
Excess Retirement	167,376	170,705	207,417	207,417	0
Employee Group Insurance	21,192,877	24,655,841	26,385,336	26,521,675	136,339
Retiree Health Insurance	13,383,810	13,231,802	13,972,985	13,972,985	0
OPEB Pre-Pay	5,636,016	5,726,937	5,781,814	5,781,814	0
Unemployment Insurance	68,612	78,213	192,435	193,579	1,144
Workers Comp Insurance	7,195,480	5,056,072	4,149,631	4,175,896	26,265
Labor Received/Provided	121,905	121,905	121,905	121,905	0

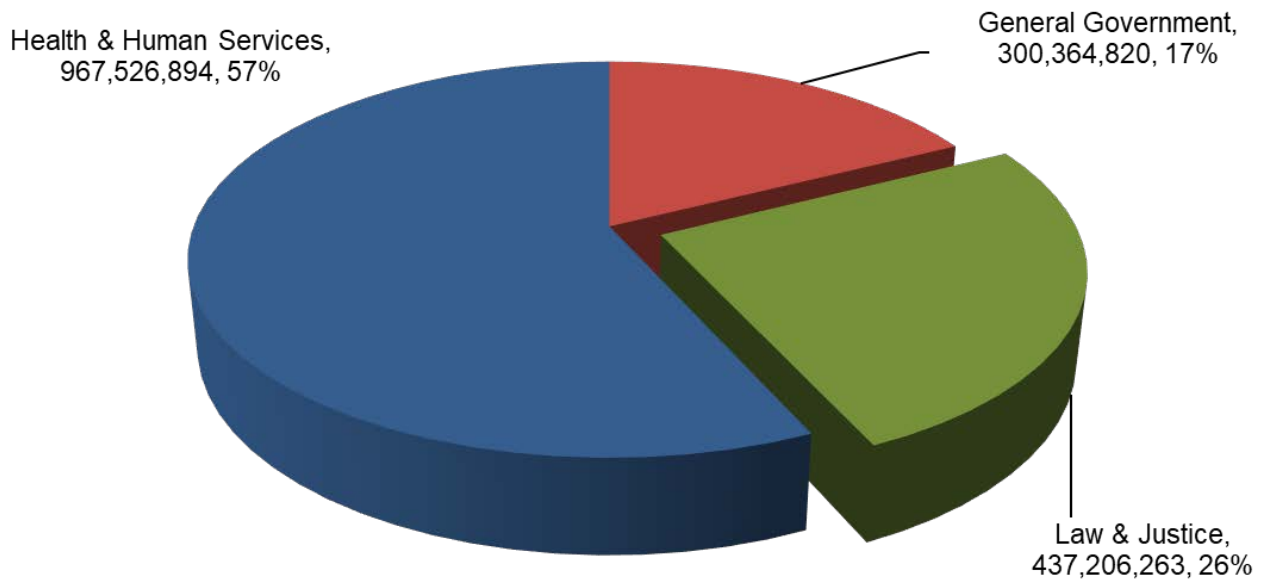
Functional Group Summary

Law and Justice

**FY 2020-21
Recommended General Fund Expenditures**



**FY 2019-20
Recommended General Fund Expenditures**



General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	7,950,358	8,872,479	9,041,147	8,671,147	(370,000)
Services And Supplies	3,087,564	4,183,760	3,539,295	3,539,295	0
Other Charges	10,908	57,979	10,000	10,000	0
Fixed Assets	83,989	0	0	0	0
Expenditure Transfers	403,058	435,782	289,558	289,558	0
Expense Total	11,535,877	13,550,000	12,880,000	12,510,000	(370,000)
Revenue					
Other Local Revenue	7,333,650	7,840,000	8,010,000	8,010,000	0
Revenue Total	7,333,650	7,840,000	8,010,000	8,010,000	0
Net County Cost (NCC):	4,202,227	5,710,000	4,870,000	4,500,000	(370,000)
Allocated Positions (FTE)	77.0	77.0	77.0	73.0	(4.0)
Financial Indicators					
Salaries as % of Total Exp	69%	65%	70%	69%	
% Change in Total Exp		17%	(5%)	(3%)	
% Change in Total Rev		7%	2%	0%	
% Change in NCC		36%	(15%)	(8%)	
Compensation Information					
Permanent Salaries	4,209,433	4,987,121	5,171,427	4,965,627	(205,800)
Temporary Salaries	161,280	99,689	47,413	47,413	0
Permanent Overtime	87,419	70,000	67,500	67,500	0
Deferred Comp	40,081	58,980	71,580	64,380	(7,200)
Comp & SDI Recoveries	(52,126)	(4,549)	(4,549)	(4,549)	0
FICA/Medicare	324,473	382,549	394,516	370,516	(24,000)
Ret Exp-Pre 97 Retirees	12,261	17,733	17,733	17,733	0
Retirement Expense	1,244,319	1,446,377	1,495,754	1,431,754	(64,000)
Employee Group Insurance	700,048	893,877	1,007,842	938,842	(69,000)
Retiree Health Insurance	387,358	415,966	400,251	400,251	0
OPEB Pre-Pay	164,327	171,984	156,269	156,269	0
Unemployment Insurance	1,609	2,517	5,191	5,191	0
Workers Comp Insurance	669,875	330,236	210,220	210,220	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: Animal Services Field Services, Animal Services Center Operations, Animal Services Administration, and Animal Services Community Services.

Animal Services

Law and Justice

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 response to non-emergency service calls, and provide daily animal services to 18 contract cities, including unincorporated areas of the County, as listed:

- Assist police, fire and 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:		\$4,524,346
Financing:		2,924,178
Net County Cost:		1,600,168
Funding Sources:		
City Contract	60.2%	\$2,725,178
Other Revenue	4.4%	200,000
General Fund	35.4%	1,600,168
FTE:	22.0	

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 or neutered prior to adoption.

Center Operations	
Service:	Mandatory
Level of Service:	Mandatory
Expenditures:	\$4,255,225
Financing:	2,657,470
Net County Cost:	1,597,755
Funding Sources:	
City Contract	54.3% \$2,312,470
Other Revenue	8.1% 345,000
General Fund	37.5% 1,597,755
FTE: 29.0	

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 department uses a computerized system to

Animal Services

Law and Justice

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:	\$3,301,533	
Financing:	2,168,730	
Net County Cost:	1,132,803	
Funding Sources:		
City Contract	17.2%	\$568,730
Other Revenue	48.5%	1,600,000
General Fund	34.3%	1,132,803
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:	\$428,896	
Financing:	259,622	
Net County Cost:	169,274	
Funding Sources:		
City Contract	18.6%	\$79,622
Other Revenue	42.0%	180,000
General Fund	39.5%	169,274
FTE:	2.0	

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:	\$100,000
Financing:	150,000
Net Fund Cost:	-\$50,000
Funding Sources:	
Non-restricted Donations	100.0% \$150,000

CAO's Recommendation

The Recommended Budget funds Baseline expenditures for FY 2020-21. The Recommended Budget includes a revenue increase of \$170,000, which is generated from an annual rate increase in the city contracts for animal services.

The Department is currently in negotiations with the 18 contracted cities to ensure adequate resources. However, the revenue generated through the contracts with the cities is insufficient to sustain current service levels. As such, the Department will eliminate 4 vacant positions, including 3 Animal Services Officer positions and 1 Animal Services Utility Worker position, identified in the "Program Modification List".

The department's priority is to continue to improve 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: Improve Department customer services by measuring public interactions through an online satisfaction survey.

Measurement: The Department has developed and implemented a customer satisfaction survey via online that allows customers to provide feedback about their experience with the Department. Performance metrics captured through the survey include customer service experience, cleanliness of facilities and overall impression of the Department.

Goal: Provide targeted programs to Contra Costa communities where over populations of pit bulls and Chihuahua mixes exist.

Measurement: The Department contracted veterinary care services to local non-profit agencies to provide no and low cost spay and neuter, along with urgent care medical services. The communities served were high-risk areas with predominantly high Pit Bull and Chihuahua populations.

Goal: Establish guidelines (pet evaluation matrix) for tracking animals from intake to outcome.

Measurement: The Department created a medical and behavior pet evaluation matrix (PEM) for tracking animals from intake to outcome. In FY 20/21 the Department will be creating a training and implementation plan to begin utilizing the PEM.

Goal: Improve efficiency in dispatching officers.

Measurement: The Department has entered into a more comprehensive partnership with the Contra Costa County Office of the Sheriff to migrate all internal dispatching services through a Computer Aided Dispatch (CAD) system. This migration will provide better call taking and dispatch coverage.

Animal Services

Law and Justice

Measurement: The Department has completed a realignment for its coverage areas, thus allowing Animal Services Officers to handle service calls in a more efficient manner. The officers are able to view calls on a GIS mapping grid, to address calls nearest to their location.

Goal: Increase Communication and Humane Education efforts to the Contra Costa public by providing education material in Spanish on Department pet owner and animal welfare information.

Measurement: The Department received a grant to translate educational materials into Spanish. As a result of the grant, the Department was able to translate the most important and widely utilized materials into Spanish, providing a more meaningful way to engage the County's largest non-English speaking population. Materials translated include information about spay and neuter resources in Contra Costa County, the importance and benefits of licensing, along with information on how to vaccinate their pets.

Administrative and Program Goals

Goal: Implement online reporting process for deceased animal reporting and reduce the

department's call volume to improve its customer service experience.

Goal: Manage the Department's adoption programs, including the recruitment and training of adoption counselors, to ensure positive outcomes for the animals in our care.

Goal: The Department plans to provide community education workshops in collaboration with local law enforcement agencies on animal ordinances and service programs in high-risk areas within the County.

Goal: Implement the Department's pet evaluation matrix (PEM) created in prior year to track animals from intake to outcome.

Goal: Increase the Department's online transaction processes to provide user friendly transactions for public fees. Creating online service options will increase the ability for citizens to access and utilize Department services.

FY 2020/21 Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	1	Field Services	Decrease staff	(4.0)	(370,000)	Eliminate three Animal Services Officer positions and one Animal Services Utility Worker position.
			Total	(4.0)	(370,000)	

Conflict Defense Law and Justice

Conflict Defense

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Services And Supplies	4,998,249	6,000,000	5,400,000	5,400,000	0
Expense Total	4,998,249	6,000,000	5,400,000	5,400,000	0
Net County Cost (NCC):	4,998,249	6,000,000	5,400,000	5,400,000	0
Financial Indicators					
Salaries as % of Total Exp	0%	0%	0%	0%	
% Change in Total Exp		20%	(10%)	0%	
% Change in Total Rev					
% Change in NCC		20%	(10%)	0%	

Description: Provides Court-ordered legal representation of accused indigents where the Public Defender or Alternate Defender has a legal conflict of interest or is otherwise unavailable or is relieved for other reasons. Reasons the Public or Alternate Defender may be relieved include: motions of defendants for reasons other than "Conflict of Interest" (e.g., Marsden); representation of a witness; acting as a standby, advisory or co-counsel in a criminal case.

CAO's Recommendation

The County currently contracts with Independent Counsel, Inc., 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. Increase in costs have been trending upward due to contracted annual rate increases. The number of cases that the Public Defender has been referring to Independent Counsel has been relatively stable.

The Recommended Budget provides sufficient appropriations for the continuation of conflict legal defense services in FY 2020-21.

The level of service for this program is mandated pursuant to constitutional requirements. Should the recommended expenditure appropriations prove insufficient to fund the requisite level of defense services, it will be necessary to shift resources to this budget center from other programs or County reserve.

Conflict Defense Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$5,400,000
Financing:		0
Net County Cost:		5,400,000
Funding Sources:		
General Fund	100.0%	\$5,400,000

**Conflict Defense
Law and Justice**

District Attorney Summary

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	39,874,947	42,465,507	43,987,889	44,167,889	180,000
Services And Supplies	3,724,879	4,185,249	4,324,837	4,324,837	0
Other Charges	36,062	43,485	42,647	42,647	0
Fixed Assets	42,537	60,000	60,000	60,000	0
Expenditure Transfers	(594,248)	(761,241)	(702,373)	(702,373)	0
Expense Total	43,084,177	45,993,000	47,713,000	47,893,000	180,000
Revenue					
Other Local Revenue	4,400,009	5,365,806	5,038,727	5,038,727	0
Federal Assistance	140,520	378,974	588,750	588,750	0
State Assistance	18,356,751	18,502,220	19,085,523	19,085,523	0
Revenue Total	22,897,280	24,247,000	24,713,000	24,713,000	0
Net County Cost (NCC):	20,186,897	21,746,000	23,000,000	23,180,000	180,000
Allocated Positions (FTE)					
	221.5	222.6	222.6	224.6	2.0
Financial Indicators					
Salaries as % of Total Exp	93%	92%	92%	92%	
% Change in Total Exp		7%	4%	0%	
% Change in Total Rev		6%	2%	0%	
% Change in NCC		8%	6%	1%	
Compensation Information					
Permanent Salaries	22,924,000	25,915,524	26,214,167	26,330,347	116,180
Temporary Salaries	1,947,038	488,136	733,469	733,469	0
Permanent Overtime	668,403	272,870	272,870	272,870	0
Deferred Comp	204,941	243,000	281,839	285,439	3,600
Comp & SDI Recoveries	(26,495)	0	0	0	0
FICA/Medicare	1,524,064	1,545,471	1,606,565	1,615,365	8,800
Ret Exp-Pre 97 Retirees	84,219	82,415	82,415	82,415	0
Retirement Expense	8,374,990	9,383,392	9,692,783	9,723,983	31,200
Excess Retirement	10,686	0	0	0	0
Employee Group Insurance	2,477,572	2,836,145	3,365,353	3,384,353	19,000
Retiree Health Insurance	963,932	952,951	1,020,744	1,020,744	0
OPEB Pre-Pay	436,123	416,408	434,831	434,831	0
Unemployment Insurance	9,526	13,064	26,938	27,058	120
Workers Comp Insurance	275,949	316,132	255,914	257,014	1,100

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	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	39,469,769	42,111,404	43,639,610	43,819,610	180,000
Services And Supplies	3,709,617	4,177,822	4,316,956	4,316,956	0
Other Charges	36,005	43,485	42,647	42,647	0
Fixed Assets	42,537	60,000	60,000	60,000	0
Expenditure Transfers	(270,565)	(432,711)	(372,213)	(372,213)	0
Expense Total	42,987,364	45,960,000	47,687,000	47,867,000	180,000
Revenue					
Other Local Revenue	4,400,009	5,365,806	5,038,727	5,038,727	0
Federal Assistance	140,520	378,974	588,750	588,750	0
State Assistance	18,356,751	18,502,220	19,085,523	19,085,523	0
Revenue Total	22,897,280	24,247,000	24,713,000	24,713,000	0
Net County Cost (NCC):	20,090,084	21,713,000	22,974,000	23,154,000	180,000
Allocated Positions (FTE)					
	220.0	221.6	221.6	223.6	2.0
Financial Indicators					
Salaries as % of Total Exp	92%	92%	92%	92%	
% Change in Total Exp		7%	4%	0%	
% Change in Total Rev		6%	2%	0%	
% Change in NCC		8%	6%	1%	
Compensation Information					
Permanent Salaries	22,749,988	25,724,470	26,025,242	26,141,422	116,180
Temporary Salaries	1,885,120	488,136	733,469	733,469	0
Permanent Overtime	668,403	272,870	272,870	272,870	0
Deferred Comp	203,921	241,980	280,819	284,419	3,600
Comp & SDI Recoveries	(26,495)	0	0	0	0
FICA/Medicare	1,508,290	1,534,216	1,595,045	1,603,845	8,800
Ret Exp-Pre 97 Retirees	83,626	79,855	79,855	79,855	0
Retirement Expense	8,316,682	9,322,021	9,632,056	9,663,256	31,200
Excess Retirement	10,686	0	0	0	0
Employee Group Insurance	2,443,017	2,803,888	3,336,203	3,355,203	19,000
Retiree Health Insurance	927,485	916,337	983,773	983,773	0
OPEB Pre-Pay	416,210	400,840	419,406	419,406	0
Unemployment Insurance	9,437	12,969	26,750	26,870	120
Workers Comp Insurance	273,400	313,822	254,122	255,222	1,100

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:		\$27,345,835
Financing:		16,933,501
Net County Cost:		10,412,334
Funding Sources		
Sales Tax	56.2%	\$15,378,997
Transfers	2.6%	717,504
State Aid	0.8%	208,000
Miscellaneous Rev	0.0%	5,000
General Fund	38.1%	10,412,334
FTE: 144.1		

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:		\$6,649,186
Financing:		4,356,614
Net County Cost:		2,292,572
Funding Sources:		
Intergov Rev	30.8%	\$2,048,864
Misc State Aid	25.6%	1,700,000
Fed Aid Crime Ctrl	8.9%	588,750
Miscellaneous Rev	0.3%	19,000
General Fund	34.5%	2,292,572
FTE: 25.5		

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:	\$5,348,310		
Financing:	110,000		
Net County Cost:	5,238,310		
Funding Sources:			
Misc State Aid	2.1%	\$110,000	
General Fund	97.9%	5,238,310	
FTE: 20.0			

4. Victim Witness Assistance

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 Assistance Summary			
Service:	Mandatory		
Level of Service:	Discretionary		
Expenditures:	\$1,752,441		
Financing:	1,688,526		
Net County Cost:	63,915		
Funding Sources:			
Misc State Aid	96.4%	\$1,688,526	
General Fund	3.6%	63,915	
FTE: 14.5			

5. Administration

Description: Responsible for operations, fiscal, personnel, procurement, facilities management, information technology, and resource development related to the department.

Administration Summary			
Service:	Mandatory		
Level of Service:	Discretionary		
Expenditures:	\$5,155,069		
Financing:	8,200		
Net County Cost:	5,146,869		
Funding Sources:			
Miscellaneous Rev	0.2%	\$8,200	
General Fund	99.8%	5,146,869	
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, Neighborhood Courts staff, victim advocates and support staff who work collaboratively with other criminal justice partners to prevent crime and support victims in its aftermath.

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AB 109 Program Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$2,333,663
Financing:		2,333,663
Net County Cost:		0
Funding Sources:		
Intergov Rev	100.0%	\$2,333,663
FTE: 7.5		

Public Assistance Fraud Budget

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	405,178	354,103	348,279	348,279	0
Services And Supplies	15,262	7,427	7,881	7,881	0
Other Charges	57	0	0	0	0
Expenditure Transfers	(323,683)	(328,530)	(330,160)	(330,160)	0
Expense Total	96,813	33,000	26,000	26,000	0
Net County Cost (NCC):	96,813	33,000	26,000	26,000	0
Allocated Positions (FTE)					
	1.5	1.0	1.0	1.0	0.0
Financial Indicators					
Salaries as % of Total Exp	419%	1,073%	1,340%	1,340%	
% Change in Total Exp		(66%)	(21%)	0%	
% Change in Total Rev		0%	0%	0%	
% Change in NCC		(66%)	(21%)	0%	
Compensation Information					
Permanent Salaries	174,012	191,054	188,925	188,925	0
Temporary Salaries	61,919	0	0	0	0
Deferred Comp	1,020	1,020	1,020	1,020	0
FICA/Medicare	15,774	11,255	11,520	11,520	0
Ret Exp-Pre 97 Retirees	593	2,560	2,560	2,560	0
Retirement Expense	58,308	61,371	60,728	60,728	0
Employee Group Insurance	34,555	32,257	29,150	29,150	0
Retiree Health Insurance	36,447	36,614	36,971	36,971	0
OPEB Pre-Pay	19,913	15,568	15,425	15,425	0
Unemployment Insurance	89	95	189	189	0
Workers Comp Insurance	2,548	2,309	1,792	1,792	0

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:		\$356,160
Financing:		330,160
Net County Cost:		26,000
Funding Sources:		
Transfers	92.7%	\$330,160
General Fund	7.3%	26,000
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:		\$800,000
Financing:		500,000
Net Fund Cost:		300,000
Funding Sources:		
Fines/Forfeitures	62.5%	\$500,000
Fund Balance	37.5%	300,000

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:		\$490,000
Financing:		350,000
Net Fund Cost:		140,000
Funding Sources:		
General Fines	71.4%	\$350,000
Fund Balance	28.6%	140,000

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:		162,000
Net Fund Cost:		(107,000)
Funding Sources:		
Seizures	100.0%	162,000

4. DA Federal Forfeiture – Dept of Justice

Description: Federal law requires that the District Attorney Office's use the portion of distributed forfeited narcotics assets for enhancement of prosecution.

Federal Forfeiture-Dept of Justice Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$3,000
Financing:		3,000
Net Fund Cost:		0
Funding Sources:		
General Fines	100.0%	3,000

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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:	\$300,000	
Financing:	500,000	
Net Fund Cost:	(200,000)	
Funding Sources:		
Recording Fees	100.0%	\$500,000

6. Supplemental Law Enforcement Services Fund (SLESF) – Criminal Prosecution

Description: As provided by AB 3229 (Chapter 134, Statutes of 1996), the State supplements otherwise available funding for local public safety services (“COPS”). These funds are used locally to enhance prosecution of domestic violence cases. Under AB 109 Public Safety Realignment, SLESF allocations are now subsumed under the County’s Local Revenue Fund for Public Safety Realignment.

SLESF – Criminal Prosecution Summary		
Service:	Mandatory	
Level of Service:	Mandatory	
Expenditures:	\$524,000	
Financing:	524,000	
Net Fund Cost:	0	
Funding Sources:		
Public Safety Realign	100.0%	\$524,000

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.

Public Safety Realignment Local Revenue Fund (AB 109) District Attorney Summary		
Service:	Mandatory	
Level of Service:	Mandatory	
Expenditures:	\$379,000	
Financing:	379,000	
Net Fund Cost:	0	
Funding Sources:		
Public Safety Realign	100.0%	\$379,000

CAO’s Recommendation

The District Attorney’s Office FY 2020-21 Recommended Budget increases expenditure appropriations by \$1,900,000, or 4.1% and increases estimated revenue by \$466,000, or 1.9%, resulting in an increase in net County cost of \$1,434,000, or 6.6% over the FY 2019-20 Budget.

The increases to expenditure appropriations are due to projected salary and benefit increases for existing employees and the addition of two (2.0) FTE positions. 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 \$493,583 increase to estimated Proposition 172 sales tax revenue and \$86,659 in increased Public Safety Realignment revenue related to AB 109 and Post-Release Community Supervision (PRCS) operations.

The Recommended Budget includes a vacancy factor of \$716,670. A vacancy factor accounts for cost savings related to funded personnel vacancies occurring within the department during the fiscal year.

***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 1.16 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 2019, the Office prosecuted over 4,018 felony cases and 6,579 misdemeanor cases. 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 established the first ever Conviction Integrity Unit ("CIU") in Contra Costa County in early 2019. 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. The unit is also responsible for conviction integrity case review when evidence of officer misconduct arises in addition to petitions submitted for re-sentencing under the new felony murder law.

(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, 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.

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(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.

In 2019, the Office was awarded a federal grant to create a Human Trafficking Task Force to tackle both sex and labor trafficking. The Office will host the first ever Labor Trafficking Summit on March 18, 2020. The event is designed to enable participants to recognize labor trafficking and victims of exploitation, as well as equip them with strategies for investigation and prosecution.

The District Attorney has made it a priority to work with community and law enforcement to tackle sex trafficking in Richmond. She worked to bring government, law enforcement, and community together to address the concerns of the business merchants and neighbors on 23rd Street in Richmond. From this relationship, community meetings and a day of action took place in January to educate the community about human trafficking.

Since 2014, the Office has sponsored an annual Human-Trafficking Awareness campaign. This event occurs in January and includes educating the community on the issues 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 5th annual Day of Action.

2. 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, the District Attorney 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) 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.

(C) 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.

(D) 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.

(E) 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.

(F) 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.

(G) 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.

In January 2020, the District Attorney's Office partnered with Code for America to proactively dismiss and seal 3,264 marijuana convictions eligible for relief under Proposition 64. The Office used Code for America's Clear My Record technology, which reads bulk criminal history data, and securely and accurately analyzes eligibility for thousands of convictions in seconds. This partnership helps address wrongs caused by the failed war on drugs, felt most by communities of color.

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.

In March of 2019, the office brought in Dr. Kris's Henning from Georgetown University to train all attorneys on implicit bias in the criminal justice system. We also held the first ever immigration training for prosecutors in our office in 2019.

**FY 2020-21
Program Modification List**

Order	Reference to Mand/Disc List	Program Name	Service	FTE	Net County Cost Impact	Impact
1	1	Mainline Prosecution	Increase staff	2.0	180,000	Add two DA Case preparation assistants.
			Total	2.0	180,000	

Justice Systems Development/Planning Law and Justice

Summary Law and Justice Budgets

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	640,515	819,707	844,924	844,924	0
Services And Supplies	1,412,685	10,014,856	2,356,905	2,356,905	0
Expenditure Transfers	(221,938)	(232,069)	(246,829)	(246,829)	0
Expense Total	1,831,263	10,602,494	2,955,000	2,955,000	0
Revenue					
Other Local Revenue	145,693	163,857	165,000	165,000	0
State Assistance	1,088,868	1,000,000	1,000,000	1,000,000	0
Revenue Total	1,234,561	1,163,857	1,165,000	1,165,000	0
Net County Cost (NCC):	596,701	9,438,637	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	35%	8%	29%	29%	
% Change in Total Exp		479%	(72%)	0%	
% Change in Total Rev		(6%)	0%	0%	
% Change in NCC		1,482%	(81%)	0%	
Compensation Information					
Permanent Salaries	398,357	520,377	528,095	528,095	0
Deferred Comp	5,640	7,440	6,420	6,420	0
FICA/Medicare	28,725	38,932	39,399	39,399	0
Ret Exp-Pre 97 Retirees	1,328	973	973	973	0
Retirement Expense	131,343	160,784	163,010	163,010	0
Employee Group Insurance	57,216	74,237	89,443	89,443	0
Retiree Health Insurance	10,034	10,034	10,032	10,032	0
OPEB Pre-Pay	5,055	4,317	4,224	4,224	0
Unemployment Insurance	149	261	528	528	0
Workers Comp Insurance	2,669	2,351	2,799	2,799	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 Systems Development
0265 – Vehicle Theft

Justice Systems Development/Planning

Law and Justice

Major Department Responsibilities

The mission of Justice Systems Development/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	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	640,515	819,707	844,924	844,924	0
Services And Supplies	626,795	7,412,770	1,356,905	1,356,905	0
Expenditure Transfers	(221,938)	(232,069)	(246,829)	(246,829)	0
Expense Total	1,045,373	8,000,408	1,955,000	1,955,000	0
Revenue					
Other Local Revenue	145,693	163,857	165,000	165,000	0
Revenue Total	145,693	163,857	165,000	165,000	0
Net County Cost (NCC):	899,680	7,836,551	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	61%	10%	43%	43%	
% Change in Total Exp		665%	(76%)	0%	
% Change in Total Rev		12%	1%	0%	
% Change in NCC		771%	(77%)	0%	
Compensation Information					
Permanent Salaries	398,357	520,377	528,095	528,095	0
Deferred Comp	5,640	7,440	6,420	6,420	0
FICA/Medicare	28,725	38,932	39,399	39,399	0
Ret Exp-Pre 97 Retirees	1,328	973	973	973	0
Retirement Expense	131,343	160,784	163,010	163,010	0
Employee Group Insurance	57,216	74,237	89,443	89,443	0
Retiree Health Insurance	10,034	10,034	10,032	10,032	0
OPEB Pre-Pay	5,055	4,317	4,224	4,224	0
Unemployment Insurance	149	261	528	528	0
Workers Comp Insurance	2,669	2,351	2,799	2,799	0

Description: Develops, coordinates, and installs automated information systems for justice departments including project management, training and technical assistance. Plans and manages the implementation of the case management information system for the District Attorney, Public Defender and Probation departments. Coordinates regularly with the Superior Court and local law enforcement

agencies on system upgrades, testing, and troubleshooting. Plans, maintains and coordinates countywide justice systems and interfaces – currently, the All County Criminal Justice Information Network (ACCJIN), the Justice Automated Warrant System (JAWS), the Law & Justice Information System (LJIS), and the District Attorney case management system (Prosecutor by Karpel).

Justice Systems Development/Planning

Law and Justice

Law & Justice Systems Development Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$ 2,201,829
Financing:		411,829
Net County Cost:		1,790,000
Funding Sources:		
Charges for Serv	17.8%	392,329
Misc. Revenue	10.6%	19,500
General Fund	81.9%	1,790,000
FTE: 5.0		

Justice Systems Development/Planning Law and Justice

Vehicle Theft Program

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Services And Supplies	785,889	2,602,086	1,000,000	1,000,000	0
Expense Total	785,889	2,602,086	1,000,000	1,000,000	0
Revenue					
State Assistance	1,088,868	1,000,000	1,000,000	1,000,000	0
Revenue Total	1,088,868	1,000,000	1,000,000	1,000,000	0
Net County Cost (NCC):	(302,979)	1,602,086	0	0	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		231%	(62%)	0%	
% Change in Total Rev		(8%)	0%	0%	
% Change in NCC		(629%)	(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:		\$2,903,000
Financing:		1,230,000
Net Fund Cost:		1,673,000
Funding Sources:		
Participant Fees	28.9%	\$ 837,000
Fines & Forfeitures	13.5%	393,000
Fund Balance	57.6%	1,673,000
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:		\$31,467,000
Financing:		29,272,000
Net Fund Cost:		2,195,000
Funding Sources:		
Public Safety Realign	93.0%	\$29,272,000
Fund Balance	7.0%	2,195,000
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:	\$3,748,000	
Financing:	3,748,000	
Net Fund Cost:	0	
Funding Sources:		
Misc. Revenue	100.0%	\$3,748,000
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:	\$10,321,000	
Financing:	10,321,000	
Net Fund Cost:	0	
Funding Sources:		
Public Safety Realign	100.0%	\$10,321,000
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:	\$50	
Financing:	50	
Net Fund Cost:	0	
Funding Sources:		
Fines & Forfeitures	100.0%	\$ 50
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 on an accelerated schedule to replace the County's legacy mainframe court management and calendaring system.

In addition to the project to replace the County's justice case management systems, the CAO also began the project 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 daily.

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. Consequently, staff strive to accomplish automation projects as rapidly as possible.

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

- Temporary IT staffing agencies
- 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 \$7,632,734 due primarily to the removal of prior-year fund balance in the amount of \$6,046,551 from Law & Justice Systems Development and \$1,602,086 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 \$25,217;
- Miscellaneous other adjustments that resulted in a net expense decrease of \$41,120.

Justice Systems Development/Planning

Law and Justice

Revenues are derived from charges to local law enforcement agencies for access to the ACCJIN, and vehicle license fees. Baseline ACCJIN charges are increased by \$15,903.

The Recommended Budget is equivalent to the Baseline Budget.

Performance Measurement

Administrative

- Conducted continuous recruitment for qualified Programmer/Quality Assurance analysts.
- Negotiated agency temporary-to-hire contract to supplement County recruitment of hard-to-fill positions.

Warrant Management System

- Completed the planning implementation for phase 1 of the replacement project: core functionality design, development, data conversion, testing, training, and roll out.

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 monthly juvenile disposition reports to the Juvenile Court and Probation Statistical System and the U.S. Department of Justice, and monthly data feeds to the County's Automated Regional Information Exchange System (ARIES).

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

- Provide daily active-warrant data feeds via 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, Wanted Person System interface, and miscellaneous features.
- Begin phase 3: geocoding agency beats.

Justice Partner Case Management Systems

- Select replacement Probation (Adult and Juvenile) and Public Defender (Adult and Juvenile) case management systems, and complete contract negotiations.
- Plan implementation of adult and juvenile case management systems for Probation (Supervision, Investigation, and Institution) and Public Defender (Public & Alternate Defender).

Justice Systems Development/Planning

Law and Justice

- Assist the District Attorney's Office efforts with local law enforcement agencies to implement electronic filing of criminal complaints to the District Attorney's Office.
- Partner with the Superior Court to determine impact of and monitor the new Court case management system on existing and planned data exchanges as well as solutions.
- Continue support for the ACCJIN Web Portal, until the Court implements a replacement, so law enforcement agencies may see Probation status and conditions, Court calendar, and Court-case status.

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.
- Formalize Warrant Management System and ACCJIN MOU agreement with between County and Law Enforcement Agencies.

Probation Department Summary

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	54,236,357	60,693,224	59,071,251	59,071,251	0
Services And Supplies	10,167,572	9,119,179	10,718,192	10,718,192	0
Other Charges	5,810,955	4,984,805	5,272,735	5,272,735	0
Fixed Assets	47,875	0	0	0	0
Expenditure Transfers	(312,064)	(92,765)	(87,644)	(87,644)	0
Expense Total	69,950,695	74,704,443	74,974,534	74,974,534	0
Revenue					
Other Local Revenue	15,370,906	15,599,669	16,895,750	16,895,750	0
Federal Assistance	618,812	1,900,000	1,150,000	1,150,000	0
State Assistance	11,168,291	12,939,024	12,428,784	12,428,784	0
Revenue Total	27,158,009	30,438,693	30,474,534	30,474,534	0
Net County Cost (NCC):	42,792,686	44,265,750	44,500,000	44,500,000	0
Allocated Positions (FTE)	367.5	345.5	330.5	330.5	0.0
Financial Indicators					
Salaries as % of Total Exp	78%	81%	79%	79%	
% Change in Total Exp		7%	0%	0%	
% Change in Total Rev		12%	0%	0%	
% Change in NCC		3%	1%	0%	
Compensation Information					
Permanent Salaries	24,424,110	28,443,487	27,773,187	27,773,187	0
Temporary Salaries	1,169,302	1,315,000	1,315,000	1,315,000	0
Permanent Overtime	2,749,466	811,000	819,038	819,038	0
Deferred Comp	194,439	244,036	267,401	267,401	0
Comp & SDI Recoveries	(264,190)	(47,000)	(47,000)	(47,000)	0
FICA/Medicare	678,387	672,823	539,248	539,248	0
Ret Exp-Pre 97 Retirees	184,146	183,313	183,313	183,313	0
Retirement Expense	18,238,491	20,201,620	19,239,699	19,239,699	0
Excess Retirement	80,480	147,028	183,740	183,740	0
Employee Group Insurance	3,470,388	4,533,336	4,684,765	4,684,765	0
Retiree Health Insurance	2,551,438	2,532,323	2,579,370	2,579,370	0
OPEB Pre-Pay	1,052,166	1,071,272	1,105,674	1,105,674	0
Unemployment Insurance	10,303	9,024	30,237	30,237	0
Workers Comp Insurance	305,718	1,220,644	1,065,309	1,065,309	0
Labor Received/Provided	(608,287)	(644,682)	(667,729)	(667,729)	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. Probation Programs, Probation Facilities, and Care of Court Wards

Major Department Responsibilities

The mission of the Probation Department is an unwavering commitment to justice, even in the face of adversity, an ethical application of the law, and a proven approach to rehabilitation.

A talented Probation team works collaboratively to create opportunities for those the Department serves to experience a positive outcome that strengthens the individual and makes the community safe.

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 Short Term Residential Therapeutic Program (STRTP).

The Chief Probation Officer is the statutorily designated Chair of the Community Corrections Partnership (CCP). The CCP is the advisory board involved in the planning, implementation and oversight of the County Plan for the realignment of State prisoners to County jurisdiction under Public Safety Realignment (AB 109).

Probation Programs Budget

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	27,947,956	32,000,709	32,269,117	32,269,117	0
Services And Supplies	4,029,680	3,487,764	4,516,184	4,516,184	0
Other Charges	18,937	(40,195)	17,535	17,535	0
Fixed Assets	40,709	0	0	0	0
Expenditure Transfers	(436,479)	(225,092)	(213,632)	(213,632)	0
Expense Total	31,600,804	35,223,186	36,589,204	36,589,204	0
Revenue					
Other Local Revenue	9,429,942	9,877,039	10,773,016	10,773,016	0
Federal Assistance	227,644	1,200,000	450,000	450,000	0
State Assistance	698,838	765,397	642,188	642,188	0
Revenue Total	10,356,424	11,842,436	11,865,204	11,865,204	0
Net County Cost (NCC):	21,244,379	23,380,750	24,724,000	24,724,000	0
Allocated Positions (FTE)	183.0	177.0	170.0	170.0	0.0
Financial Indicators					
Salaries as % of Total Exp	88%	91%	88%	88%	
% Change in Total Exp		11%	4%	0%	
% Change in Total Rev		14%	0%	0%	
% Change in NCC		10%	6%	0%	
Compensation Information					
Permanent Salaries	12,655,543	15,028,035	15,160,018	15,160,018	0
Temporary Salaries	222,272	0	0	0	0
Permanent Overtime	363,858	75,000	75,000	75,000	0
Deferred Comp	93,810	117,456	133,444	133,444	0
Comp & SDI Recoveries	(54,592)	0	0	0	0
FICA/Medicare	334,003	378,485	330,553	330,553	0
Ret Exp-Pre 97 Retirees	95,629	95,313	95,313	95,313	0
Retirement Expense	9,478,591	10,551,594	10,527,592	10,527,592	0
Excess Retirement	30,995	0	36,712	36,712	0
Employee Group Insurance	1,706,353	2,266,342	2,414,276	2,414,276	0
Retiree Health Insurance	2,551,438	2,532,323	2,579,370	2,579,370	0
OPEB Pre-Pay	1,052,166	1,071,272	1,105,674	1,105,674	0
Unemployment Insurance	4,914	8,871	16,107	16,107	0
Workers Comp Insurance	143,168	642,605	584,692	584,692	0
Labor Received/Provided	(730,192)	(766,587)	(789,634)	(789,634)	0

Probation

Law and Justice

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: 26.0
- 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: 14.0

- 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 500 pretrial defendants per year. The Pretrial program is funded through AB109, Public Safety Realignment.
FTE: 4.0
- g. **Vehicle Theft** – Vehicle theft is a collaborative program including the California Highway Patrol, Sheriff, District Attorney, and Probation Departments that enhances the capacity of local police and prosecutors to deter, investigate and prosecute vehicle theft crimes. A Deputy Probation Officer assigned to the program provides close supervision to a caseload of offenders convicted of auto theft. This program is funded by State vehicle license fees.
FTE: 1.0

h. Domestic Violence – Provides intensive supervision of 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. Partial funding for this comes from the Contra Costa Alliance to End Abuse.

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 500 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 550 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 provides recommendations 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 court consideration during the dispositional process. The Department performs over 1,500 intake and court investigations annually.

FTE: 7.0

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: 14.0

e. Placement – Probation staff formulate alternative living plans for approximately 100+ 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 continue to actively participate in and plan for changes to the Continuum of Care Reform in collaboration with Children and Family Services and the California Department of Social Services).

FTE: 7.0

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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: 4.0

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. This program is partially funded through the Juvenile Justice Crime Prevention Act (JJCPA).
FTE: 3.0

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, Inc. (a community-based organization).
FTE: 4.0 YOTP; 1.0 GIM

3. Other Services

a. **Training** – Probation staff ensure state mandated Standards and Training for Corrections (STC) training requirements are met. 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: 26.0

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:		\$36,802,836
Financing:		12,078,836
Net County Cost:		24,724,000
Funding Sources:		
State	19.2%	\$7,084,495
AB109 Realignment	10.8%	3,981,611
Title IV-E	1.2%	450,000
Federal	0.9%	347,098
Transfers	0.6%	213,632
Charges for Service	0.0%	2,000
General Fund	67.2%	24,724,000
FTE: 170.0		

Juvenile Facilities Budget

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	26,288,402	28,692,515	26,802,134	26,802,134	0
Services And Supplies	3,246,221	2,450,415	2,926,008	2,926,008	0
Other Charges	10,200	0	10,200	10,200	0
Fixed Assets	7,166	0	0	0	0
Expenditure Transfers	124,415	132,327	125,988	125,988	0
Expense Total	29,676,403	31,275,257	29,864,330	29,864,330	0
Revenue					
Other Local Revenue	3,937,678	4,122,630	4,272,734	4,272,734	0
State Assistance	10,104,106	11,767,627	11,358,596	11,358,596	0
Revenue Total	14,041,784	15,890,257	15,631,330	15,631,330	0
Net County Cost (NCC):	15,634,620	15,385,000	14,233,000	14,233,000	0
Allocated Positions (FTE)	184.5	168.5	160.5	160.5	0.0
Financial Indicators					
Salaries as % of Total Exp	89%	92%	90%	90%	
% Change in Total Exp		5%	(5%)	0%	
% Change in Total Rev		13%	(2%)	0%	
% Change in NCC		(2%)	(7%)	0%	
Compensation Information					
Permanent Salaries	11,768,567	13,415,452	12,613,169	12,613,169	0
Temporary Salaries	947,030	1,315,000	1,315,000	1,315,000	0
Permanent Overtime	2,385,608	736,000	744,038	744,038	0
Deferred Comp	100,630	126,580	133,957	133,957	0
Comp & SDI Recoveries	(209,598)	(47,000)	(47,000)	(47,000)	0
FICA/Medicare	344,384	294,337	208,695	208,695	0
Ret Exp-Pre 97 Retirees	88,517	88,000	88,000	88,000	0
Retirement Expense	8,759,900	9,650,026	8,712,107	8,712,107	0
Excess Retirement	49,484	147,028	147,028	147,028	0
Employee Group Insurance	1,764,035	2,266,994	2,270,488	2,270,488	0
Unemployment Insurance	5,389	153	14,130	14,130	0
Workers Comp Insurance	162,550	578,039	480,617	480,617	0
Labor Received/Provided	121,905	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: 118.5

- 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: 37.0

- 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:	\$29,864,330	
Financing:	15,631,330	
Net County Cost:	14,233,000	
Funding Sources:		
State	51.5%	\$15,404,930
Federal	0.8%	225,000
Misc Revenue	0.0%	1,400
General Fund	47.7%	14,233,000
FTE:	160.5	

Care of Court Wards Budget

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Services And Supplies	2,891,670	3,181,000	3,276,000	3,276,000	0
Other Charges	5,781,818	5,025,000	5,245,000	5,245,000	0
Expense Total	8,673,488	8,206,000	8,521,000	8,521,000	0
Revenue					
Other Local Revenue	2,003,286	1,600,000	1,850,000	1,850,000	0
Federal Assistance	391,168	700,000	700,000	700,000	0
State Assistance	365,347	406,000	428,000	428,000	0
Revenue Total	2,759,801	2,706,000	2,978,000	2,978,000	0
Net County Cost (NCC):	5,913,687	5,500,000	5,543,000	5,543,000	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		(5%)	4%	0%	
% Change in Total Rev		(2%)	10%	0%	
% Change in NCC		(7%)	1%	0%	

Description: Probation provides court-ordered custodial care outside of County facilities and medical care for juvenile residents within County facilities.

- a. **Out-of-Home Placement** – Probation manages Federal, State and County funding for the board and care costs of minors placed in private residential care (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:		\$8,521,000
Financing:		2,978,000
Net County Cost:		5,543,000
Funding Sources:		
Gov/Gov	21.7%	\$1,850,000
Federal	8.2%	700,000
State	5.1%	428,000
General Fund	65.0%	5,543,000

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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:		\$2,517,000
Financing:		4,834,000
Net Fund Cost:		(2,317,000)
Funding Sources:		
State	100.0%	\$4,834,000

2. Probation Ward Welfare Fund

Description: Pursuant to Welfare and Institutions Code Section 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:		\$62,000
Financing:		48,000
Net Fund Cost:		14,000
Funding Sources:		
Misc Revenue	77.4%	\$48,000
Fund Balance	22.6%	14,000

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		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$4,502,176
Financing:		6,643,176
Net Fund Cost:		(2,141,000)
Funding Sources:		
State	100.0%	\$6,643,176

CAO's Recommendation

The Probation Department's FY 2020-21 Recommended Budget increases expenditure appropriations by \$270,091 or 0.4%. Additionally, the Department is anticipating a slight increase to estimated revenue by \$35,841 or 0.1%, resulting in an increase in net County cost of \$234,250 or 0.5%.

The Community Corrections Partnership has recommended funding increases for the AB109 programs operated by the Probation Department at the FY 2019-20 staffing levels.

The Recommended Budget includes a vacancy factor of \$2,682,332. A vacancy factor accounts for cost savings related to funded personnel vacancies occurring within the department during the fiscal year.

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 Administrator's Law and Justice Systems staff, 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 now

entering year three. The Department continues to strive to provide quality assurance for current and future EBP practices. Field Staff are currently going through training on Core Correctional and the Department recently implemented a new needs responsive risk assessment tool for both adult and juvenile work.

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 workplace. The Peer Support Program is not an element of the Employee Assistance Program (EAP), nor is it a substitute for professional help. The purpose of the Peer Support program is to aid an employee during times of both professional and personal crises through the

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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. Further, the Probation Department recently began staffing the Behavioral Health Court with a Deputy Probation Officer for the designated Court hearings. Doing so has enhanced the communication between the Field Supervision Officers and the Specialty Court, thus enhancing client services.

6. Housing

The Probation Department maintains a flexible housing fund with Health, Housing and Homeless (H3) to assist with locating appropriate housing for probation clients 18 years of age and older. This is a planned expansion of this contract, which will also include a provision for assistance to juvenile probation clients and their families. A contract is also in place to house a youth returning to the community from the Department of Juvenile Justice.

7. Juvenile Reentry Services

The Probation Department created a Juvenile Reentry program working

collaboratively with RYSE, Inc., Bay Area Community Resources, and the Contra Costa County Office of Education to provide seamless transitional services to youth who have completed the OAYRF, GIM or YOTP programs.

Administrative and Program Goals

1. Implement Continuum of Care Reform (CCR)

Efforts for CCR continues 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) have replaced 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) are defined as a group of individuals who are convened by the placing agency and who are engaged through a variety of team-based processes to identify the strengths and needs of the youth and his or her family, and to help achieve positive outcomes for

safety, permanency, and well-being. CFT meetings are mandated to convene on a regular and re-occurring basis to ensure their perspectives are incorporated throughout the duration of the case and is a primary vehicle for collaboration on the assessment, case planning, and placement decisions.

2. Analyze all programs for enhancement opportunities presented by new technology.

The Probation Department hopes to hire Administrative Services Assistant II in FY 2020-21. 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.

3. Continue to enhance the Department Juvenile Justice Crime Prevention Act and Youthful Offender Block Grant Consolidated Annual Plan

The Department will continue to chair the Juvenile Justice Coordinating Council, which is tasked with annually updating the Juvenile Justice Crime Prevention Act and Youthful Offender Block Grant Consolidated Annual Plan. The 19-member body consists of County staff as well as representatives from community-based organizations.

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Public Defender Summary

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	25,157,559	27,530,036	30,186,549	30,348,549	162,000
Services And Supplies	4,045,408	4,106,365	4,148,976	4,148,976	0
Other Charges	3	0	259,456	259,456	0
Fixed Assets	51,010	0	28,000	28,000	0
Expenditure Transfers	(66,638)	(17,159)	(173,981)	(173,981)	0
Expense Total	29,187,341	31,619,242	34,449,000	34,611,000	162,000
Revenue					
Other Local Revenue	3,882,414	4,501,105	5,228,589	5,228,589	0
Federal Assistance	139,226	20,878	20,878	20,878	0
State Assistance	49,129	52,134	51,533	51,533	0
Revenue Total	4,070,770	4,574,117	5,301,000	5,301,000	0
Net County Cost (NCC):	25,116,572	27,045,125	29,148,000	29,310,000	162,000
Allocated Positions (FTE)	137.1	143.0	143.0	143.0	0.0
Financial Indicators					
Salaries as % of Total Exp	86%	87%	88%	88%	
% Change in Total Exp		8%	9%	0%	
% Change in Total Rev		12%	16%	0%	
% Change in NCC		8%	8%	1%	
Compensation Information					
Permanent Salaries	15,524,209	17,680,717	19,326,785	19,488,785	162,000
Temporary Salaries	1,029,407	353,384	293,570	293,570	0
Permanent Overtime	5,150	0	0	0	0
Deferred Comp	137,613	167,221	187,500	187,500	0
Comp & SDI Recoveries	(38,542)	0	0	0	0
FICA/Medicare	1,116,523	1,168,957	1,296,576	1,296,576	0
Ret Exp-Pre 97 Retirees	47,781	52,543	52,543	52,543	0
Retirement Expense	4,760,008	5,308,628	5,837,650	5,837,650	0
Excess Retirement	32,457	23,677	23,677	23,677	0
Employee Group Insurance	1,618,442	1,779,996	2,174,692	2,174,692	0
Retiree Health Insurance	567,299	573,748	542,606	542,606	0
OPEB Pre-Pay	240,085	234,551	238,654	238,654	0
Unemployment Insurance	6,147	8,803	19,477	19,477	0
Workers Comp Insurance	110,978	177,812	192,820	192,820	0

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Department Description

1. Administration

Description: Provides management, administrative support, and oversight of all Departmental functions.

Administration Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$4,316,701
Financing:		0
Net County Cost:		4,316,701
Funding Sources:		
General Fund	100.0%	\$4,316,701
FTE: 7.25		

2. Investigations

Description: Conducts defense investigations of adult criminal and juvenile cases as needed to ensure effective representation of all clients.

Investigations Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$2,001,452
Financing:		0
Net County Cost:		2,001,452
Funding Sources:		
General Fund	100.0%	\$2,001,452
FTE: 13.0		

3. Criminal Defense

Description: Provides mandated legal representation, advice and investigative services to indigent adults and juveniles charged with criminal offenses. This includes 3 FTEs for the Justice Assistance Grant Holistic Intervention Partnership program.

Criminal Defense Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$20,474,128
Financing:		1,420,420
Net County Cost:		19,053,708
Funding Sources:		
Grants & Donations	5.1%	\$1,045,625
Transfers	1.5%	302,384
State	0.3%	52,134
Federal	0.1%	20,878
General Fund	93.1%	19,053,708
FTE: 87.0		

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.

Alternate Defender Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$3,938,139
Financing:		0
Net County Cost:		3,938,139
Funding Sources:		
General Fund	100.0%	\$3,938,139
FTE: 13.5		

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.

- a. **Clean Slate program** – Provides consultation and files petitions for expungement on behalf of persons seeking to clear their criminal records.
- b. **AB 109 Social Worker** – Social worker dedicated to preparing social histories and needs assessments on behalf of the low-level felony population.
- c. **Pretrial Services Program** – Two legal assistants dedicated to a collaborative County program designed to more appropriately assess, supervise and manage the pretrial jail population.
- d. **ACER program (Arrestment Court Early Representation)** – Provides representation for all in-custody clients at the first court appearance.
- e. **Reentry Resource Coordinator** – Coordinates and collaborates with county departments regarding reentry programs and resources; works directly with the community and organizations providing services to the reentry population to ensure continuity of services for clients
- f. **Proposition 47 Assistance** – Prepares and files petitions for persons eligible for relief under Proposition 47
- g. **Failure to Appear (FTA) Reduction Program** – A program, in partnership with Law Enforcement, to reduce the 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.

AB 109 Program Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$4,182,964	
Financing:	4,182,964	
Net County Cost:	0	
Funding Sources:		
Public Safety Realignmt	96.4%	\$4,032,964
Grants & Donations	3.6%	150,000
FTE: 22.25		

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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.

Public Safety Realignment Local Revenue Fund (AB 109) Public Defender Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$379,000
Financing:		379,000
Net Fund Cost:		0
Funding Sources:		
Intergov Revenue	100.0%	\$379,000

CAO's Recommendation

The Public Defender's FY 2020-21 Recommended Budget increases expenditure appropriations by \$2,991,758 or 9.5%, and increases estimated revenue by \$726,883 or 15.9%, resulting in an increase in net County cost of \$2,264,875 or 8.4% over the FY 2019-20 Budget.

The increase in expenditure appropriations are due to projected salary and benefit increases for existing positions and the net increase of one temporary position. The temporary Deputy Public Defender will assist the Department with developing and implementing a new case management system. The budget is balanced with no vacancy factor.

The increase in estimated revenue is due to a \$330,914 increase in Public Safety Realignment revenue related to AB 109 and Post-Release Community Supervision (PRCS) operations.

Also, a revenue increase of \$1,045,625 is projected for the Justice Assistance Grant Holistic Intervention Partnership program. The increased revenue has been partially offset by a reduction in grant revenue of \$631,000 for Stand Together Contra Costa.

Performance Measurements

1. **Provided leadership in designing and implementing the Mental Health Diversion Plan for AB 1810 funds**

Under the leadership of the CAO, the Department was instrumental in putting together the County-wide, multi-agency plan for utilizing State funding to divert mentally ill offenders out of the criminal justice system. While the final details of the funding agreement are still being developed, the Department is very close to launching this effort. In the meantime, the Department shall work within its existing resources to identify and evaluate clients for referral to mental health diversion.

2. **Opened Juvenile Justice Office in Walnut Creek**

After more than two years of planning, the new Holistic Juvenile Defense Office adjacent to the Walnut Creek Courthouse, was opened in October of 2019. With this new location, the Department will be better able to serve juvenile clients and their families.

3. **Represented clients newly eligible for resentencing under SB 1437**

Senate Bill 1437, enacted last year, provides a right for resentencing for certain inmates serving life sentences. These cases are complex and resource intensive. The Department was able to meet this new obligation by allocating a senior attorney to handle these cases. By the end of this fiscal year, the Department will be through the bulk of these cases.

4. Capstone Project to Reduce Racial and Ethnic Disparities in Juvenile Justice

The Department has been working with a cohort of County agencies and CBOs on an innovative project to reduce the number of black and brown children facing discipline that can result in entry into the juvenile justice system. This project is ongoing.

Administrative and Program Goals

- Launch a new Case Management System
- Expand client services with enhanced Social Work Program

- Represent clients in 1170(d)(1) Resentencing
- Expand Mental Health Diversion through AB 1810 funding
- Address Misdemeanor caseloads
- Launch Holistic Intervention Program (JAG Grant)
- Address Safety Measures for Jail Visits
- Create a post-conviction unit
- Reorganize Management Team
- Implement Client Representation Quality Assurance Protocols for Managers

**FY 2020-21
Program Modification List**

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	3	Criminal Defense	Temporary Salaries	0.0	162,000	Add 1 Temporary Deputy Public Defender
			Total	0.0	162,000	

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Public Safety Realignment *Law and Justice*

Public Safety Realignment Summary

2011 Local Revenue Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Expenditure Transfers	173,725,270	184,644,028	189,421,000	189,421,000	0
Expense Total	173,725,270	184,644,028	189,421,000	189,421,000	0
Revenue					
Other Local Revenue	2,028,442	0	0	0	0
State Assistance	171,680,071	183,464,942	187,226,000	187,226,000	0
Revenue Total	173,708,513	183,464,942	187,226,000	187,226,000	0
Net Fund Cost (NFC):	16,758	1,179,086	2,195,000	2,195,000	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		6%	3%	0%	
% Change in Total Rev		6%	2%	0%	
% Change in NCC		6,936%	86%	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:

- Law Enforcement Services
- 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:	\$64,794,000	
Financing:	62,599,000	
Net Fund Cost:	2,195,000	
Funding Sources:		
State Aid		
Realignment	96.6%	\$62,599,000
Fund Balance	3.4%	2,195,000

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:	\$124,627,000	
Financing:	124,627,000	
Net Fund Cost:	0	
Funding Sources:		
State Aid		
Realignment	100.0%	\$124,627,000

CAO's Recommendation

The FY 2020-21 Recommended Budget projects a countywide allocation of \$187,226,000 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 \$2,195,000 in one-time fund balance appropriated for various services.

The Recommended Budget represents a \$3,761,058 or 2.1%, increase from the FY 2019-20 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	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	211,004,808	218,506,632	223,895,833	226,147,638	2,251,805
Services And Supplies	22,980,413	21,777,793	21,573,144	21,573,144	0
Other Charges	480,350	668,059	668,059	668,059	0
Fixed Assets	2,375,315	3,184,976	3,149,976	3,149,976	0
Expenditure Transfers	3,890,192	3,798,134	3,607,681	3,607,681	0
Expense Total	240,731,079	247,935,594	252,894,693	255,146,498	2,251,805
Revenue					
Other Local Revenue	70,471,291	73,818,007	75,852,279	76,144,084	291,805
Federal Assistance	1,397,204	1,504,939	1,502,085	1,502,085	0
State Assistance	74,362,528	73,799,264	75,895,329	75,895,329	0
Revenue Total	146,231,022	149,122,210	153,249,693	153,541,498	291,805
Net County Cost (NCC):	94,500,057	98,813,384	99,645,000	101,605,000	1,960,000
Allocated Positions (FTE)	1,035.5	1,039.5	1,039.5	1,064.5	25.0
Financial Indicators					
Salaries as % of Total Exp	88%	88%	89%	89%	
% Change in Total Exp		3%	2%	1%	
% Change in Total Rev		2%	3%	0%	
% Change in NCC		5%	1%	2%	
Compensation Information					
Permanent Salaries	94,395,380	105,502,653	109,606,805	110,917,256	1,310,451
Temporary Salaries	1,558,037	1,567,061	1,567,061	1,567,061	0
Permanent Overtime	15,998,466	10,262,653	10,266,752	10,266,752	0
Deferred Comp	131,206	294,538	348,660	348,660	0
Comp & SDI Recoveries	(942,254)	(464,000)	(464,000)	(464,000)	0
FICA/Medicare	3,236,880	3,266,301	3,383,180	3,418,414	35,234
Ret Exp-Pre 97 Retirees	648,365	697,816	697,816	697,816	0
Retirement Expense	64,553,269	67,214,685	67,632,241	68,325,833	693,592
Excess Retirement	43,753	0	0	0	0
Employee Group Insurance	12,869,211	14,538,249	15,063,241	15,249,580	186,339
Retiree Health Insurance	8,903,750	8,746,780	9,419,982	9,419,982	0
OPEB Pre-Pay	3,738,260	3,828,405	3,842,162	3,842,162	0
Unemployment Insurance	40,835	44,094	110,014	111,038	1,024
Workers Comp Insurance	5,829,648	3,007,397	2,421,919	2,447,084	25,165

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	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	112,022,044	112,560,454	116,398,732	116,398,732	0
Services And Supplies	11,291,465	11,760,209	11,378,641	11,378,641	0
Other Charges	219,434	402,607	402,607	402,607	0
Fixed Assets	1,727,528	1,924,602	1,889,602	1,889,602	0
Expenditure Transfers	3,865,947	3,411,055	3,087,399	3,087,399	0
Expense Total	129,126,419	130,058,927	133,156,981	133,156,981	0
Revenue					
Other Local Revenue	38,828,621	40,327,819	40,843,657	40,843,657	0
Federal Assistance	597,289	1,370,939	1,368,085	1,368,085	0
State Assistance	41,248,457	41,162,169	42,337,239	42,337,239	0
Revenue Total	80,674,367	82,860,927	84,548,981	84,548,981	0
Net County Cost (NCC):	48,452,052	47,198,000	48,608,000	48,608,000	0
Allocated Positions (FTE)	502.5	506.5	506.5	506.5	0.0
Financial Indicators					
Salaries as % of Total Exp	87%	87%	87%	87%	
% Change in Total Exp		1%	2%	0%	
% Change in Total Rev		3%	2%	0%	
% Change in NCC		(3%)	3%	0%	
Compensation Information					
Permanent Salaries	48,341,643	51,991,031	54,286,599	54,286,599	0
Temporary Salaries	1,018,848	1,045,187	1,045,187	1,045,187	0
Permanent Overtime	7,360,476	4,862,629	4,867,004	4,867,004	0
Deferred Comp	92,231	182,340	206,340	206,340	0
Comp & SDI Recoveries	(497,217)	(457,000)	(457,000)	(457,000)	0
FICA/Medicare	1,873,506	1,899,860	1,971,235	1,971,235	0
Ret Exp-Pre 97 Retirees	320,395	376,090	376,090	376,090	0
Retirement Expense	31,523,256	31,620,009	32,265,084	32,265,084	0
Excess Retirement	43,753	0	0	0	0
Employee Group Insurance	6,433,562	7,048,741	7,376,660	7,376,660	0
Retiree Health Insurance	8,903,750	8,746,780	9,419,982	9,419,982	0
OPEB Pre-Pay	3,738,260	3,828,405	3,842,162	3,842,162	0
Unemployment Insurance	20,718	17,078	54,438	54,438	0
Workers Comp Insurance	2,848,865	1,399,305	1,144,950	1,144,950	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.

Administrative Services Bureau Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$28,897,816	
Financing:	1,697,980	
Net County Cost:	27,199,836	
Funding Sources:		
Charges for Serv	4.7%	1,366,780
State Aid	0.5%	150,000
Reimbursements	0.3%	97,500
Misc. Revenue	0.3%	78,200
Licenses & Permits	0.0%	5,500
General Fund	94.1%	27,199,836
FTE: 58.0		

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 \$40,784,000 related to Proposition 172 sales tax revenue for use in the Field Operations Bureau.

(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:	\$55,553,044	
Financing:	70,204,496	
Net County Cost:	(14,651,452)	
Funding Sources:		
Sales Tax	58.1%	\$40,784,000
Charges for Serv	28.5%	19,977,620
Reimbursements	10.6%	7,475,396
State Aid	1.3%	883,239
Federal Aid	0.8%	564,000
Misc. Revenue	0.7%	470,241
Fines/Forfeitures	0.1%	50,000
FTE: 229.0		

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 the reported crimes and the recovery of stolen property.

(1) General Criminal Investigations is the largest unit in the division and is responsible for the investigation and preparation of evidence for the prosecution of offenders involved in both felony crimes and cases involving juveniles. The Juvenile Assault/Sexual Assault Unit is responsible for follow-up investigations of child abuse cases and all sexual abuse cases.

(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:	\$13,351,109	
Financing:	1,470,921	
Net County Cost:	11,880,188	
Funding Sources:		
Charges for Serv	6.8%	\$913,899
State Aid	2.1%	270,000
Transfers	1.4%	191,217
Reimbursements	0.5%	64,805
Federal Aid	0.2%	31,000
General Fund	89.0%	11,880,188
FTE: 55.0		

3. Support Services Bureau

a. Forensic Services Division – Provides the objective examination, evaluation, and comparison and interpretation of physical evidence related to the investigation of crimes. The 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.

(1) The General Criminalistics Unit is responsible for the analysis of diverse types of physical evidence and for the examination of crime scenes for the collection and reservation of evidence in criminal cases.

(2) The Controlled Substance Analysis/Drug, Alcohol and Toxicology Unit has three major functions: the analysis of controlled substances seized by law enforcement officers; the analysis of blood, breath, and urine samples for the presence of alcohol 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.

Sheriff-Coroner

Law and Justice

Forensic Services Division		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$16,129,159
Financing:		7,088,789
Net County Cost:		9,040,370
Funding Sources:		
Reimbursements	24.3%	3,927,204
Charges for Serv	13.8%	2,231,000
Federal Aid	4.8%	773,085
Fines/Forfeitures	0.6%	100,000
Misc. Revenue	0.4%	57,000
Licenses & Permits	0.0%	500
General Fund	56.0%	9,040,370
FTE: 64.5		

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.

Technical Services Division		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$19,641,030
Financing:		4,501,972
Net County Cost:		15,139,058
Funding Sources:		
Charges for Serv	16.9%	\$3,317,500
Reimbursements	3.0%	595,812
State Aid	1.3%	250,000
Transfers	1.1%	223,960
Misc. Revenue	0.5%	89,200
Licenses & Permits	0.1%	25,500
General Fund	77.1%	15,139,058
FTE: 100.0		

- 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).

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 Communications Unit (as known as "Dispatch") 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

Sheriff Contract Services

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	19,099,711	21,852,226	22,599,514	22,599,514	0
Services And Supplies	198,677	189,812	193,163	193,163	0
Other Charges	572	0	0	0	0
Fixed Assets	0	9,162	9,162	9,162	0
Expenditure Transfers	(801,101)	(613,829)	(716,839)	(716,839)	0
Expense Total	18,497,859	21,437,371	22,085,000	22,085,000	0
Revenue					
Other Local Revenue	19,585,298	21,437,371	22,085,000	22,085,000	0
Revenue Total	19,585,298	21,437,371	22,085,000	22,085,000	0
Net County Cost (NCC):	(1,087,439)	0	0	0	0
Allocated Positions (FTE)	120.0	120.0	120.0	120.0	0.0
Financial Indicators					
Salaries as % of Total Exp	103%	102%	102%	102%	
% Change in Total Exp		16%	3%	0%	
% Change in Total Rev		9%	3%	0%	
% Change in NCC		(100%)	87%	0%	
Compensation Information					
Permanent Salaries	8,989,355	11,102,034	11,707,521	11,707,521	0
Temporary Salaries	390,486	230,000	230,000	230,000	0
Permanent Overtime	1,245,689	828,527	828,251	828,251	0
Deferred Comp	1,365	37,020	42,420	42,420	0
Comp & SDI Recoveries	(138,518)	(7,000)	(7,000)	(7,000)	0
FICA/Medicare	285,972	289,391	303,236	303,236	0
Ret Exp-Pre 97 Retirees	63,313	56,500	56,500	56,500	0
Retirement Expense	6,358,426	7,307,057	7,440,195	7,440,195	0
Employee Group Insurance	1,325,857	1,671,547	1,715,202	1,715,202	0
Unemployment Insurance	3,932	5,619	11,791	11,791	0
Workers Comp Insurance	573,834	331,531	271,397	271,397	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.

Court Security Services		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$17,337,206
Financing:		17,337,206
Net County Cost:		0
Funding Sources:		
Reimbursements	100.0%	\$17,337,206
FTE:	86.0	

2. Facility Security Contracts

Description: Contract facility security services for the Health Services Department and the Employment and Human Services Department.

Facility Security Contracts		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$5,495,165
Financing:		5,495,165
Net County Cost:		0
Funding Sources:		
Charges for Serv	86.4%	4,747,794
Transfers	13.6%	747,371
FTE:	34.0	

Custody Services Bureau Budget

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	73,452,448	77,907,339	78,476,735	80,728,540	2,251,805
Services And Supplies	8,197,222	6,797,796	7,017,886	7,017,886	0
Other Charges	19,721	166,415	166,415	166,415	0
Fixed Assets	27,048	411,047	411,047	411,047	0
Expenditure Transfers	478,831	654,851	612,629	612,629	0
Expense Total	82,175,270	85,937,448	86,684,712	88,936,517	2,251,805
Revenue					
Other Local Revenue	10,404,222	10,261,474	10,842,097	11,133,902	291,805
Federal Assistance	654,481	84,000	84,000	84,000	0
State Assistance	30,829,028	31,337,590	32,258,615	32,258,615	0
Revenue Total	41,887,731	41,683,064	43,184,712	43,476,517	291,805
Net County Cost (NCC):	40,287,540	44,254,384	43,500,000	45,460,000	1,960,000
Allocated Positions (FTE)					
	388.0	388.0	388.0	413.0	25.0
Financial Indicators					
Salaries as % of Total Exp	89%	91%	91%	91%	
% Change in Total Exp		5%	1%	3%	
% Change in Total Rev		(0%)	4%	1%	
% Change in NCC		10%	(2%)	5%	
Compensation Information					
Permanent Salaries	34,279,855	39,419,989	40,451,136	41,761,587	1,310,451
Temporary Salaries	114,590	236,500	236,500	236,500	0
Permanent Overtime	6,765,182	4,093,373	4,093,373	4,093,373	0
Deferred Comp	28,030	62,698	84,600	84,600	0
Comp & SDI Recoveries	(274,357)	0	0	0	0
FICA/Medicare	983,046	984,425	1,013,075	1,048,309	35,234
Ret Exp-Pre 97 Retirees	243,210	238,150	238,150	238,150	0
Retirement Expense	24,350,885	26,245,339	25,819,540	26,513,132	693,592
Employee Group Insurance	4,713,131	5,411,230	5,560,001	5,746,340	186,339
Unemployment Insurance	14,888	19,891	40,638	41,662	1,024
Workers Comp Insurance	2,233,988	1,195,744	939,721	964,886	25,165

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 109 Public Safety Realignment programming and detention transportation 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.

Martinez Detention Facility Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$31,357,797
Financing:		161,046
Net County Cost:		31,196,751
Funding Sources:		
Charges for Serv	0.3%	100,000
Transfers	0.2%	55,046
Misc. Revenue	0.0%	6,000
General Fund	99.5%	31,196,751
FTE: 165.0		

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.

West County Detention Facility Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$27,360,075
Financing:		19,412
Net County Cost:		27,340,663
Funding Sources:		
Transfers	0.1%	13,912
Charges for Serv	0.0%	5,500
General Fund	99.9%	27,340,663
FTE: 130.0		

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.

Marsh Creek Detention Facility Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$5,771,175
Financing:		1,500
Net County Cost:		5,769,675
Funding Sources:		
Charges for Serv	0.0%	1,500
General Fund	100.0%	5,769,675
FTE: 22.0		

4. Custody Alternative Facility (CAF)

Description: The CAF program diverts persons who would be incarcerated into non-residential programs such as the Work Alternative Program. Work Alternative is operated for those inmates sentenced to jail for 30 days or less. Inmates accepted into the program provide public service labor at no cost to the County, while relieving housing costs associated with

incarceration. Home Detention and County Parole are also included in this division. The cost of this division is partially offset by user fees; cost savings is also realized through a decrease in the detention population.

Custody Alternative Facility Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$4,680,363	
Financing:	450,000	
Net County Cost:	4,230,363	
Funding Sources:		
Charges for Serv	9.6%	450,000
General Fund	90.4%	4,230,363
FTE: 23.0		

5. Custody Services Administration

Description: Provides inmate classification and other detention management services. The Custody Services Administration budget includes estimated revenue of \$31,975,000 related to Proposition 172 sales tax revenue for use in the Custody Services Bureau, including all adult detention facilities.

Custody Services Administration Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$4,119,606	
Financing:	33,263,115	
Net County Cost:	(29,143,509)	
Funding Sources:		
Sales Tax	96.1%	\$31,975,000
Reimbursements	1.6%	524,000
Charges for Serv	1.2%	400,000
State Aid	0.8%	280,115
Federal Revenue	0.3%	84,000
FTE: 18.0		

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.

AB 109 Program Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$9,646,902	
Financing:	9,646,902	
Net County Cost:	0	
Funding Sources:		
Reimbursements	100.0%	\$9,646,902
FTE: 31.0		

7. Detention Transportation

Description: Provides inmate transportation between detention facilities and the Courts.

Detention Transportation Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$6,069,557	
Financing:	3,500	
Net County Cost:	6,066,057	
Funding Sources:		
State Aid	0.1%	\$3,500
General Fund	99.9%	6,066,057
FTE: 24.0		

Sheriff-Coroner

Law and Justice

Coroner Budget

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	2,370,260	2,340,613	2,358,565	2,358,565	0
Services And Supplies	1,063,448	992,527	992,153	992,153	0
Other Charges	143	0	0	0	0
Expenditure Transfers	55,575	52,860	48,282	48,282	0
Expense Total	3,489,426	3,386,000	3,399,000	3,399,000	0
Revenue					
Other Local Revenue	185,131	185,000	185,000	185,000	0
Revenue Total	185,131	185,000	185,000	185,000	0
Net County Cost (NCC):	3,304,295	3,201,000	3,214,000	3,214,000	0
Allocated Positions (FTE)	9.0	9.0	9.0	9.0	0.0
Financial Indicators					
Salaries as % of Total Exp	68%	69%	69%	69%	
% Change in Total Exp		(3%)	0%	0%	
% Change in Total Rev		(0%)	0%	0%	
% Change in NCC		(3%)	0%	0%	
Compensation Information					
Permanent Salaries	1,043,729	1,113,197	1,143,040	1,143,040	0
Temporary Salaries	0	27,374	27,374	27,374	0
Permanent Overtime	158,701	94,500	94,500	94,500	0
Deferred Comp	111	0	2,280	2,280	0
Comp & SDI Recoveries	(32,162)	0	0	0	0
FICA/Medicare	20,681	20,106	20,570	20,570	0
Ret Exp-Pre 97 Retirees	9,872	6,200	6,200	6,200	0
Retirement Expense	954,313	884,387	878,521	878,521	0
Employee Group Insurance	149,281	161,252	158,636	158,636	0
Unemployment Insurance	442	561	1,149	1,149	0
Workers Comp Insurance	65,291	33,036	26,294	26,294	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.

Coroner Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$3,399,000
Financing:		185,000
Net County Cost:		3,214,000
Funding Sources:		
Removal Fee/Reports	4.6%	\$155,000
Misc. Revenue	0.9%	30,000
General Fund	94.5%	3,214,000
FTE: 9.0		

Sheriff-Coroner Law and Justice

Office of Emergency Services Budget

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	4,060,344	3,846,000	4,062,287	4,062,287	0
Services And Supplies	2,229,600	2,037,449	1,991,301	1,991,301	0
Other Charges	240,480	99,037	99,037	99,037	0
Fixed Assets	620,739	840,165	840,165	840,165	0
Expenditure Transfers	290,941	293,197	576,210	576,210	0
Expense Total	7,442,105	7,115,848	7,569,000	7,569,000	0
Revenue					
Other Local Revenue	1,468,019	1,606,343	1,896,495	1,896,495	0
Federal Assistance	145,433	50,000	50,000	50,000	0
State Assistance	2,285,043	1,299,505	1,299,505	1,299,505	0
Revenue Total	3,898,496	2,955,848	3,246,000	3,246,000	0
Net County Cost (NCC):	3,543,609	4,160,000	4,323,000	4,323,000	0
Allocated Positions (FTE)	16.0	16.0	16.0	16.0	0.0
Financial Indicators					
Salaries as % of Total Exp	55%	54%	54%	54%	
% Change in Total Exp		(4%)	6%	0%	
% Change in Total Rev		(24%)	10%	0%	
% Change in NCC		17%	4%	0%	
Compensation Information					
Permanent Salaries	1,740,798	1,876,401	2,018,508	2,018,508	0
Temporary Salaries	34,113	28,000	28,000	28,000	0
Permanent Overtime	468,419	383,624	383,624	383,624	0
Deferred Comp	9,470	12,480	13,020	13,020	0
FICA/Medicare	73,675	72,520	75,064	75,064	0
Ret Exp-Pre 97 Retirees	11,575	20,876	20,876	20,876	0
Retirement Expense	1,366,389	1,157,894	1,228,900	1,228,900	0
Employee Group Insurance	247,381	245,480	252,741	252,741	0
Unemployment Insurance	854	944	1,998	1,998	0
Workers Comp Insurance	107,670	47,782	39,556	39,556	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.

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.

Emergency Services Support Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$1,285,411	
Financing:	32,500	
Net County Cost:	1,252,911	
Funding Sources:		
Charges for Serv	1.6%	\$20,000
Misc. Revenue	0.9%	11,500
Intergovernmental	0.1%	1,000
General Fund	97.5%	1,252,911
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.

Emergency Services Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$2,925,800	
Financing:	215,000	
Net County Cost:	2,710,800	
Funding Sources:		
Intergovernmental	7.3%	215,000
General Fund	92.7%	2,710,800
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.

Community Warning System Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$1,629,025	
Financing:	1,629,025	
Net County Cost:	0	
Funding Sources:		
Charges for Serv	100.0%	\$1,629,025
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	
Funding Sources:		
Intergovernmental	100.0%	\$1,565,505

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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:		19,970
Net County Cost:		359,289
Funding Sources:		
Misc. Revenue	5.3%	19,970
General Fund	94.7%	359,289

Miscellaneous Programs (Non-General Fund)

1. Central Identification Bureau

Description: Provides for operation of the statewide Automated Fingerprint Identification System (AFIS) for all law enforcement agencies in the County. Monies budgeted in this fund will be spent pursuant to direction of the Random Access Network Board.

Central Identification Bureau Summary		
Service:	Discretionary	
Level of Service:	Mandatory	
Expenditures:	\$1,437,000	
Financing:	1,437,000	
Net Fund Cost:	0	
Funding Sources:		
Intergovernmental	83.5%	\$1,200,000
Misc. Revenue	14.0%	201,000
Use of Money	2.5%	36,000

3. Countywide Gang & Drug Trust

Description: Provides for expenditures and revenues for preventing, enforcing and prosecuting illegal gang and/or drug activity. Expenditures must be approved by a panel consisting of the Sheriff, District Attorney, Chief Probation Officer, and a representative from the County Police Chiefs' Association.

Countywide Gang & Drug Trust Summary		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$182,000	
Financing:	182,000	
Net Fund Cost:	0	
Funding Sources:		
Intergovernmental	94.5%	\$172,000
Use of Money	5.5%	10,000

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:	\$24,000	
Financing:	24,000	
Net Fund Cost:	0	
Funding Sources:		
General Fines	87.5%	\$21,000
Use of Money	12.5%	3,000

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:	\$211,000	
Financing:	211,000	
Net Fund Cost:	0	
Funding Sources:		
Transfers	75.8%	\$160,000
Use of Money	23.7%	50,000
Charges for Serv	0.5%	1,000

Sheriff-Coroner Law and Justice

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:		\$108,000
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.

Prisoners Welfare Fund Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$1,445,000
Financing:		1,341,000
Net Fund Cost:		104,000
Funding Sources:		
Miscellaneous	90.4%	\$1,306,000
Charges for Svc	2.4%	34,000
Use of Money	0.1%	1,000
Fund Balance	7.2%	104,000
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:		\$956,000
Financing:		956,000
Net Fund Cost:		0
Funding Sources:		
Public Safety Realignment	100.0%	\$956,000

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:	\$16,179,000		
Financing:	16,179,000		
Net Fund Cost:	0		
Funding Sources:			
Public Safety			
Realignment	100.0%		\$16,179,000

Sheriff-Coroner Law and Justice

Law Enforcement Training Center Enterprise Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	1,598,788	1,973,307	2,062,312	2,062,312	0
Services And Supplies	142,147	297,874	297,874	297,874	0
Other Charges	183,228	167,503	167,939	167,939	0
Expenditure Transfers	120,641	67,695	63,875	63,875	0
Expense Total	2,044,805	2,506,379	2,592,000	2,592,000	0
Revenue					
Other Local Revenue	1,787,885	2,326,379	2,412,000	2,412,000	0
State Assistance	223,134	180,000	180,000	180,000	0
Revenue Total	2,011,019	2,506,379	2,592,000	2,592,000	0
Net Fund Cost (NFC):	33,786	0	0	0	0
Allocated Positions (FTE)	17.0	17.0	17.0	17.0	0.0
Financial Indicators					
Salaries as % of Total Exp	78%	79%	80%	80%	
% Change in Total Exp		23%	3%	0%	
% Change in Total Rev		25%	3%	0%	
% Change in NCC		(100%)	(2%)	0%	
Compensation Information					
Permanent Salaries	711,338	959,921	1,000,998	1,000,998	0
Temporary Salaries	198,564	240,000	240,000	240,000	0
Permanent Overtime	221,662	280,000	280,000	280,000	0
Deferred Comp	5	1,800	0	0	0
Vacation/Sick Leave Accrual	152	0	0	0	0
FICA/Medicare	71,720	74,814	77,537	77,537	0
Ret Exp-Pre 97 Retirees	1,989	2,638	2,638	2,638	0
Retirement Expense	216,185	257,962	272,603	272,603	0
Employee Group Insurance	127,104	134,070	170,089	170,089	0
Unemployment Insurance	409	489	1,014	1,014	0
Workers Comp Insurance	49,660	21,613	17,433	17,433	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.

LETC Enterprise Fund		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$2,592,000
Financing:		2,592,000
Net Fund Cost:		0
Funding Sources:		
Misc. Revenue	57.0%	\$1,477,813
Charges for Svc	36.0%	934,187
Intergovernmental	6.9%	180,000
FTE:	17.0	

CAO’s Recommendation

The Recommended Budget includes an increase in expenditure appropriations by \$7.2 million, or 2.9%, and increases estimated revenue by \$4.4 million, or 3.0%, resulting in an increase in net county cost of \$2.8 million, or 2.8%, over the FY 2019-20 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 2019-20 Budget and is included in County Patrol, which is consistent with FY 2019-20 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 increases to expenditure appropriations are due to projected salary and benefit increases for existing employees and the addition of twenty-five (25.0) FTE positions. One (1.0) Deputy Sheriff position has been added to implement a Mental Health Evaluation Team (MHET) program which is being funded through additional AB 109 revenue. The remaining twenty-four (24.0) positions are being added to augment staffing at the Martinez Detention Facility for additional detention staff oversight and coverage for free-time, pill-calls, and intake screening. A listing of position changes is included in the Program Modification List at the end of this section.

The estimated revenue also includes an estimated increase to Proposition 172 sales tax revenue of \$2.1 million, from \$70.7 million to \$72.8 million. Proposition 172 revenue funds 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 Emergency Services Division (ESD) will participate in multiple training exercises this fiscal year to enhance our capabilities in response to natural and made disasters. ESD will host several Incident Command System (ICS) operations trainings and participate in three all hazards Emergency Operations Center (EOC) tabletop exercises and one EOC functional activation exercise in 2020. 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.

In July 2017, the Office of the Sheriff was awarded \$70,000,000.00 in State funding to replace 416 outdated and overcrowded jail beds at the Martinez Detention Facility. The new facility, which is scheduled to break ground in the Summer of 2020, will be constructed within the existing perimeter of the West County Detention Facility. The new facility will dedicate over 22,000 square feet exclusively for programs and services and will include a 96-bed Behavioral Health Unit, a Child Visiting Center, a Vocational Services Unit, and a Re-entry Services Unit. An additional 16,000 square feet

Sheriff-Coroner

Law and Justice

will be dedicated to outdoor recreation space. The Behavioral Health and Re-entry Services Units will provide an integrated array of trauma-informed, evidence-based, gender-responsive rehabilitation, reentry, and vocational services, carefully matched to client need. These approaches reflect national best-practices for jail improvement initiatives.

The Office continues to seek out opportunities to collaborate with other agencies and community partners to align forces to better meet the needs of the community we serve. Currently patrol staffing levels are not at the level needed to facilitate new programs. However, the Office remains committed to taking an active role in these partnerships as staffing levels improve.

Administrative and Programs Goals

The Office of the Sheriff is committed to the following goals for FY 2020-21:

- 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.

**FY 2020-21
Program Modification List**

Order	Reference to Mand/Disc List	Program Name	Service	FTE	Net County Cost Impact	Impact
1	29	AB109 Program	Salary and Benefits	1.0	291,805	Add 1 Deputy Sheriff for Mental Health Evaluation Team program.
2	29	AB 109 Program	Revenue	0.0	291,805	Increase in AB 109 funding as recommended by the Community Corrections Partnership.
3	24	Martinez Detention Facility	Salary and Benefits	24.0	1,960,000	Add 23 Deputy Sheriff positions to augment detention staffing free-time, pill-calls, and intake screenings and add 1 Sheriff Lieutenant for additional detention staff oversight.
			Total	25.0	1,960,000	

Superior Court Related Functions

Law and Justice

Summary Superior Court Related Functions

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	834,196	926,537	896,000	896,000	0
Services And Supplies	1,098,866	1,139,849	935,000	935,000	0
Other Charges	15,481,172	15,451,000	15,661,000	15,661,000	0
Expense Total	17,414,234	17,517,386	17,492,000	17,492,000	0
Revenue					
Other Local Revenue	6,265,584	6,115,386	6,108,000	6,108,000	0
State Assistance	79,338	82,000	64,000	64,000	0
Revenue Total	6,344,922	6,197,386	6,172,000	6,172,000	0
Net County Cost (NCC):	11,069,312	11,320,000	11,320,000	11,320,000	0
Financial Indicators					
Salaries as % of Total Exp	5%	5%	5%	5%	
% Change in Total Exp		1%	0%	0%	
% Change in Total Rev		(2%)	0%	0%	
% Change in NCC		2%	0%	0%	
Compensation Information					
Temporary Salaries	96,000	148,000	98,266	98,266	0
FICA/Medicare	7,318	10,000	7,400	7,400	0
Unemployment Insurance	42	450	50	50	0
Workers Comp Insurance	643	1,500	650	650	0
Labor Received/Provided	730,192	766,587	789,634	789,634	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:

- Trial Court Programs
- Civil Grand Jury
- Criminal Grand Jury

Major Department Responsibilities

The mission of Superior Court-related functions is to provide for all court services not eligible for state funding under the California Rule of Court 810, and includes the County's subsidy to the State in the case of Trial Court Programs; to examine management, operations and procedures of the County, cities and other local public agencies in the case of the Civil Grand Jury; to examine evidence presented by the District Attorney in the case of the Criminal

Superior Court Related Functions

Law and Justice

Grand Jury; and to provide funding for local dispute resolution as an alternative to formal court proceedings in the case of the Dispute Resolution Program; and to provide debt service payments for the Family Law Center on behalf of the Superior Court.

Superior Court Related Functions *Law and Justice*

Trial Court Programs

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	834,196	926,537	896,000	896,000	0
Services And Supplies	902,010	933,849	729,000	729,000	0
Other Charges	15,481,172	15,451,000	15,661,000	15,661,000	0
Expense Total	17,217,378	17,311,386	17,286,000	17,286,000	0
Revenue					
Other Local Revenue	6,265,584	6,115,386	6,108,000	6,108,000	0
State Assistance	79,338	82,000	64,000	64,000	0
Revenue Total	6,344,922	6,197,386	6,172,000	6,172,000	0
Net County Cost (NCC):	10,872,457	11,114,000	11,114,000	11,114,000	0
Financial Indicators					
Salaries as % of Total Exp	5%	5%	5%	5%	
% Change in Total Exp		1%	(0%)	0%	
% Change in Total Rev		(2%)	(0%)	0%	
% Change in NCC		2%	0%	0%	
Compensation Information					
Temporary Salaries	96,000	148,000	98,266	98,266	0
FICA/Medicare	7,318	10,000	7,400	7,400	0
Unemployment Insurance	42	450	50	50	0
Workers Comp Insurance	643	1,500	650	650	0
Labor Received/Provided	730,192	766,587	789,634	789,634	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

Law and Justice

Trial Court Programs Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		\$17,286,000
Financing:		6,172,000
Net County Cost:		11,114,000
Funding Sources:		
Charges for Serv	21.1%	\$ 3,648,058
Fine/Forfs/Penalties	14.1%	2,435,692
Intergov Revenue	0.4%	64,000
Lics/Perm/Franchises	0.1%	24,250
General Fund	64.3%	11,114,000

Superior Court Related Functions

Law and Justice

Civil Grand Jury

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Services And Supplies	149,441	156,000	156,000	156,000	0
Expense Total	149,441	156,000	156,000	156,000	0
Net County Cost (NCC):	149,441	156,000	156,000	156,000	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		4%	0%	0%	
% Change in Total Rev					
% Change in NCC		4%	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:		\$156,000
Financing:		0
Net County Cost:		156,000
Funding Sources:		
General Fund	100.0%	\$156,000

Superior Court Related Functions

Law and Justice

Criminal Grand Jury

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Services And Supplies	47,415	50,000	50,000	50,000	0
Expense Total	47,415	50,000	50,000	50,000	0
Net County Cost (NCC):	47,415	50,000	50,000	50,000	0
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		5%	0%	0%	
% Change in Total Rev					
% Change in NCC		5%	0%	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

Law and Justice

Miscellaneous Programs (Non-General Fund)

1. Dispute Resolution Program

Description: Provides for the establishment and funding, at County option, of local dispute resolution services including small claims, guardianship, and unlawful detainer/civil harassment mediation, as an alternative to formal court proceedings. This program is funded from an \$8 portion of court civil filing fees. Services are provided by professional contractors.

Dispute Resolution Program Summary		
Service:	Mandatory	
Level of Service:	Discretionary	
Expenditures:	\$197,000	
Financing:	203,000	
Net Fund Cost:	(6,000)	
Funding Sources:		
Court Filing Fees	101.5%	\$200,000
Investment Earnings	1.5%	3,000
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:	\$ 1,015,000	
Financing:	1,015,000	
Net Fund Cost:	0	
Funding Sources:		
Fines & Forfeitures	98.5%	\$1,000,000
Investment Earnings	1.5%	15,000
Fund 110600		

3. Courthouse Construction

Description: Fund established pursuant to Government Code 76100 to assist the County in the acquisition, rehabilitation, construction, and financing of courtrooms, a courtroom building or buildings that contain facilities necessary or incidental to the operation of the justice system, or court facilities. The fund accumulates deposits of surcharges on every fine, penalty, or forfeiture imposed and collected by the courts for criminal offenses. Pursuant to the Trial Court Facilities Act of 2002, counties are required to transfer any fund balances to the State unless there remains bonded indebtedness for local court facilities. The County's Courthouse Construction Fund is used to pay the debt on the Family Law Center facility in Martinez and for the County's share of emergency maintenance costs for shared courthouse facilities.

Superior Court Related Functions

Law and Justice

Courthouse Construction		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		\$ 852,600
Financing:		852,600
Net Fund Cost:		0
Funding Sources:		
Fines & Forfeit	98.5%	\$840,000
Investment Earnings	1.5%	12,600
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. The balance of this fund was escheated to the County General Fund in FY 2018-19. The year-end journal was not adjusted until after the appropriations were established for FY 2020-21; therefore, the appropriations are included in this Recommended Budget; however, actual FY 2020-21 appropriations for this fund will be zero. The State Schedules for FY 2020-21 are correct.

Family Law Center – Debt Service		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		\$ 2,129,142
Financing:		0
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 reduced slightly (0.5%) based on the combination of a projected increase in certain fines and forfeitures over the prior year, offset by the Board's elimination of certain justice program administrative fees. Other charges are increased by \$210,000 to reflect the County's obligation to share 50% of fines and forfeitures gains with the State of California. To offset this anticipated increased cost and the overall reduction in projected revenue, the budgetary provision for capital and homicide case defense is reduced by \$235,386.

The Recommended Budget is equivalent to the Baseline budget, and includes General Fund appropriations in the amount of \$15.7 million for transfer to the State to subsidize the cost of the local Superior Court, and \$1.8 million for other court functions for which the County is financially responsible under the Trial Court Funding and Public Safety Realignment (AB 109)* Acts.

The Superior Court has notified the County that it intends to migrate all of its automated computer systems off the County's mainframe by June 2021. This aggressive migration schedule creates some urgency to move County justice case management systems off the mainframe as expeditiously as possible. For more explanation, please see the Goals and Objectives for Justice System Planning.

Superior Court Related Functions also include three non-General Fund programs that provide

Superior Court Related Functions

Law and Justice

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 on justice systems modernization and to establish a new court hearing process for the involuntary psychiatric medication of detention facility inmates who have a serious mental disorder.

Administrative and Program Goals

In fiscal year 2020-21, the County Administrator will continue to work with the Superior Court to:

- In cooperation with County justice partners and the Superior Court, 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;
- Refine the procedures for PC 2603 (involuntary psychiatric medication) and PC 1370 (incompetent to stand trial) hearings;
- Improve the meeting facilities and technology provided to the civil grand jury;
- 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



Fire Districts

Contra Costa County Fire Protection District – Fire Protection Summary

CCCYPD Operating Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	100,506,801	110,925,446	114,191,327	115,494,327	1,303,000
Services And Supplies	10,285,779	10,921,324	12,156,909	12,156,909	0
Other Charges	5,593,022	5,886,712	6,480,215	6,480,215	0
Fixed Assets	6,051,484	2,165,405	830,100	830,100	0
Expenditure Transfers	18,128,117	18,909,766	19,718,449	19,718,449	0
Expense Total	140,565,202	148,808,653	153,377,000	154,680,000	1,303,000
Revenue					
Other Local Revenue	140,196,066	145,926,538	152,250,000	152,670,000	420,000
Federal Assistance	532,627	1,992,115	1,200,000	1,200,000	0
State Assistance	836,760	890,000	810,000	810,000	0
Revenue Total	141,565,453	148,808,653	154,260,000	154,680,000	420,000
Net Fund Cost (NFC):	(1,000,251)	0	(883,000)	0	883,000
Allocated Positions (FTE)					
	397.6	413.6	413.6	422.6	9.0
Financial Indicators					
Salaries as % of Total Exp	72%	75%	74%	75%	
% Change in Total Exp		6%	3%	1%	
% Change in Total Rev		5%	4%	0%	
% Change in NCC		(100%)	0%	(100%)	
Compensation Information					
Permanent Salaries	42,131,135	48,547,925	51,225,354	51,968,730	743,376
Temporary Salaries	342,869	300,000	710,000	710,000	0
Permanent Overtime	12,458,739	12,638,020	12,962,000	12,962,000	0
Deferred Comp	50,281	70,860	135,660	138,535	2,875
Comp & SDI Recoveries	(466,723)	0	0	0	0
FICA/Medicare	848,530	924,688	914,742	925,240	10,498
Retirement Expense	26,450,438	30,390,413	29,316,370	29,700,870	384,500
Excess Retirement	102,162	140,000	127,000	252,548	125,548
Employee Group Insurance	5,750,582	6,838,926	7,801,807	7,801,807	0
Retiree Health Insurance	5,107,948	5,170,250	5,636,000	5,636,000	0
OPEB Pre-Pay	2,218,087	2,208,123	2,208,109	2,208,109	0
Unemployment Insurance	0	0	0	0	0
Workers Comp Insurance	5,512,753	3,696,241	3,154,284	3,190,487	36,203

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 (CCCFPD) is responsible for providing fire suppression responses to both structure and wildland fires; emergency medical services including paramedic responses, rescue responses, hazardous materials responses; plan review, code enforcement, fire/arson investigation, weed abatement, public education, permits issuance required by Fire Code; and ensuring water supply needed for fire flow, compliance-based inspections, and training.

CCCFPD Operating Fund Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		\$154,680,000
Financing:		154,680,000
Net Fund Cost:		0
Funding Sources:		
Property Taxes	88.4%	\$136,783,250
Charges for Svcs	7.3%	11,312,850
Intergovernmental	3.4%	5,243,900
Misc. Revenue	0.9%	1,340,000
FTE: 422.6		

Contra Costa County Fire Protection District – EMS Transport Summary

CCCFPD EMS TRANSPORT FUND	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	2,250,815	3,103,352	3,527,143	3,651,143	124,000
Services And Supplies	41,249,028	70,622,610	47,153,743	47,153,743	0
Other Charges	593,220	201,039	1,367,114	1,367,114	0
Fixed Assets	113,837	1,300,000	810,000	810,000	0
Expenditure Transfers	1,251,353	1,716,390	1,500,000	1,500,000	0
Expense Total	45,458,254	76,943,391	54,358,000	54,482,000	124,000
Revenue					
Other Local Revenue	52,784,571	47,141,000	54,482,000	54,482,000	0
State Assistance	861,335	0	0	0	0
Revenue Total	53,645,906	47,141,000	54,482,000	54,482,000	0
Net Fund Cost (NFC):	(8,187,653)	29,802,391	(124,000)	0	124,000
Allocated Positions (FTE)	11.0	12.0	12.0	13.0	1.0
Financial Indicators					
Salaries as % of Total Exp	5%	4%	6%	7%	
% Change in Total Exp		69%	(29%)	0%	
% Change in Total Rev		(12%)	16%	0%	
% Change in NCC		(464%)	(100%)	(100%)	
Compensation Information					
Permanent Salaries	1,160,527	1,772,657	1,940,426	2,006,241	65,815
Permanent Overtime	232,351	210,000	361,380	366,380	5,000
Deferred Comp	1,210	5,400	4,500	6,300	1,800
FICA/Medicare	19,902	37,557	32,383	33,380	997
Ret Exp-Pre 97 Retirees	(0)	0	0	0	0
Retirement Expense	547,222	764,329	846,724	866,390	19,666
Employee Group Insurance	144,359	181,632	207,238	234,524	27,286
Retiree Health Insurance	5,368	0	16,049	16,049	0
OPEB Pre-Pay	0	0	6,780	6,780	0
Unemployment Insurance	0	(0)	(0)	(0)	0
Workers Comp Insurance	139,876	131,777	111,664	115,100	3,436

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:		\$54,482,000
Financing:		54,482,000
Net Fund Cost:		0
Funding Sources:		
Cost Recovery	100.0%	\$54,482,000
FTE:	13.0	

Non-Operating Funds

Non-operating fund budget units include developer fee accounts that are restricted to capital needs necessitated by growth, Pension Obligation Bond (POB) Debt Service and Stabilization fund budget units that were created pursuant to the issuance of pension obligation bonds in July 2005, and the EMS Transport Fund (reported on the previous page) created in 2015 to track expenditures and reimbursement revenue associated with the provision of ambulance service.

Pittsburg Special Fund		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$141,403
Financing:		2,000
Net Fund Cost:		139,403
Funding Sources:		
Fund Balance	98.6%	\$139,403
Use of Money	1.4%	2,000

CCCFPD Capital Outlay Fund

The Capital Outlay Fund includes funds collected during the building permit process and is intended to ameliorate the impact of new construction service demands on District capital needs. This fund is primarily intended for major capital outlay projects such as new fire stations.

CCCFPD New Development Fee Fund

The CCCFPD New Development Fee Fund, established in August 2006, replaces both the CCCFPD and Riverview Fire Developer Fee Funds. This fund includes monies collected during the building permit process in all of the unincorporated areas of the District and is intended to mitigate the impact of new construction service demands on District capital needs.

CCCFPD Capital Outlay Fund		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$310,494
Financing:		20,000
Net Fund Cost:		290,494
Funding Sources:		
Fund Balance	93.6%	\$290,494
Developer Fees	6.4%	20,000

CCCFPD New Development Fee Fund		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		\$515,995
Financing:		80,000
Net Fund Cost:		435,995
Funding Sources:		
Fund Balance	84.5%	\$515,995
Developer Fees	15.5%	80,000

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:	\$15,948,898	
Financing:	673,174	
Net Fund Cost:	15,275,724	
Funding Sources:		
Fund Balance	95.8%	\$15,275,724
Reimbursements	4.2%	673,174

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:	\$22,172,840	
Financing:	2,607,101	
Net Fund Cost:	19,565,739	
Funding Sources:		
Fund Balance	88.2%	\$19,565,739
Transfers	11.7%	2,602,101
Use of Money	0.0%	5,000

CCCFPD Capital Construction Fund

The Capital Construction Fund includes funds transferred from the CCCFPD Operating Fund reserves. This fund is primarily intended for major capital outlay projects such as new fire stations.

CCCFPD Capital Construction Fund		
Service:	Discretionary	
Level of Service:	Discretionary	
Expenditures:	\$6,205,000	
Financing:	2,500,000	
Net Fund Cost:	3,705,000	
Funding Sources:		
Fund Balance	59.7%	\$3,705,000
Misc. Revenue	40.3%	2,500,000

CAO's Recommendation

The FY 2020-21 Recommended Budget provides for the funding of 26 fire stations, 29 fully functional engine or truck companies, 422.6 FTEs in the District's General Operating Fund, and 13 FTEs in the District's EMS Transport Fund.

The budget includes funding for known and projected wage and benefit cost increases, completion of new fire station construction in the City of San Pablo, upgrade of the EMS squad to a fully functional fire company at the new station, establishment of the District's first seasonal hand crew, the addition of a fourth firefighter to certain truck and engine companies (partially offset by two federal grants), continuation of a 24/7 hazardous materials team, deployment of a 24/7 air ambulance with hoist rescue and aerial firefighting capability, increased capacity in the fire prevention bureau and the training and safety division, building and grounds maintenance and repair projects, routine capital and non-capital equipment replacement, and increased pension obligation bond (POB) debt service payments.

The District is primarily funded by property tax revenues. In FY 2019-20, the District experienced a 5.5% growth in secured property assessed valuation and a 5.4% growth in total assessed valuation. This represents the seventh 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.

The FY 2020-21 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 revenue from two consecutive three-year staffing grants, an air ambulance agreement, a 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. The District continues to be 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 this service has been fully offset by the collection of ambulance service fees.

The increased revenue has not only allowed the District to restore most of the operational resources taken out of service during the Great Recession, it is providing the means to introduce new and expanded resources and programs to the communities served by the District. This includes fire boat operations, the availability of a 24/7 air ambulance, a hazardous materials response team, progressive fire-based EMS first responder tools (e.g., LUCAS chest compression systems), and new public education initiatives (e.g., 10,000 High School Student Hands-Only CPR).

In FY 2020-21, the employer Safety Tier A retirement base rate decreases from 72.89% to 67.38%. Offsetting the rate decrease is the elimination of employee subvention of the employer cost and an increase in the POB debt service payment.

Although employer contribution rates for safety employees decrease in 2020-21, the actual employer contribution amount will be relatively flat compared with 2019-20 due to an increase in the District's retirement compensable payroll.

The FY 2020-21 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.

Performance Measurement

During FY 2019-20, the District:

- Responded to 79,603 incidents in calendar year (CY) 2019. This represents a 1% increase in call volume compared to CY 2018.
- Continued to reposition and add internal resources to effectively manage, both operationally and financially, the emergency ambulance program.
- Began staffing a 24/7 air ambulance through a public-private partnership agreement.
- Continued construction work on a new Fire Station 70 in the City of San Pablo.
- Initiated the process of securing long-term funding for new Fire Station 86 on Goble Drive in Bay Point.
- 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 replacement of capital equipment, such as heavy fire apparatus and support equipment.
- Continued major facility and grounds maintenance projects such as new roofing and asphalt.

Contra Costa County FPD

Special District

- Hired and conducted Firefighter Recruit Academy 54 and Firefighter-Paramedic Lateral Academy 55.
- Began participating in the new Ground Emergency Medical Transport (GEMT) Quality Assurance Fee (QAF) program. This requires that the District file quarterly reports with the State and pay a \$26 per transport fee to the State for Medi-Cal patients. As a result, the District receives an uplift in the Medi-Cal base reimbursement rate of approximately \$220 per transport. The net result is revenue positive.
- Received several grant awards for capital equipment, staffing, and training, including a second, concurrent three-year staffing grant to add a fourth firefighter to certain engine companies. This follows a prior year staffing grant to add a fourth firefighter to truck companies.
- Updated development impact fee schedules in the Cities of Antioch, Pittsburg, and unincorporated areas of Contra Costa County within the District's service area.
- Initiated medium and long-term planning for additional operational capacity.
- Complete the construction of and open new Fire Station 70 in the City of San Pablo. Add a second full fire company (replacing a limited functionality two-person squad).
- Resolve issues with the potential construction site of a new Fire Station 9 at the Buchanan Field Airport. Secure long-term funding for project.
- Update the fire prevention bureau fee schedule.
- Continue periodic replacement of capital equipment, such as heavy fire apparatus and support equipment.
- Continue facility and grounds maintenance projects, such as remodeling, painting, roofing, and asphalt repair.
- Pursue new funding mechanisms such as development impact fees and the creation of community facilities districts in areas of new development.
- Hire and conduct Firefighter Recruit Academy 56.
- Increase staffing and fill new vacancies within the fire prevention bureau to better meet mandates and standards for code enforcement.

Administrative and Program Goals

During FY 2020-21, the District will:

- Complete negotiations with ambulance subcontractor for a contract extension for continued 911 emergency ambulance service within Exclusive Operating Areas (EOAs) I, II, and V.
- Add a second helicopter to the District's air ambulance fleet via a public-private partnership agreement. The second helicopter is larger and has hoist rescue and aerial firefighting capability.
- Deploy a new records management, inspection, and invoicing system in the fire prevention bureau.
- Pursue federal supplemental reimbursement for ambulance services provided to individuals with government payer plans.
- Pursue grant funding opportunities as they become available.
- Continue disaster planning, internal preparation, and public education for large wildland fire and PSPS events.

Contra Costa County FPD
Special District

FY 2020-21
Program Modification List

Order	Reference to Mand/Disc List	Program Name	Service	FTE	Net Fund Cost Impact	Impact
1	N/A	Operations	Fire Suppression	3.0	213,880	Adds three Fire Captain positions effective April 1, 2021, to upgrade the EMS squad at Fire Station 70 in San Pablo to a second, full fire company.
2	N/A	Operations	Special Operations	1.0	342,064	Adds one Battalion Chief-40 hour position to oversee special operations.
3	N/A	Operations	Fire Prevention Bureau	4.0	646,684	Adds two Fire Inspector I and two Fire Inspector II positions to the Fire Prevention Bureau.
4	N/A	Operations	Training and Safety Division	2.0	224,372	Adds one Training and Staff Development Specialist and one Driver Clerk positions to the Training and Safety Division.
5	N/A	Operations	EMS	(1.0)	(124,000)	Reallocates one Secretary-Advanced Level position from the CCCFPD General Operating Fund to the EMS Transport Fund.
6	N/A	Operations	Fire Prevention Revenue	0.0	300,000	Increased revenue from fire prevention fees.
7	N/A	Operations	Special Operations Revenue	0.0	120,000	Increased revenue from Air Ambulance Agreement with REACH, LLC.
			Total General Operating Fund	9.0	\$883,000	

Contra Costa County FPD

Special District

Order	Reference to Mand/Disc List	Program Name	Service	FTE	Net Fund Cost Impact	Impact
8	N/A	EMS Transport	EMS	1.0	124,000	Adds one Secretary-Advanced Level position.
			Total EMS Transport Fund	1.0	\$124,000	

Crockett-Carquinez Fire Protection District Summary

CROCKETT-CARQUINEZ FIRE PROTECTION	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	205,854	255,637	321,600	321,600	0
Services And Supplies	115,655	763,932	240,600	240,600	0
Other Charges	114,382	122,424	123,800	123,800	0
Fixed Assets	0	62,988	0	0	0
Expense Total	435,890	1,204,981	686,000	686,000	0
Revenue					
Other Local Revenue	587,389	608,500	682,500	682,500	0
State Assistance	9,610	3,500	3,500	3,500	0
Revenue Total	596,999	612,000	686,000	686,000	0
Net County Cost (NCC):	(161,109)	592,981	0	0	0
Financial Indicators					
Salaries as % of Total Exp	47%	21%	47%	47%	
% Change in Total Exp		176%	(43%)	0%	
% Change in Total Rev		3%	12%	0%	
% Change in NCC		(468%)	(100%)	0%	
Compensation Information					
Permanent Salaries	30,339	0	34,000	34,000	0
Temporary Salaries	151,848	255,637	255,000	255,000	0
Deferred Comp	19	0	100	100	0
FICA/Medicare	18,339	0	19,000	19,000	0
Retirement Expense	210	0	250	250	0
Employee Group Insurance	2,782	0	6,000	6,000	0
Unemployment Insurance	34	0	150	150	0
Workers Comp Insurance	2,282	0	7,100	7,100	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:		\$686,000
Financing:		686,000
Net Fund Cost:		0
Funding Sources:		
Property Taxes	90.8%	\$622,900
Other Revenues	7.0%	48,000
Charges for Svcs	2.2%	15,100

CAO's Recommendation

The FY 2020-21 Recommended Budget reflects a decrease of \$518,981 in expenditures, which is primarily composed of fund balance appropriated in FY 2019-20.

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 2019-20. This year, the District is holding its second academy with 12 recruits. We have expanded the area where our regular paid on call firefighters may live to include the town of Rodeo and Southern Vallejo.
- The District received a \$25,000 donation from Phillips 66 to replace six sets of turn-out gear, 3000' of 1 3/4" hose, and four new Rapid Intervention Bags.
- The District had its busiest year in history having responded to over 600 incidents. For 2019-20 we responded to; six structure fires, two of which went to greater alarms, a major industrial fire at the NuStar facility, and a large vegetation fire during an extreme wind event in October. The District also provided a greater degree of mutual aid to neighboring districts especially Contra Costa County Fire Protection District.

- The district was able to complete both facility projects proposed in last year's goals and begin a third with the remodeling of the kitchen at Station 78.
- The new ladder truck order was placed and delivery is expected in October 2020.
- Community education projects completed through February 2020 included; a presentation to members of the community regarding fire safety for the upcoming fire season and assisting in training students at our two schools in CPR and dealing with severe bleeding.

Administrative and Program Goals

- Continue recruiting Paid-on-Call personnel.
- Continue pursuing donations and grants to help supplement funding for apparatus and equipment needs.
- Add one additional living quarters at Station 79 including enhanced egress.
- Continue to improve training and disaster preparedness.

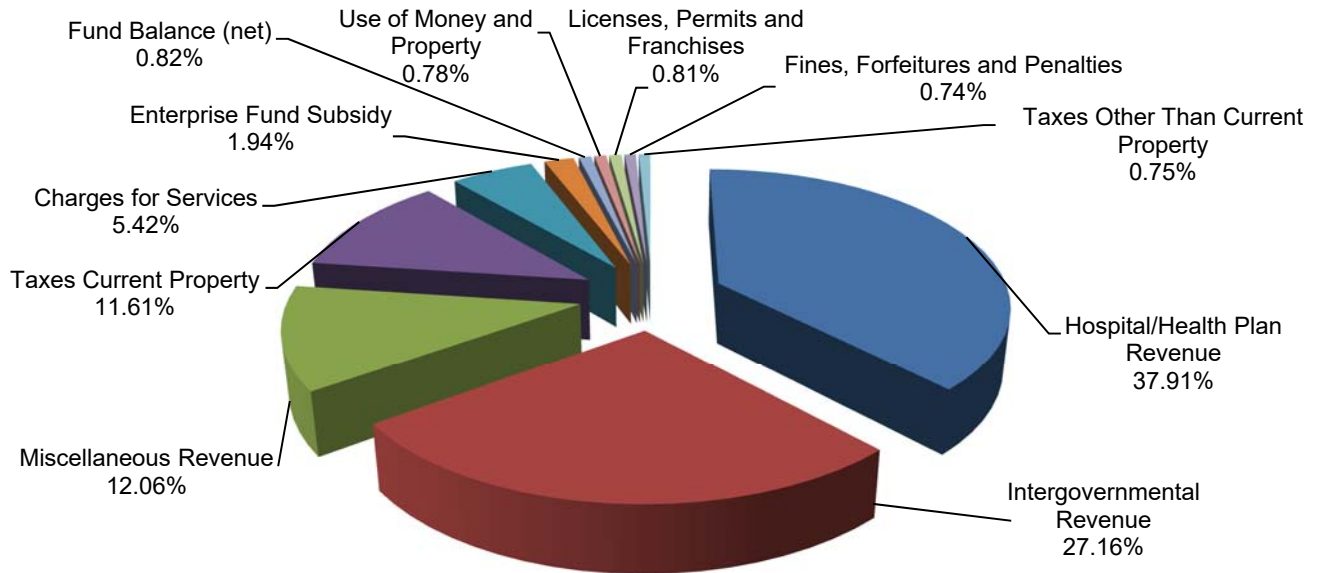
County of Contra Costa
Summary Information



Summary Information

ALL COUNTY FUNDS

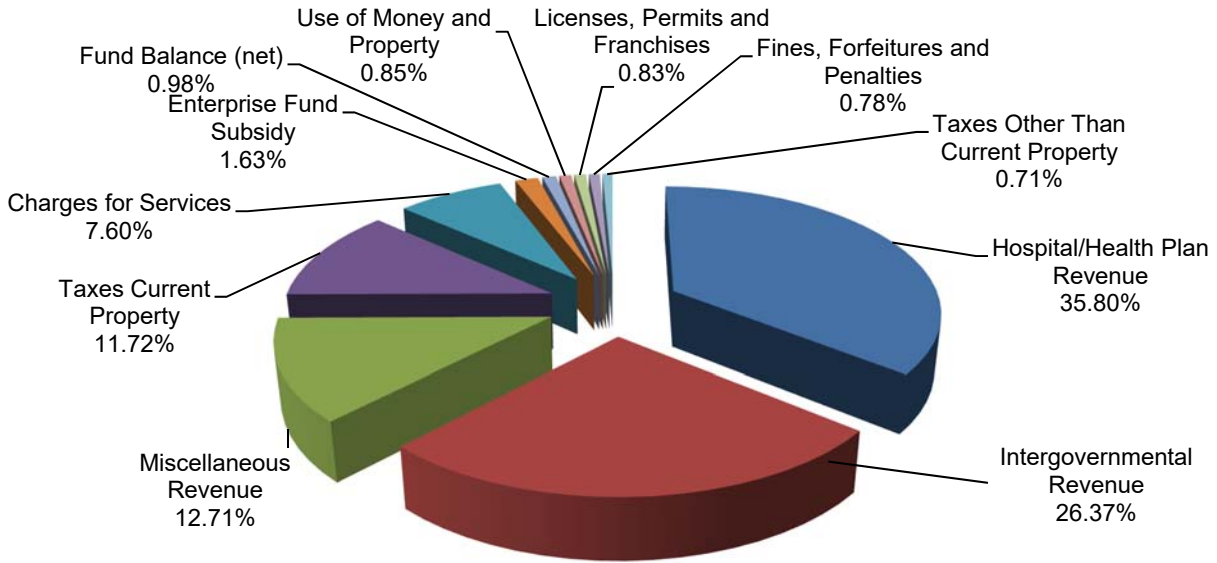
**FY 2020-2021
Recommended Sources**



Source of Funds	Recommended FY 2020-21	Percent of Total
Hospital/Health Plan Revenue	\$1,509,902,542	37.91%
Intergovernmental Revenue	1,082,057,270	27.16%
Miscellaneous Revenue	480,262,733	12.06%
Taxes Current Property	462,541,793	11.61%
Charges for Services	215,771,806	5.42%
Enterprise Fund Subsidy	77,231,000	1.94%
Fund Balance (net)	32,670,746	0.82%
Use of Money and Property	31,142,890	0.78%
Licenses, Permits and Franchises	32,123,904	0.81%
Taxes Other Than Current Property	30,014,225	0.75%
Fines, Forfeitures and Penalties	29,644,782	0.74%
TOTAL RECOMMENDED SOURCES	\$3,983,363,690	100.00%

ALL COUNTY FUNDS

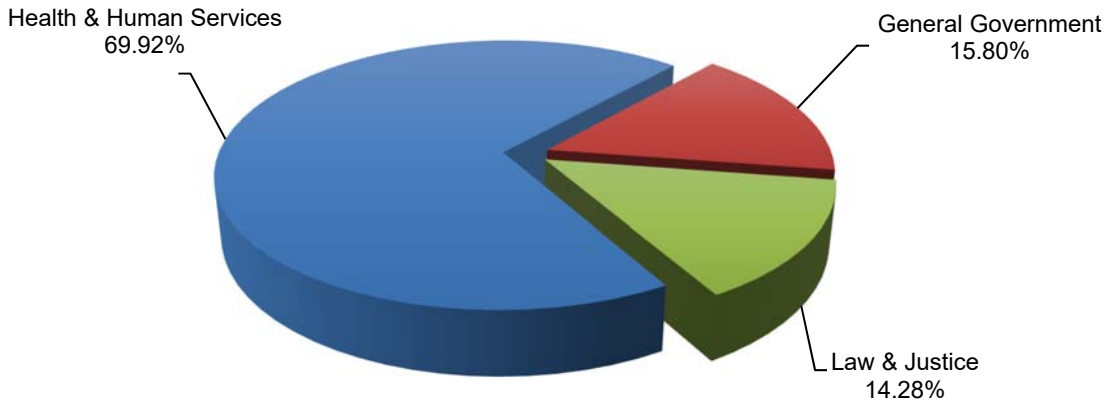
**FY 2019-2020
Recommended Sources**



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 2020-2021
Recommended Requirements**



Use of Funds	2016-17 Actuals	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	Recommended FY 2020-21	Percent of Total
Health and Human Services	\$2,390,101,826	\$2,520,789,772	\$2,641,040,699	\$2,801,908,354	\$2,861,027,630	71.82%
General Government	418,537,995	463,470,888	500,510,920	688,392,139	580,251,202	14.57%
Law and Justice	465,874,059	484,479,138	497,331,595	564,505,919	542,084,858	13.61%
Total Requirements	\$3,274,513,881	\$3,468,739,798	\$3,638,883,214	\$4,054,806,412	\$3,983,363,690	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

	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Recommended	2020-21 Change
General Government	272,813,811	308,774,603	377,815,182	304,500,254	(73,314,928)
Health & Human Services	800,265,664	856,524,934	974,985,352	1,026,993,689	52,008,337
Law & Justice	406,854,548	418,732,915	447,922,159	450,982,032	3,059,873
Subtotal General Fund	1,479,934,023	1,584,032,452	1,800,722,693	1,782,475,975	(18,246,718)
County Law Enfrmt-Cap Proj Fund	405	455	3,614,724	211,000	(3,403,724)
Recorder Modernization Fund	1,480,510	1,666,062	10,823,123	10,795,000	(28,123)
Court/Clerk Automation Fund	0	0	78	0	(78)
Fish and Game Fund	68,611	60,422	597,440	133,000	(464,440)
Land Development Fund	3,248,159	2,814,154	3,261,100	3,272,100	11,000
Criminalistics Lab Fund	6	9	205,284	24,000	(181,284)
Survey Monument Preservation Fund	78,489	174,281	668,094	404,000	(264,094)
Crim Justice Facility Construct Fund	665,371	778,754	2,152,270	1,015,000	(1,137,270)
Courthouse Construct Fund	242,856	237,363	2,692,467	852,600	(1,839,867)
Road Fund	50,327,040	42,354,195	85,400,281	62,400,706	(22,999,575)
Transportation Improvement Fund	2,314,056	2,824,925	3,701,865	3,698,500	(3,365)
Drainage Area 9 Fund	1,323	838	289,284	293,474	4,190
Private Activity Bond Fund	665,833	580,318	1,240,620	1,276,000	35,380
Affordable Housing Spec Rev Fund	154	3	397,000	400,000	3,000
Navy Trans Mitigation Fund	116,217	211,601	5,552,590	5,579,739	27,149
Tosco/Solano Trns Mitig Fund	424	422	274,226	7,000	(267,226)
Child Development Fund	28,538,001	30,621,736	32,153,329	34,547,000	2,393,671
HUD NSP Fund	0	0	841,191	762,000	(79,191)
Used Oil Recycling Grant Fund	46,833	234,213	143,458	70,000	(73,458)
Conservation & Development Fund	24,199,082	28,554,124	34,417,000	35,365,000	948,000
CDD/PWD Joint Review Fee Fund	425,363	425,022	1,143,259	1,101,000	(42,259)
Drainage Deficiency Fund	140	169	2,570,849	2,575,352	4,503
Public Works Fund	1,080,502	1,071,925	1,432,820	1,401,000	(31,820)
DA Consumer Protection Fund	1,107,527	789,087	3,472,078	800,000	(2,672,078)
Domestic Violence Victim Asst Fund	149,682	149,193	336,969	374,000	37,031
Dispute Resolution Program Fund	185,605	193,011	180,000	197,000	17,000
Zero Tolerance-Domestic Violence	598,633	530,644	1,201,125	796,000	(405,125)
DA Revenue Narcotics Fund	47,037	83,362	813,119	55,000	(758,119)
DA Environment/OSHA Fund	464,799	490,080	1,613,818	490,000	(1,123,818)
DA Forfeiture-Fed-DOJ Fund	170,125	52,324	13,285	3,000	(10,285)
Walden Green Maintenance Fund	47,928	93,665	189,188	220,344	31,156
R/Estate Fraud Prosecution Fund	433,016	293,293	542,532	300,000	(242,532)
CCC Dept Child Support Svcs Fund	18,489,056	18,564,614	20,710,176	21,282,000	571,824

ALL COUNTY FUNDS

Total Requirements Summary by Fund

	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Recommended	2020-21 Change
Emergency Med Svcs Fund	1,861,310	1,687,760	2,115,844	1,723,384	(392,460)
AB75 Tobacco Tax Fund	0	322	(343)	0	343
Traffic Safety Fund	7	27,567	367,115	15,000	(352,115)
Public Protection-Spec Rev Fund	1,007,120	2,021,998	2,815,341	2,903,000	87,659
Sheriff Nar Forfeit-ST/Local Fund	386	334	364,413	100,000	(264,413)
Sheriff Forfeit-Fed-DoJ Fund	139,507	11	495,670	6,000	(489,670)
Sup Law Enforcement Svcs Fund	7,322,089	7,244,997	14,156,775	7,745,000	(6,411,775)
Sheriff Forfeit-Fed Treasury Fund	7	11	533,570	2,000	(531,570)
PROP 63 MH Svcs Fund	40,473,083	47,826,884	54,751,349	61,960,015	7,208,666
Prisoners Welfare Fund	1,136,104	1,295,386	4,254,863	1,445,000	(2,809,863)
Probation Officers Special Fund	117,072	114,619	132,375	62,000	(70,375)
Automated Sys Development Fund	200,000	200,000	200,000	200,000	0
Property Tax Admin Fund	0	0	3,090,706	3,091,000	294
Cnty Local Rev Fund	163,857,264	173,725,270	184,644,028	189,421,000	4,776,972
Obscene Matter-Minors Fund	0	0	5,843	50	(5,793)
IHSS Public Authority Fund	2,055,856	2,216,908	2,442,884	2,471,000	28,116
DNA Identification Fund	235,130	180,839	565,239	270,000	(295,239)
Comm Corr Performance Inctv Fund	2,902,548	3,344,124	9,543,250	4,502,176	(5,041,074)
NO Rich Wst&Rcvy Mitigation Fee Fd	343,866	576,729	1,864,342	785,000	(1,079,342)
L/M HSG Asset Fd-LMI Fund	808,593	3,178,291	11,255,150	11,255,636	486
Bailey Rd Mntc Surcharge Fund	100,150	167,730	2,890,170	2,726,200	(163,970)
Home Invstmt Ptnrshp Act Fund	(2,562)	853,890	658,066	500,000	(158,066)
CASP Cert & training Fund	0	5,238	56,928	45,000	(11,928)
County Library Fund	29,207,247	33,034,294	46,257,920	36,317,000	(9,940,920)
Casey Library Gift Fund	50	60	261,779	1,000	(260,779)
Hercul/Rodeo Crock A of B	47,555	0	17,608	6,000	(11,608)
West County Area of Benefit	18,125	4	41,000	41,000	0
North Richmond AOB	254,826	26,887	100,600	200,600	100,000
Martinez Area of Benefit	13,119	9,571	81,000	81,100	100
Briones Area of Benefit	187	152	125,638	125,738	100
Central Co Area/Benefit	26,178	23,805	11,000	26,000	15,000
So Wal Crk Area of Benefit	236,561	1,412	50,100	50,100	0
Alamo Area of Benefit	25,929	(21,622)	270,000	270,100	100
South Co Area of Benefit	192,270	286,602	275,000	300,700	25,700
East County Area of Benefit	334,934	181,549	1,000,400	1,500,500	500,100
Bethel Isl Area of Benefit	13,341	9,970	10,100	10,100	0
County Childrens Fund	241,730	394,739	225,468	216,000	(9,468)

County Summary Information

ALL COUNTY FUNDS

Total Requirements Summary by Fund

	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Recommended	2020-21 Change
Animal Benefit Fund	188,481	539,671	438,022	100,000	(338,022)
CO-Wide Gang and Drug Fund	179,689	252,024	841,008	182,000	(659,008)
Livable Communities Fund	506,818	515,700	766,737	1,750,000	983,263
ARRA HUD Bldg Insp NPP Fund	637,247	692,709	1,037,653	805,000	(232,653)
Retirement UAAL Bond Fund	40,114,901	41,821,636	42,975,315	45,452,243	2,476,928
Ret Litgtn Stlmnt Dbt Svc Fund	2,759,911	2,759,911	2,759,911	2,759,911	0
Family Law Ctr-Debt Svc Fund	0	2,129,142	2,129,142	2,129,142	0
Central Identify Bureau Fund	3,672,037	2,668,290	2,437,000	2,437,000	0
SPRW Fund	240,240	446,788	5,045,255	5,376,127	330,872
RD Dvlpmnt Discovery Bay Fund	2,876,707	127,239	110,000	150,300	40,300
Road Imprvmnt Fee Fund	8,187,238	3,194,930	5,545,000	5,045,000	(500,000)
Rd Dvlpmnt Rich/EI Sobrt	86,885	2,428	42,000	42,000	0
Road Development Bay Point	100,721	49,486	120,000	120,000	0
Rd Dvlpmnt Pacheco Area	28,261	2,180	20,000	20,000	0
Airport Enterprise Fund	5,340,566	6,083,142	10,502,215	6,666,469	(3,835,746)
Sheriff Law Enf Training Fund	2,195,900	2,044,805	2,506,379	2,592,000	85,621
Childcare Enterprise Fund	0	0	74,000	74,000	0
Hospital Enterprise Fund	610,315,015	632,449,413	670,038,932	689,135,177	19,096,245
HMO Enterprise Fund	835,926,941	855,464,202	846,344,741	820,223,229	(26,121,512)
HMO Enterprise -Comm Plan Fund	73,931,576	77,510,185	75,249,836	77,775,136	2,525,300
Major Risk Med Insurance Fund	46,043	0	0	0	0
Fleet Internal Service Fund	13,108,235	13,630,288	16,524,740	16,977,767	453,027
Subtotal Non-General Fund	1,988,805,774	2,054,850,761	2,254,083,719	2,200,887,715	(53,196,004)
Total Requirements - All County Funds	3,468,739,798	3,638,883,214	4,054,806,412	3,983,363,690	(71,442,722)

ALL COUNTY FUNDS
Summary

	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Recommended	2020-21 Change
SOURCES					
Taxes Current Property	403,508,923	430,540,903	433,410,610	462,541,793	29,131,183
Taxes Other Than Cur Prop	28,126,947	30,343,738	26,424,882	30,014,225	3,589,343
License/Permit/Franchises	33,179,210	29,460,689	30,821,132	32,123,904	1,302,772
Fines/Forfeits/Penalties	30,708,775	9,692,152	28,879,978	29,644,782	764,804
Use Of Money & Property	23,923,625	37,589,135	31,493,392	31,142,890	(350,503)
Intergovernmental Revenue	851,064,794	914,225,941	976,388,909	1,082,057,270	105,668,360
Charges For Services	257,294,041	270,351,921	281,096,568	215,771,806	(65,324,762)
Miscellaneous Revenue	398,241,508	461,030,188	470,386,687	480,262,733	9,876,046
Hospital/Hlth Plan Enterprise Funds	1,523,875,505	1,561,056,153	1,531,288,509	1,509,902,542	(21,385,967)
Enterprise Fund Subsidy	26,074,359	27,289,916	60,345,000	77,231,000	16,886,000
Total Revenue	3,575,997,688	3,771,580,736	3,870,535,667	3,950,692,944	80,157,277
Fund Balance (net)	(107,257,890)	(132,697,523)	184,270,745	32,670,746	(151,599,999)
TOTAL SOURCES	3,468,739,798	3,638,883,214	4,054,806,412	3,983,363,690	(71,442,722)
					0
REQUIREMENTS					
					0
Salaries And Benefits	1,303,157,328	1,354,917,931	1,495,402,024	1,563,556,526	68,154,502
Services And Supplies	1,506,559,826	1,549,941,708	1,769,192,876	1,686,583,459	(82,609,417)
Other Charges	470,524,429	510,045,452	484,912,782	504,841,704	19,928,922
Fixed Assets	42,071,332	77,605,255	86,721,554	41,548,377	(45,173,177)
Expenditure Transfers	146,426,883	146,372,868	211,067,176	176,833,624	(34,233,552)
Provisions For Contingencies	0	0	7,510,000	10,000,000	2,490,000
TOTAL REQUIREMENTS	3,468,739,798	3,638,883,214	4,054,806,412	3,983,363,690	(71,442,722)
Allocated Positions (FTE)	9,334	9,397	9,378	9,381	3

County Summary Information

ALL COUNTY AND DISTRICTS MAJOR FUNDS Major Fund: CONTRA COSTA FIRE Summary

	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Recommended	2020-21 Change
SOURCES					
Taxes Current Property	116,983,072	125,945,904	130,204,300	136,783,250	6,578,950
Taxes Other Than Cur Prop	(389,177)	(198,046)	0	0	0
License/Permit/Franchises	0	0	0	0	0
Fines/Forfeits/Penalties	2,495	0	0	0	0
Use Of Money & Property	2,116	5,282	5,100	7,000	1,900
Intergovernmental Revenue	4,866,659	5,312,998	5,881,815	5,243,900	(637,915)
Charges For Services	59,126,311	62,905,322	63,056,348	67,412,850	4,356,502
Miscellaneous Revenue	22,044,459	19,650,179	5,500,432	7,115,275	1,614,843
Total Revenue	202,635,934	213,621,640	204,647,995	216,562,275	11,914,280
Fund Balance	(15,791,222)	(11,000,168)	59,918,575	37,897,735	(22,020,840)
TOTAL SOURCES	186,844,712	202,621,472	264,566,570	254,460,010	(10,106,560)
REQUIREMENTS					
Salaries And Benefits	94,475,617	102,757,616	133,604,438	141,318,210	7,713,772
Services And Supplies	47,367,895	51,571,469	81,610,330	59,480,977	(22,129,353)
Other Charges	20,436,263	20,685,262	21,200,230	23,804,397	2,604,167
Fixed Assets	2,713,197	8,227,656	7,525,416	8,637,977	1,112,561
Expenditure Transfers	21,851,740	19,379,470	20,626,156	21,218,449	592,293
TOTAL REQUIREMENTS	186,844,712	202,621,472	264,566,570	254,460,010	(10,106,560)
Allocated Positions (FTE)	368	409	426	436	10

ALL COUNTY AND DISTRICTS MAJOR FUNDS

Major Fund: HMO ENTERPRISE FUND

Summary

	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Recommended	2020-21 Change
SOURCES					
External Health Plan Revenue	856,040,008	860,799,328	846,344,741	820,223,229	(26,121,512)
Total Revenue	856,040,008	860,799,328	846,344,741	820,223,229	(26,121,512)
Fund Balance	(20,113,067)	(5,335,126)	0	0	0
TOTAL SOURCES	787,303,322	835,926,941	708,503,066	639,284,840	(69,218,226)
REQUIREMENTS					
Salaries and Benefits	25,749,557	27,237,683	27,430,242	29,465,931	2,035,689
Services and Supplies	641,656,389	626,581,654	705,661,355	679,473,368	(26,187,987)
Other Charges	168,520,995	201,644,864	113,253,144	111,283,930	(1,969,214)
TOTAL REQUIREMENTS	835,926,941	855,464,202	846,344,741	820,223,229	(26,121,512)
Allocated Positions (FTE)	180	180	172	172	0

County Summary Information

ALL COUNTY AND DISTRICT MAJOR FUNDS Major Fund: HOSPITAL ENTERPRISE FUND Summary

	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Recommended	2020-21 Change
SOURCES					
Medicare Patient Services	44,511,789	43,807,539	43,212,568	43,802,311	589,743
Medi-Cal Patient Services	320,172,013	338,520,701	299,209,084	296,508,565	(2,700,519)
Hlth Plan Patient Svcs	100,810,806	111,568,562	114,617,883	111,927,074	(2,690,809)
Private Pay Patient Svcs	10,279,766	9,916,662	11,346,312	8,444,330	(2,901,982)
Interdept Patient Svcs	4,034,614	4,109,793	3,809,780	3,565,338	(244,442)
Other Hospital Revenues	76,032,558	72,383,051	81,004,424	89,155,850	8,151,426
Charges To Gen Fund Units	30,911,347	38,267,879	29,833,610	31,722,898	1,889,288
External Health Plan Revenue	7,919,820	6,697,190	29,727,197	29,802,480	75,283
Enterprise Fund Subsidy	22,088,071	23,303,628	56,358,712	73,245,000	16,886,288
Schools Funds Revenue	919,362	961,331	919,362	961,331	41,969
Total Revenue	617,680,147	649,536,335	670,038,932	689,135,177	19,096,245
Fund Balance	(7,365,131)	(17,086,922)	0	0	0
TOTAL SOURCES	610,315,015	632,449,413	670,038,932	689,135,177	19,096,245
REQUIREMENTS					
Salaries And Benefits	397,249,997	416,932,232	435,843,653	455,847,304	20,003,651
Services And Supplies	211,918,138	215,396,898	210,662,286	209,173,376	(1,488,910)
Other Charges	1,146,880	120,282	13,021,063	13,386,283	365,220
Fixed Assets	0	0	10,511,930	10,728,214	216,284
TOTAL REQUIREMENTS	610,315,015	632,449,413	670,038,932	689,135,177	19,096,245
Allocated Positions (FTE)	2,285	2,351	2,294	2,294	0

ALL COUNTY AND DISTRICT MAJOR FUNDS
ALL NON-MAJOR FUNDS
Summary

	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Recommended	2020-21 Change
SOURCES					
Other Hospital Revenues	2,259,476	1,808,980	1,703,881	1,796,440	92,559
External Health Plan Revenue	69,983,250	72,215,138	69,559,667	71,992,696	2,433,029
Enterprise Fund Subsidy	3,986,288	3,986,288	3,986,288	3,986,000	(288)
Major Risk Med Ins Revenue	695	0	0	0	0
Taxes Current Property	27,908,156	29,764,995	30,410,610	31,788,793	1,378,183
Taxes Other Than Cur Prop	(89,005)	(45,414)	(75,118)	(45,775)	29,343
License/Permit/Franchises	20,708,995	17,415,668	18,983,168	19,390,140	406,972
Fines/Forfeits/Penalties	5,749,867	5,318,098	4,996,968	5,273,288	276,320
Use Of Money & Property	8,340,282	10,997,085	9,966,151	11,470,831	1,504,680
Intergovernmental Revenue	298,025,431	330,942,925	365,340,967	374,506,398	9,165,431
Charges For Services	22,279,719	18,068,083	21,448,418	22,204,177	755,759
Miscellaneous Revenue	103,676,049	104,722,695	121,678,993	116,495,575	(5,183,418)
Total Revenue	562,829,202	595,194,541	647,999,993	658,858,563	10,858,570
Fund Balance (net)	(20,265,384)	(28,257,394)	89,700,053	32,670,746	(57,029,307)
TOTAL SOURCES	542,563,818	566,937,147	737,700,046	691,529,309	(46,170,737)
REQUIREMENTS					
Salaries And Benefits	73,942,408	77,410,324	90,494,963	95,546,259	5,051,296
Services And Supplies	131,742,457	135,453,294	210,778,106	191,332,129	(19,445,977)
Other Charges	71,018,820	75,607,084	82,416,678	81,687,726	(728,952)
Fixed Assets	988,987	1,164,183	11,045,227	5,995,074	(5,050,153)
Expenditure Transfers	264,871,146	277,302,261	342,965,072	316,968,121	(25,996,951)
TOTAL REQUIREMENTS	542,563,818	566,937,147	737,700,046	691,529,309	(46,170,737)
Allocated Positions (FTE)	703	701	721	718	(3)

County Summary Information

ALL COUNTY AND DISTRICTS MAJOR FUNDS

Major Fund: GENERAL FUND - All Functional Groups

Summary

	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Recommended	2020-21 Change
SOURCES					
Taxes Current Property	375,600,768	400,775,908	403,000,000	430,753,000	27,753,000
Taxes Other Than Cur Prop	28,215,952	30,389,152	26,500,000	30,060,000	3,560,000
License/Permit/Franchises	12,470,215	12,045,021	11,837,964	12,733,764	895,800
Fines/Forfeits/Penalties	24,958,909	4,374,054	23,883,010	24,371,494	488,484
Use Of Money & Property	15,583,343	26,592,050	21,527,241	19,672,059	(1,855,183)
Intergovernmental Revenue	553,039,363	583,283,017	611,047,942	707,550,872	96,502,929
Charges For Services	235,014,322	252,283,838	259,648,150	193,567,629	(66,080,521)
Miscellaneous Revenue	294,565,459	356,307,493	348,707,694	363,767,158	15,059,464
Total Revenue	1,539,448,331	1,666,050,533	1,706,152,001	1,782,475,976	76,323,973
Net Fund Cost	(59,514,308)	(82,018,081)	94,570,692	0	(94,570,691)
TOTAL SOURCES	1,479,934,023	1,584,032,452	1,800,722,693	1,782,475,975	(18,246,718)
REQUIREMENTS					
Salaries And Benefits	806,215,365	833,337,691	941,633,166	982,697,033	41,063,867
Services And Supplies	521,242,842	572,509,862	642,091,129	606,604,585	(35,486,544)
Other Charges	229,837,734	232,673,222	276,221,897	298,483,765	22,261,868
Fixed Assets	41,082,346	76,441,072	65,164,397	24,825,089	(40,339,308)
Expenditure Transfers	(118,444,263)	(130,929,394)	(131,897,896)	(140,134,497)	(8,236,601)
Provisions For Contingencies	0	0	7,510,000	10,000,000	2,490,000
TOTAL REQUIREMENTS	1,479,934,023	1,584,032,452	1,800,722,693	1,782,475,975	(18,246,718)
Allocated Positions (FTE)	6,166	6,165	6,191	6,197	6

ALL COUNTY AND DISTRICTS MAJOR FUNDS

Major Fund: GENERAL FUND - *General Government Functional Group*

Summary

	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Recommended	2020-21 Change
Taxes Current Property	375,600,768	400,775,908	403,000,000	430,753,000	27,753,000
Taxes Other Than Cur Prop	28,215,952	30,389,152	26,500,000	30,060,000	3,560,000
License/Permit/Franchises	10,600,698	10,384,579	10,008,214	10,909,014	900,800
Fines/Forfeits/Penalties	21,314,841	1,029,077	20,704,999	21,037,499	332,500
Use Of Money & Property	15,097,053	26,128,926	21,092,917	19,202,154	(1,890,763)
Intergovernmental Revenue	22,297,650	39,246,130	27,783,233	29,510,969	1,727,736
Charges For Services	95,607,271	100,206,198	100,783,705	106,017,371	5,233,666
Miscellaneous Revenue	69,555,987	112,943,232	65,184,752	67,617,247	2,432,495
Total Revenue	638,290,219	721,103,202	675,057,820	715,107,254	40,049,434
Net Fund Cost	(365,476,407)	(412,328,599)	(297,242,638)	(410,607,000)	(113,364,36)
TOTAL SOURCES	272,813,811	308,774,603	377,815,182	304,500,254	(73,314,928)
REQUIREMENTS					
Salaries And Benefits	129,997,101	134,371,737	163,281,511	169,782,865	6,501,354
Services And Supplies	165,287,746	168,208,929	217,432,434	182,001,906	(35,430,528)
Other Charges	47,967,437	48,261,726	49,537,717	48,989,077	(548,640)
Fixed Assets	38,690,326	72,509,744	60,594,295	18,689,310	(41,904,985)
Expenditure Transfers	(109,128,798)	(114,577,533)	(120,540,775)	(124,962,904)	(4,422,129)
Provisions For Contingencies	0	0	7,510,000	10,000,000	2,490,000
TOTAL REQUIREMENTS	272,813,811	308,774,603	377,815,182	304,500,254	(73,314,928)
Allocated Positions (FTE)	1,112	1,134	1,141	1,134	(7)

County Summary Information

ALL COUNTY AND DISTRICTS MAJOR FUNDS

Major Fund: **GENERAL FUND - Health and Human Services Functional Group**

Summary

	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Recommended	2020-21 Change
SOURCES					
License/Permit/Franchises	178,872	210,238	174,000	169,000	(5,000)
Fines/Forfeits/Penalties	973,209	757,199	659,118	725,103	65,984
Use Of Money & Property	486,291	463,124	434,324	469,905	35,580
Intergovernmental Revenue	419,124,339	436,049,644	472,310,516	565,556,191	93,245,675
Charges For Services	97,948,637	109,672,352	114,261,304	42,052,682	(72,208,622)
Miscellaneous Revenue	167,140,247	182,524,562	219,671,656	229,018,809	9,347,153
Total Revenue	685,851,595	729,677,118	807,510,918	837,991,689	30,480,771
Net Fund Cost	114,414,069	126,847,816	167,474,434	189,002,000	21,527,566
TOTAL SOURCES	800,265,664	856,524,934	974,985,352	1,026,993,689	52,008,337
REQUIREMENTS					
Salaries And Benefits	346,215,732	359,267,214	418,537,533	442,766,770	24,229,237
Services And Supplies	304,156,668	352,785,297	364,131,644	371,606,330	7,474,686
Other Charges	161,107,630	162,592,045	205,478,852	227,580,791	22,101,939
Fixed Assets	695,402	1,330,601	1,325,126	2,897,803	1,572,677
Expenditure Transfers	(11,909,768)	(19,450,223)	(14,487,803)	(17,858,005)	(3,370,202)
TOTAL REQUIREMENTS	800,265,664	856,524,934	974,985,352	1,026,993,689	52,008,337
Allocated Positions (FTE)	3,245	3,188	3,217	3,222	5

ALL COUNTY AND DISTRICTS MAJOR FUNDS

Major Fund: GENERAL FUND - Law and Justice Functional Group

Summary

	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Recommended	2020-21 Change
SOURCES					
License/Permit/Franchises	1,690,645	1,450,204	1,655,750	1,655,750	0
Fines/Forfeits/Penalties	2,670,859	2,587,779	2,518,892	2,608,892	90,000
Intergovernmental Revenue	111,617,375	107,987,242	110,954,194	112,483,712	1,529,518
Charges For Services	41,458,413	42,405,289	44,603,141	45,497,576	894,435
Miscellaneous Revenue	57,869,225	60,839,699	63,851,286	67,131,102	3,279,816
Total Revenue	215,306,517	215,270,213	223,583,263	229,377,032	5,793,769
Net Fund Cost	191,548,030	203,462,702	224,338,896	221,605,000	(2,733,896)
TOTAL SOURCES	406,854,548	418,732,915	447,922,159	450,982,032	3,059,873
REQUIREMENTS					
Salaries And Benefits	330,002,532	339,698,740	359,814,122	370,147,398	10,333,276
Services And Supplies	51,798,427	51,515,635	60,527,051	52,996,349	(7,530,702)
Other Charges	20,762,666	21,819,451	21,205,328	21,913,897	708,569
Fixed Assets	1,696,618	2,600,726	3,244,976	3,237,976	(7,000)
Expenditure Transfers	2,594,304	3,098,362	3,130,682	2,686,412	(444,270)
TOTAL REQUIREMENTS	406,854,548	418,732,915	447,922,159	450,982,032	3,059,873
Allocated Positions (FTE)	1,809	1,844	1,833	1,841	8

County Summary Information

GENERAL FUND

Summary of Expenditures and Revenues with Compensation Information

General Fund	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Change
Expense					
Salaries And Benefits	833,337,691	941,633,166	976,078,053	982,697,033	6,618,980
Services And Supplies	572,509,862	642,091,129	606,800,376	606,604,585	(195,791)
Other Charges	232,673,222	276,221,897	298,483,765	298,483,765	0
Fixed Assets	76,441,072	65,164,397	24,867,512	24,825,089	(42,423)
Provisions For Contingencies	0	7,510,000	10,000,000	10,000,000	0
Expenditure Transfers	(130,929,394)	(131,897,896)	(139,715,627)	(140,134,497)	(418,870)
Expense Total	1,584,032,452	1,800,722,693	1,776,514,079	1,782,475,975	5,961,896
Revenue					
Other Local Revenue	1,012,789,161	1,031,291,686	1,073,216,820	1,075,493,058	2,276,238
Federal Assistance	263,332,630	296,008,106	297,705,944	298,414,693	708,749
State Assistance	389,928,743	387,671,892	408,568,223	408,568,223	0
Revenue Total	1,666,050,533	1,714,971,684	1,779,490,988	1,782,475,975	2,984,987
Net County Cost (NCC):	(82,018,081)	85,751,009	(2,976,909)	0	2,976,909
Allocated Positions (FTE)	6,165.0	6,190.7	6,125.0	6,196.8	71.8
Financial Indicators					
Salaries as % of Total Exp	53%	52%	55%	55%	
% Change in Total Exp		14%	(1%)	0%	
% Change in Total Rev		3%	4%	0%	
% Change in NCC		(207%)	(103%)	(100%)	
Compensation Information					
Permanent Salaries	446,574,085	520,596,143	543,273,444	547,125,729	3,852,285
Temporary Salaries	15,115,347	11,512,645	10,457,832	10,374,348	(83,484)
Permanent Overtime	23,900,803	15,957,910	15,843,106	15,843,106	0
Deferred Comp	4,136,952	5,645,672	6,063,050	6,097,331	34,281
Hrly Physician Salaries	56,134	86,174	66,632	66,632	0
Perm Physicians Salaries	2,469,415	4,644,956	6,156,185	6,156,185	0
Perm Phys Addnl Duty Pay	39,600	40,490	30,846	30,846	0
Comp & SDI Recoveries	(2,539,076)	(1,707,734)	(1,637,117)	(1,637,117)	0
FICA/Medicare	28,691,568	33,201,071	34,689,433	34,979,650	290,217
Ret Exp-Pre 97 Retirees	1,885,215	2,108,443	2,138,335	2,138,335	0
Retirement Expense	186,942,342	208,963,812	213,644,765	215,326,649	1,681,884
Excess Retirement	201,468	174,505	211,517	211,517	0
Employee Group Insurance	65,287,063	83,192,890	89,475,264	90,219,890	744,626
Retiree Health Insurance	30,477,627	30,493,217	30,970,709	30,970,709	0
OPEB Pre-Pay	13,192,304	13,135,114	13,077,515	13,077,515	0
Unemployment Insurance	180,031	258,082	532,917	537,182	4,265
Workers Comp Insurance	16,750,310	13,329,774	11,083,621	11,178,527	94,906
Labor Received/Provided	(23,496)	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 2020-21 is \$526,943,000 or 29.5% 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 \$2.5 million in Debt Service revenue is programmed as operational revenue.

Changes in Overall Share of General Purpose Revenue

	2019-20 Recommended	Share of Total	2020-21 Recommended	Share of Total
Agriculture-Weights/Measures	2,500,000	0.5%	2,500,000	0.5%
Animal Services	4,500,000	0.9%	4,500,000	0.9%
Assessor	16,250,000	3.3%	17,000,000	3.2%
Auditor-Controller	3,500,000	0.7%	3,550,000	0.7%
Board Of Supervisors	7,060,000	1.4%	7,260,000	1.4%
Capital Improvements	16,500,000	3.3%	16,500,000	3.1%
Central Support Services:	6,990,000	1.4%	7,022,000	1.3%
Clerk-Recorder Elections	6,868,000	1.4%	6,000,000	1.1%
Conflict Defense Services	6,000,000	1.2%	5,400,000	1.0%
Conservation & Development	785,000	0.2%	785,000	0.1%
Contingency Reserve	10,000,000	2.0%	10,000,000	1.9%
County Administrator	7,420,000	1.5%	8,116,000	1.5%
County Counsel	2,000,000	0.4%	1,450,000	0.3%
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	21,746,000	4.4%	23,180,000	4.4%
Employee/Retiree Benefits	5,500,000	1.1%	3,694,000	0.7%
Employment and Human Services	26,913,000	5.5%	31,000,000	5.9%
Health Services	134,636,000	27.3%	158,356,000	30.1%
Human Resources	3,200,000	0.6%	2,750,000	0.5%
Justice System Development/Planning	1,790,000	0.4%	1,790,000	0.3%
Probation	44,000,000	8.9%	44,500,000	8.4%
Public Defender	26,542,000	5.4%	29,310,000	5.6%
Public Works	27,000,000	5.5%	27,200,000	5.2%
Sheriff-Coroner	97,725,000	19.8%	101,605,000	19.3%
Superior Court Related Functions	11,320,000	2.3%	11,320,000	2.1%
Treasurer-Tax Collector	2,450,000	0.5%	2,675,000	0.5%
Veterans Service	1,200,000	0.2%	1,325,000	0.3%
General Purpose Revenue	492,550,000	100.0%	526,943,000	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 sufficient to fund the majority of Baseline requests in the FY 2020-21 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 541.

Comparison of Share between Baseline Request and Recommended Budget

	2020-21 Baseline	Share of Total	2020-21 Recommended	Share of Total
Agriculture-Weights/Measures	2,504,336	0.5%	2,500,000	0.5%
Animal Services	4,870,000	0.9%	4,500,000	0.9%
Assessor	17,000,000	3.2%	17,000,000	3.2%
Auditor-Controller	4,237,855	0.8%	3,550,000	0.7%
Board Of Supervisors	7,260,000	1.4%	7,260,000	1.4%
Capital Improvements	16,500,000	3.1%	16,500,000	3.1%
Central Support Services:	7,022,000	1.3%	7,022,000	1.3%
Clerk-Recorder Elections	6,000,000	1.1%	6,000,000	1.1%
Conflict Defense Services	5,400,000	1.0%	5,400,000	1.0%
Conservation & Development	785,000	0.1%	785,000	0.1%
Contingency Reserve	10,000,000	1.9%	10,000,000	1.9%
County Administrator	8,116,000	1.5%	8,116,000	1.5%
County Counsel	1,991,698	0.4%	1,450,000	0.3%
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	23,000,000	4.4%	23,180,000	4.4%
Employee/Retiree Benefits	3,694,000	0.7%	3,694,000	0.7%
Employment and Human Services	31,383,089	6.0%	31,000,000	5.9%
Health Services	155,816,000	29.7%	158,356,000	30.1%
Human Resources	2,828,113	0.5%	2,750,000	0.5%
Justice System Development/Planning	1,790,000	0.3%	1,790,000	0.3%
Probation	44,500,000	8.5%	44,500,000	8.4%
Public Defender	29,148,000	5.6%	29,310,000	5.6%
Public Works	27,000,000	5.2%	27,200,000	5.2%
Sheriff-Coroner	99,645,000	19.0%	101,605,000	19.3%
Superior Court Related Functions	11,320,000	2.2%	11,320,000	2.1%
Treasurer-Tax Collector	2,675,000	0.5%	2,675,000	0.5%
Veterans Service	1,325,000	0.3%	1,325,000	0.3%
	523,966,091 ¹	100.0%	526,943,000	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, 85.1% 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

	2020-21 Baseline	Share of Total	2020-21 Recommended	Share of Total	
Health Services	155,816,000	29.7%	158,356,000	30.1%	} 85.1%
Sheriff-Coroner	99,645,000	19.0%	101,605,000	19.3%	
Probation	44,500,000	8.5%	44,500,000	8.4%	
Employment and Human Services	31,383,089	6.0%	31,000,000	5.9%	
Public Defender	29,148,000	5.6%	29,310,000	5.6%	
Public Works	27,000,000	5.2%	27,200,000	5.2%	
District Attorney	23,000,000	4.4%	23,180,000	4.4%	
Assessor	17,000,000	3.2%	17,000,000	3.2%	
Capital Improvements	16,500,000	3.1%	16,500,000	3.1%	
Superior Court Related Functions	11,320,000	2.2%	11,320,000	2.1%	} 14.9%
Contingency Reserve	10,000,000	1.9%	10,000,000	1.9%	
County Administrator	8,116,000	1.5%	8,116,000	1.5%	
Board Of Supervisors	7,260,000	1.4%	7,260,000	1.4%	
Central Support Services:	7,022,000	1.3%	7,022,000	1.3%	
Clerk-Recorder Elections	6,000,000	1.1%	6,000,000	1.1%	
Conflict Defense Services	5,400,000	1.0%	5,400,000	1.0%	
Animal Services	4,870,000	0.9%	4,500,000	0.9%	
Employee/Retiree Benefits	3,694,000	0.7%	3,694,000	0.7%	
Auditor-Controller	4,237,855	0.8%	3,550,000	0.7%	
Human Resources	2,828,113	0.5%	2,750,000	0.5%	
Treasurer-Tax Collector	2,675,000	0.5%	2,675,000	0.5%	
Agriculture-Weights/Measures	2,504,336	0.5%	2,500,000	0.5%	
Justice System Development/Planning	1,790,000	0.3%	1,790,000	0.3%	
County Counsel	1,991,698	0.4%	1,450,000	0.3%	
Veterans Service	1,325,000	0.3%	1,325,000	0.3%	
Conservation & Development	785,000	0.1%	785,000	0.1%	
Crockett-Rodeo Revenues	560,000	0.1%	560,000	0.1%	
Department Of Information Technology	95,000	<0.1%	95,000	<0.1%	
Debt Service	(2,500,000)	(0.5%)	(2,500,000)	(0.5%)	
	523,966,091	1 100.0%	526,943,000	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

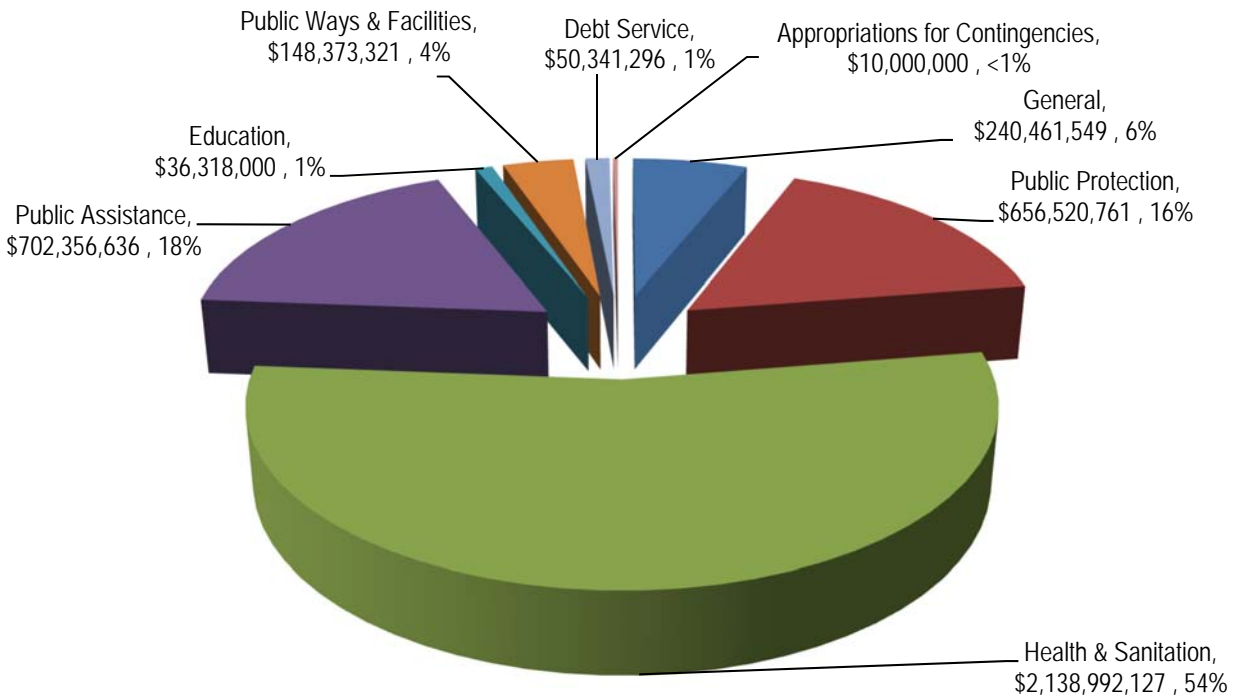
The following table shows total appropriations by Department regardless of the funding source. Please note that several Departments – such as the Library and Child Support Services – do not appear in the preceding charts because they do not receive any General Purpose Revenue.

	2020-21 Baseline	2020-21 Recommended	Difference
County Departments			
Agriculture-Weights/Measures	7,067,336	7,063,000	(4,336)
Animal Services	12,980,000	12,610,000	(370,000)
Assessor	21,733,889	21,733,889	(0)
Auditor-Controller	11,041,777	10,353,922	(687,855)
Board Of Supervisors	8,480,000	8,480,000	0
Capital Improvements	18,367,600	18,367,600	0
Central Support Services:	13,620,864	13,620,864	(0)
Child Support Services	20,844,144	21,282,000	437,856
Clerk-Recorder Elections	28,472,000	28,472,000	(0)
Conservation & Development	72,343,936	72,343,936	0
Contingency Reserve	10,000,000	10,000,000	0
County Administrator	19,515,000	19,515,000	(0)
County Counsel	7,794,790	7,253,092	(541,698)
Conflict Defense Services	5,400,000	5,400,000	0
Crockett-Rodeo Revenues	560,000	560,000	0
Debt Service	50,341,296	50,341,296	0
Department Of Information Technology	7,822,595	7,956,271	133,676
District Attorney	49,885,000	50,065,000	180,000
Employee/Retiree Benefits	3,694,000	3,694,000	0
Employment and Human Services	544,231,394	546,485,000	2,253,606
Health Services	2,168,913,630	2,171,453,630	2,540,000
Human Resources	11,121,756	11,183,366	61,610
Justice System Development/Planning	10,073,050	10,073,050	0
Library	36,318,000	36,318,000	0
Probation	82,055,170	82,055,710	0
Public Defender	34,449,000	34,611,000	162,000
Public Safety Realignment	189,421,000	189,421,000	0
Public Works	244,221,216	244,421,216	200,000
Sheriff-Coroner	260,864,693	263,116,498	2,251,805
Superior Court Related Functions	17,492,000	17,492,000	0
Treasurer-Tax Collector	5,934,350	5,934,350	0
Veterans Service	1,687,000	1,687,000	0
Total County	3,976,747,026	3,983,363,690	6,616,664
Special Districts			
CCC Fire Protection District	198,675,010	199,978,010	1,303,000
CCCFPD EMS Transport Fund	54,358,000	54,482,000	124,000
Crockett/Carquinez Fire	686,000	686,000	0
Special Districts (Other Than Fire)	232,588,579	232,588,579	0
Appropriations Grand Total	4,463,054,615	4,471,098,279	8,043,664

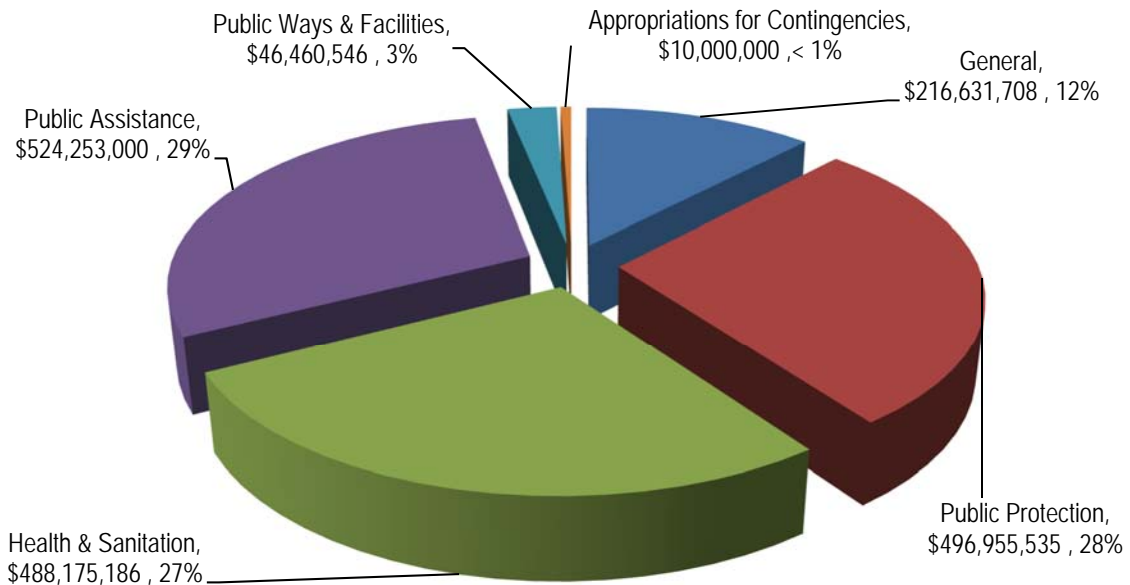
APPROPRIATIONS BY STATE FUNCTION CODE

Many Departments provide more than one area of service. The charts below categorize total County Appropriations by State Function Code.

ALL FUNDS: \$3.98 Billion



GENERAL FUND: \$1.78 Billion



County Summary Information

POSITION SUMMARY

All County Funds

The table below provides FTE positions for all funds for two prior years (2017-18 and 2018-19 Actuals), current year (2019-20 Budget), Projected Year (2020-21 Baseline), and for the 2020-21 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 are rounded/funded FTEs. Agriculture-Weights/Measures had a decrease of 1.3 FTE, Animal Services a decrease of 4.0 FTE, Child Support an increase of 5.0 FTE, Department of Information Technology an increase of 1.0 FTE, District Attorney an increase of 2.0 FTE, Employment and Human Services a net increase of 20.0 FTE (after elimination of 62.0 vacant/unfunded positions), Health Services an increase of 29.1 FTE, Human Resources an increase of 1.0 FTE, Public Works an increase of 1.0 FTE, Sheriff-Coroner an increase of 25.0 FTE, Contra Costa County Fire Protection District an increase of 9.0 FTE, and CCC Fire Protection District EMS Transport an increase of 1.0 FTE.

	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Net Change
County Departments						
Agriculture-Weights/Measures	41.6	44.6	45.6	45.6	44.3	(1.3)
Animal Services	77.0	77.0	77.0	77.0	73.0	(4.0)
Assessor	122.0	122.0	122.0	112.0	112.0	0.0
Auditor-Controller	60.0	60.0	60.0	60.0	60.0	0.0
Board Of Supervisors	31.9	32.3	31.8	31.8	31.8	0.0
Central Support Services	45.0	44.0	43.0	43.0	43.0	0.0
Child Support Services	144.0	144.0	153.0	152.0	157.0	5.0
Clerk-Recorder Elections	82.5	82.5	81.5	81.5	81.5	0.0
Conservation & Development	173.0	177.0	186.0	186.0	186.0	0.0
County Administrator	34.0	34.0	36.3	36.3	36.3	0.0
County Counsel	51.0	52.0	52.0	52.0	52.0	0.0
Dept of Information Technology	82.0	84.0	84.0	85.0	86.0	1.0
District Attorney	205.5	221.5	222.6	222.6	224.6	2.0
Employ't and Human Services	2,008.6	1,902.5	1,903.5	1,852.0	1,872.0	20.0
Health Services	3,809.7	3,917.1	3,879.7	3,879.7	3,908.8	29.1
Human Resources	52.0	52.0	51.0	51.0	52.0	1.0
Justice System Dev/Planning	5.0	5.0	5.0	5.0	5.0	0.0
Library	197.8	200.7	204.3	204.3	204.3	0.0
Probation	366.5	367.5	345.5	330.5	330.5	0.0
Public Defender	115.3	137.1	143.0	143.0	143.0	0.0
Public Works	527.8	542.8	548.8	549.0	550.0	1.0
Sheriff-Coroner	1,062.5	1,058.5	1,062.5	1,062.5	1,087.5	25.0
Treasurer-Tax Collector	29.5	29.5	30.5	30.5	30.5	0.0
Veterans Service	9.5	9.5	9.5	10.0	10.0	0.0
Total County FTE	9,333.7	9,397.1	9,378.1	9,302.2	9,381.0	78.8
Special Districts						
CCC Fire District-Consolidated	360.6	397.6	413.6	413.6	422.6	9.0
CCCYPD Ems Transport Fund	7.0	11.0	12.0	12.0	13.0	1.0
Special Districts (Not Fire)	16.0	17.0	17.0	17.0	17.0	0.0
All Funds FTE	9,717.3	9,822.6	9,820.6	9,744.8	9,833.6	88.8

POSITION SUMMARY

General Fund

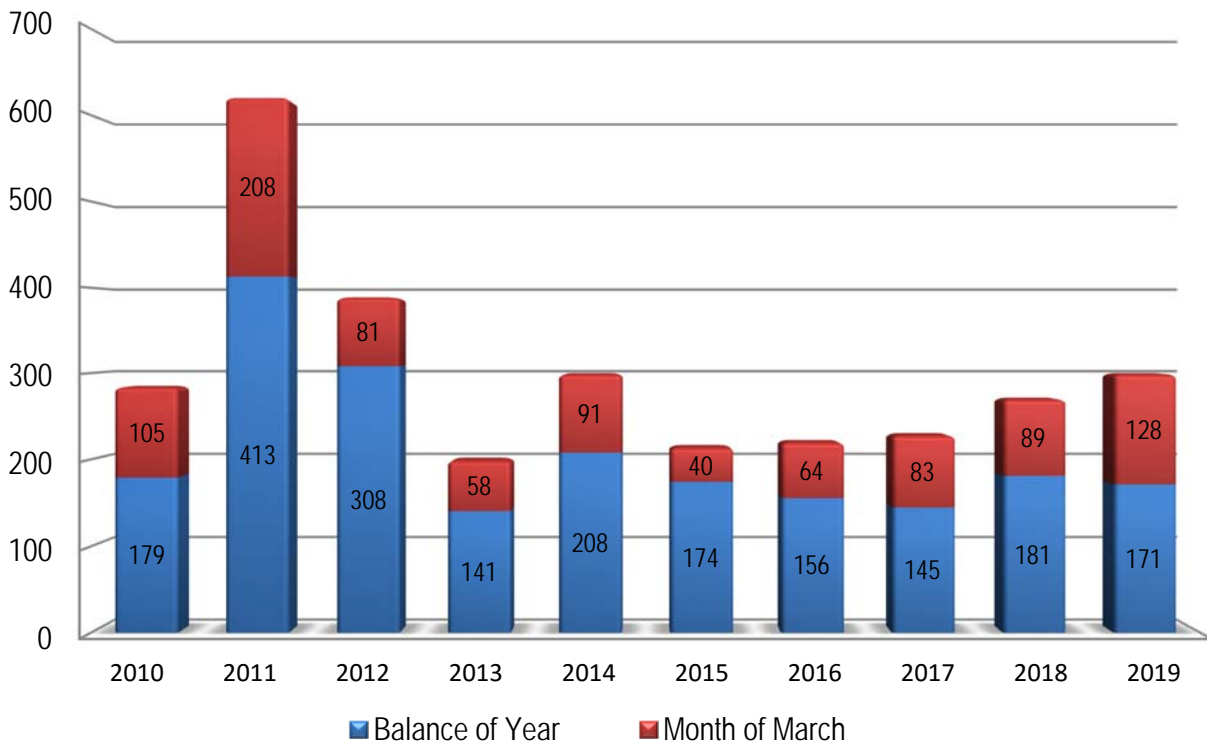
The table below provides FTE positions for the General Fund for two prior years (2017-18 and 2018-19 Actuals), current year (2019-20 Budget), Projected Year (2020-21 Baseline), 2020-21 Recommended Budget, and net change from Baseline to Recommended. These figures are independently rounded by Department.

	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Baseline	2020-21 Recommended	Net Change
General Fund Departments						
Agriculture-Weights/Measures	41.6	44.6	45.6	45.6	44.3	(1.3)
Animal Services	77.0	77.0	77.0	77.0	73.0	(4.0)
Assessor	122.0	122.0	122.0	112.0	112.0	0.0
Auditor-Controller	60.0	60.0	60.0	60.0	60.0	0.0
Board Of Supervisors	31.9	32.3	31.8	31.8	31.8	0.0
Central Support Services	45.0	44.0	43.0	43.0	43.0	0.0
Clerk-Recorder Elections	71.5	71.5	70.5	70.5	70.5	0.0
Conservation & Development	2.0	3.0	5.0	5.0	5.0	0.0
County Administrator	34.0	34.0	36.3	36.3	36.3	0.0
County Counsel	51.0	52.0	52.0	52.0	52.0	0.0
Dept Of Information Tech	82.0	84.0	84.0	85.0	86.0	1.0
District Attorney	205.5	221.5	222.6	222.6	224.6	2.0
Employ' and Human Svc	1,890.6	1,792.5	1,793.5	1,751.0	1,769.0	18.0
Health Services	1,344.8	1,385.7	1,413.7	1,413.7	1,442.8	29.1
Human Resources	52.0	52.0	51.0	51.0	52.0	1.0
Justice System Dev/Planning	5.0	5.0	5.0	5.0	5.0	0.0
Probation	366.5	367.5	345.5	330.5	330.5	0.0
Public Defender	115.3	137.1	143.0	143.0	143.0	0.0
Public Works	489.8	504.8	509.8	510.0	511.0	1.0
Sheriff-Coroner	1,039.5	1,035.5	1,039.5	1,039.5	1,064.5	25.0
Treasurer-Tax Collector	29.5	29.5	30.5	30.5	30.5	0.0
Veterans Service	9.5	9.5	9.5	10.0	10.0	0.0
Total General Fund FTEs	6,166.1	6,165.0	6,190.7	6,125.0	6,196.8	71.8

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 2010-2019

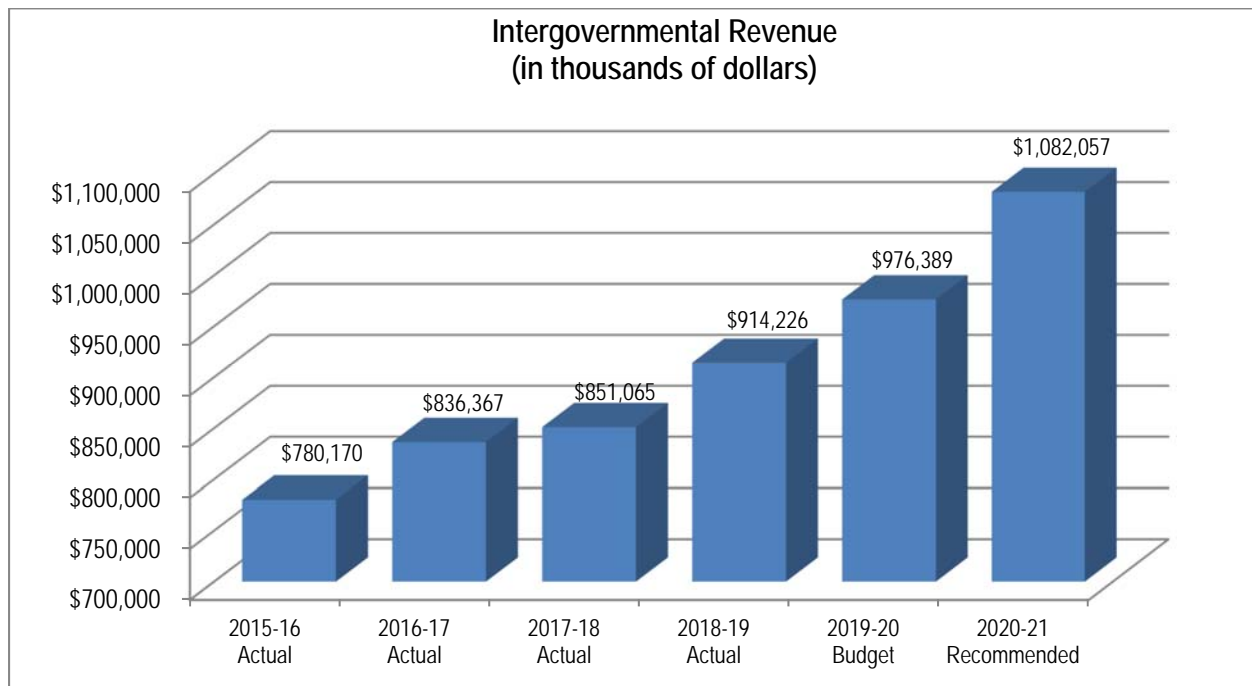


DISCUSSION OF MAJOR REVENUE SOURCES

All County Funds

Intergovernmental Revenue: \$1.082 Billion/27.4% 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. Note that a significant portion of the increase in FY 2020-21 is due to recategorizing \$72.2 million from the “Charges for Services” revenue category to the “Intergovernmental” revenue category.



State Aid Realignment-Sales Tax (\$229.0 million): Contra Costa’s total Realignment-Sales Tax revenue is budgeted at \$229.0 million, 78.9% 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 \$8.3 billion to local governments to fund various criminal justice, mental health and social services programs in the current year and \$8.6 billion is estimated in FY 2020-21. In FY 2020-21, Contra Costa County’s share of community corrections base allocation will be increased; however, while our “Base” is increasing in FY 2020-21 over FY 2019-20, 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 2020-21, based on current estimates in the Governor’s January Proposed Budget.

DISCUSSION OF MAJOR REVENUE SOURCES

All County Funds

Intergovernmental Revenue *(continued)*

Federal Aid (\$273.8 million): The County is projecting to receive federal aid for a variety of programs in FY 2020-21. The largest source provides support for CalWorks and CalFresh in the Employment and Human Services Department (\$86.6 million), which is distributed based in part on caseload, program allocation and time studies. Some of the other programs are: adoptions (\$8.9 million), child boarding homes (\$10.9 million), community services administration (\$37.3 million), other federal aid (\$12.9 million), employment and training (\$6.5 million), family maintenance (\$10.1 million), miscellaneous federal health projects (\$10.6 million), highway construction monies (\$13.3 million), and HUD Block Grants (\$13.4 million). The second largest source is Medi-Cal for mental health services (\$73.54 million), which is projected based upon trend as well as State contract.

State Aid Public Safety Services (\$88.1 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 2020-21 due to an increase in Proposition 172 statewide sales tax receipts. The increase over the current year budgeted figures is \$2.5 million.

State Aid Realignment-Mental Health (\$28.5 million): The 2011 realignment plan shifted the responsibility and funding for a series of major programs from the State to local level. In total, the realignment plan provides \$8.3 billion to local governments to fund various criminal justice, mental health and social services programs in the current year and \$8.6 billion is estimated in the FY 2020-21. Contra Costa's total Realignment – Mental Health is budgeted at \$28.5 million for FY 2020-21. 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 just under \$1 million in growth expected in FY 2020-21.

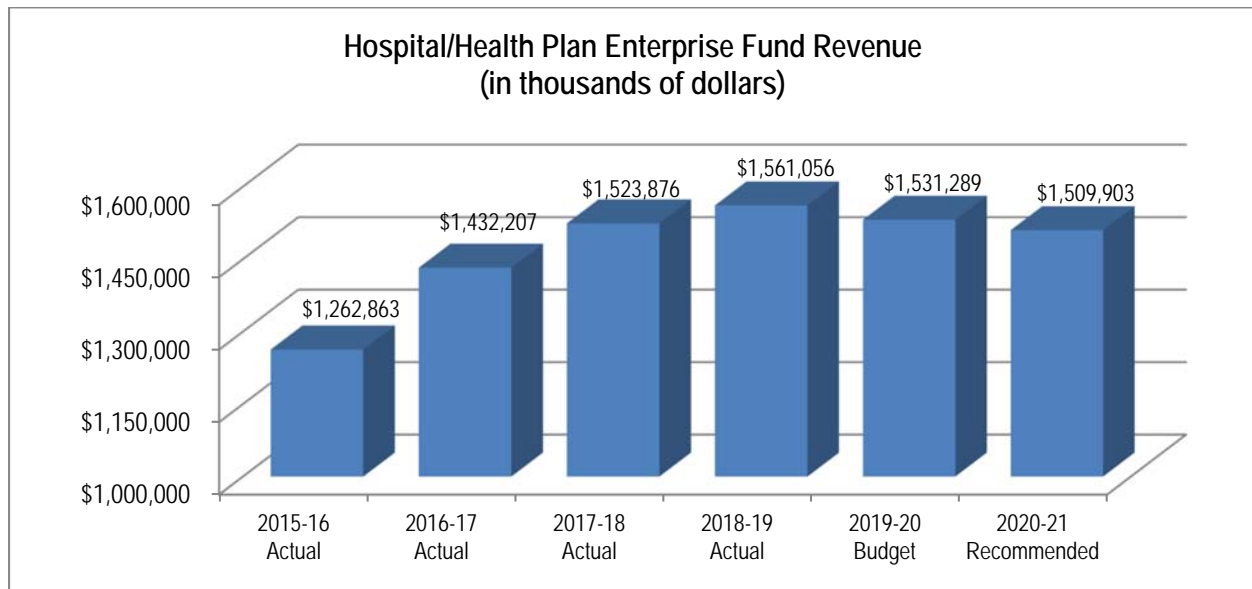
Title IV-D Revenues (\$21.2 million): Child Support Services is projecting to receive just over \$21 million in Federal Family Support funds in FY 2020-21. This is a Federal funding source and is projected by the Child Support Services Department based upon performance and current year expenses, due mainly to flat expenditures; projected revenue growth is relatively flat as well.

DISCUSSION OF MAJOR REVENUE SOURCES

All County Funds

Hospital/Health Plan Revenue: \$1.509 Billion/38.22% 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 (\$820.2 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 (\$296.5 million): Fee for Service Medi-Cal inpatient hospital services are reimbursed on a per day basis (adjusted at year end per the terms of the State Medi-Cal waiver). The days have been projected based on historical patterns and adjusted for known service staffing levels. The per day rate is then multiplied by the number of projected patient days to arrive at the budget.

Medi-Cal outpatient services are reimbursed on a 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.

Health Plan Reimbursement (\$111.9 million): The revenue is for Inpatient and Outpatient managed care services reimbursed on a capitated basis. The revenue forecast is based on anticipated enrollment consistent with Statewide 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.

DISCUSSION OF MAJOR REVENUE SOURCES

All County Funds

Hospital/Health Plan Revenue *(continued)*

Miscellaneous Hospital Revenue (\$90.9 million): The County Hospital and Clinics are expected to receive in excess of \$90.9 million in miscellaneous revenues in FY 2020-21. This revenue source varies drastically from year to year. In FY 2015-16 actual revenues from these sources were \$53.6 million, FY 2016-17 they were \$69.6 million, FY 2017-18 they were \$78.2 million and \$74.1 million in FY 2018-19. 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 (\$68.6 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 (\$43.8 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.

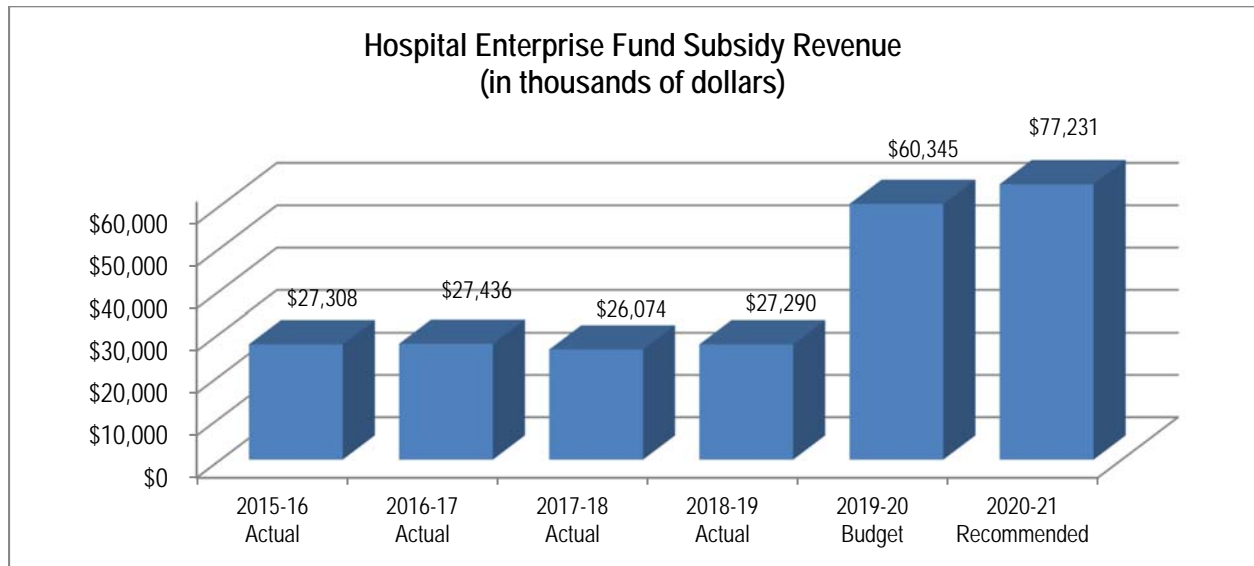
Medicare Outpatient services are paid by APC (Ambulatory Payment Classification) codes. Each code is assigned a value by CMS (Centers for Medicare and Medicaid Services) and these codes are adjusted by locality. The APC codes are determined by the CPT (Current Procedural Terminology) code billed for 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: \$77.2 Million/1.9% 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 (\$73.2 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 \$73.2 million. A strategic plan is under development to address the growth slowdown.

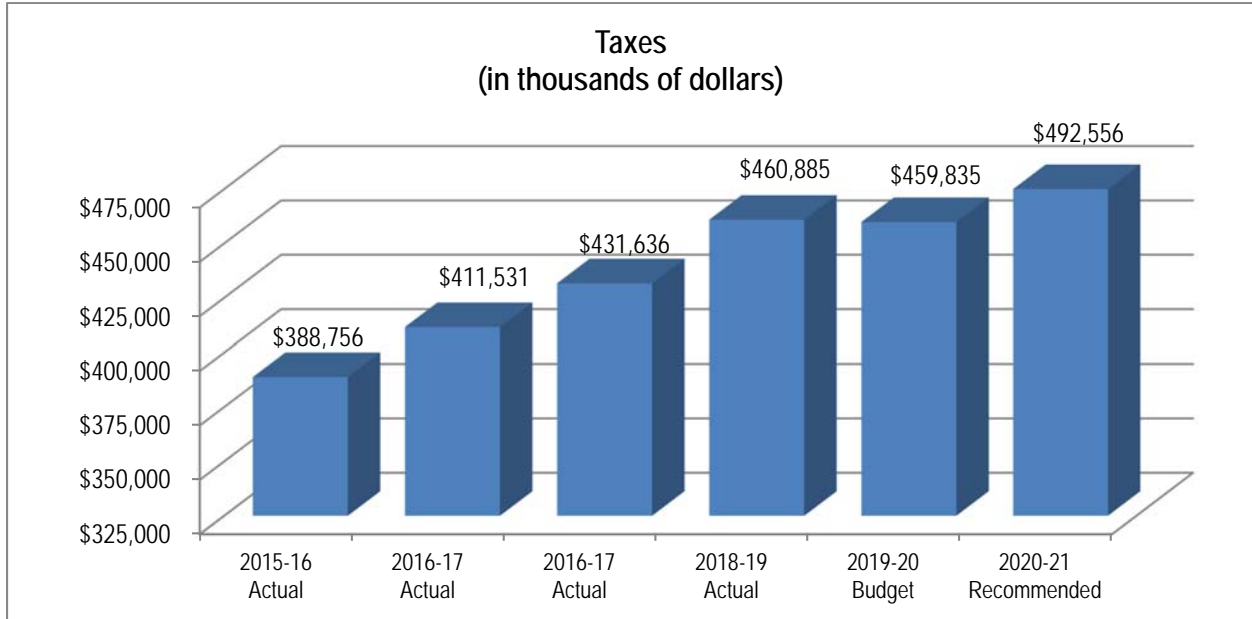
Health Plan Subsidy (\$3.9 million): Historically, the County General Fund has provided a general fund subsidy to the County health plan (Enterprise Fund III) for the In-Home Supportive Services population. These revenues are allocated from projected property tax revenues and are set as a fixed dollar amount. The subsidy has remained constant over the past five years.

DISCUSSION OF MAJOR REVENUE SOURCES

All County Funds

Taxes: \$492.5 Million/12.47% 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 (\$296.2 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 Great 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 4.5% 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 (\$144.0 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 4.5% growth in VLF for FY 2020-21 based on property tax projections.

Sales and Use Tax/In-Lieu Sales and Use Tax (\$16.0 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".

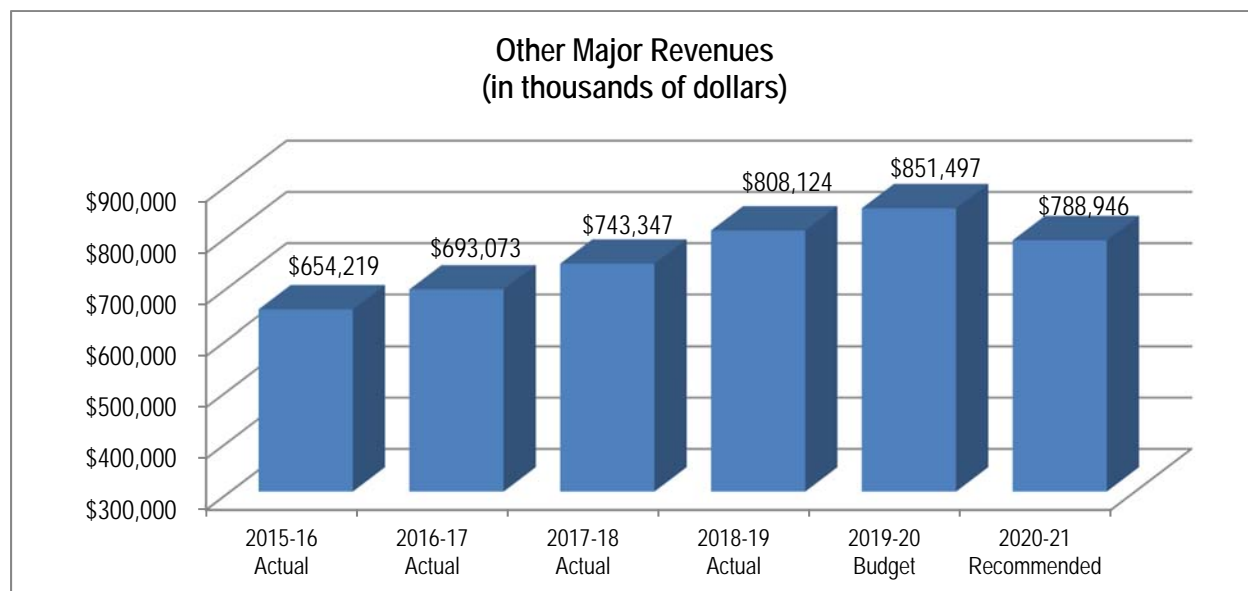
The Governor's FY 2014-15 state budget included a supplemental payment of \$1.6 billion to allow the 2004 Economic Recovery Bonds to be paid off earlier than originally planned. Based on our review of historical annual Triple Flip reconciliations, all past takeaways have been properly trued up and no 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 2020-21 Recommended Budget includes a slight increase in net sales taxes.

DISCUSSION OF MAJOR REVENUE SOURCES

All County Funds

Other Major Revenues: \$788.9 Million/19.97% 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. Note that the drop in FY 2020-21 is due to recategorizing \$72.2 million from the “Charges for Services” revenue category to “Intergovernmental”.



License/Permits/Franchises (\$32.1 million): The majority of the County’s revenues in this category come from construction permits (\$15.6 million), franchise fees (\$9.2 million), landfill surcharges (\$2.8 million), and animal licenses (\$1.6 million). All of these revenue projections are based upon very recent trend analysis as historic figures tend to project higher than can reasonably be anticipated.

Fines/Forfeits/Penalties (\$29.6 million): The majority of the County’s fines are from general fines (\$4.0 million), miscellaneous penalties (\$2.4 million), vehicle code fines (\$1.0 million), and penalties and costs associated with delinquent taxes (\$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.

Use of Money and Property (\$31.1 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 \$23.2 million from earnings on investments, \$4.6 million from aviation operations/rent and concessions from the Buchanan Airport, and \$1.5 million from rent on real estate and office space. Growth in projected earnings from use of money and property has been decreased slightly, due to lower interest rates.

DISCUSSION OF MAJOR REVENUE SOURCES

All County Funds

Other Major Revenues *(continued)*

Charges for Services (\$215.7 million): Fifteen of the 84 revenue sources in this category account for over 75% of the revenue. Prior to FY 2020-21, the largest revenue in this category (\$72.2 million) was Medi-Cal for mental health services revenues. These revenues are now included as “Intergovernmental” revenues. The largest revenue is now for building maintenance services. Building maintenance services costs account for \$42.3 million, \$5.6 for city contracts for animal services, and \$11.0 million for reciprocal transactions between governmental funds (contracts and interfund loans). For the most part, these revenues are projected based upon existing contracts. Contract law enforcement services accounts for \$25.8 million and are based upon current contracts to cover projected actual expenditures, The County also expects to receive \$18.5 million from health inspection fees, \$7.7 million in recording fees, \$8.5 million in assessment collections, \$7.1 million from planning and engineering services, \$5.3 for communication services, and \$5.3 million for miscellaneous current services in FY 2020-21. These revenue projections are based upon recent County trends.

Miscellaneous Revenue (\$480.2 million): Over \$384.9 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 (\$14.3 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 remain relatively flat in FY 2020-21 and are based upon planned future projects. The second largest miscellaneous revenues at \$49.5 million are contributions from other funds. Of this amount, \$47.5 million is budgeted for the principal and interest costs for the Pension Obligation Bonds for employee retirement liabilities (\$44.8 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 123).

County Summary Information

REVENUES BY TYPE

All County Funds

Account Name	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Recommend	2020-21 Change
Medicare Contr Allowance	(138,515,228)	(149,044,536)	0	0	0
Medicare RHS/IP	183,027,017	192,852,075	43,212,568	43,802,311	589,743
Medicare Patient Services	44,511,789	43,807,539	43,212,568	43,802,311	589,743
Medi-Cal Contr Allowance	176,683,722	210,293,359	0	0	0
Medi-Cal RHS/IP	143,488,291	128,227,342	299,209,084	296,508,565	(2,700,519)
Medi-Cal Patient Services	320,172,013	338,520,701	299,209,084	296,508,565	(2,700,519)
Health Plan Contr Allowance	(299,708,804)	(285,303,840)	0	0	0
Health Plan RHS/IP	400,519,610	396,872,402	114,617,883	111,927,074	(2,690,809)
Hlth Plan Patient Svcs	100,810,806	111,568,562	114,617,883	111,927,074	(2,690,809)
Bad Debt Allowance	(40,471,670)	(43,618,945)	0	0	0
Commercial RHS/IP	37,366,064	39,591,793	11,346,312	8,444,330	(2,901,982)
Individual RHS/IP	13,385,372	13,943,814	0	0	0
Private Pay Patient Svcs	10,279,766	9,916,662	11,346,312	8,444,330	(2,901,982)
Interdept Contr Allowance	(1,943,408)	(3,165,528)	0	0	0
Interdept RHS/IP	5,978,022	7,275,321	3,809,780	3,565,338	(244,442)
Interdept Patient Svcs	4,034,614	4,109,793	3,809,780	3,565,338	(244,442)
Other Contr Allowance	(675,187)	(1,082,436)	0	0	0
Other RHS/IP	675,187	1,082,436	0	0	0
Other Patient Svcs	0	0	0	0	0
Cafeteria Receipts	287,071	485,677	439,938	419,365	(20,573)
Education & Training Chgs	15,786	12,543	10,994	9,107	(1,887)
Equipment Trade-In Sales	0	139,000	0	0	0
Gain on Dsp SI-Fxd Assets	3,000	12,648	0	0	0
Grants & Donations	12,097,017	11,796,952	16,267,006	15,147,578	(1,119,428)
Interfund Trans-PFA/Hosp	8,818	22,122	0	0	0
Medical Records Charges	184,114	183,392	185,140	180,365	(4,775)
Miscel Hospital Revenue	49,135,602	62,309,964	58,745,935	68,014,041	9,268,106
Occupancy & Rental Charges	96,897	79,150	80,709	78,105	(2,604)
Other External Hosp Rev	2,367,376	1,939,580	1,811,781	1,939,580	127,799
Sale of Scrap	0	12,540	0	0	0
SB 1732-MCAL CRRP Reimb	14,096,353	(2,801,539)	5,166,802	5,164,149	(2,653)
Other Hospital Revenues	78,292,034	74,192,031	82,708,305	90,952,290	8,243,985
Charges to A/DA/Mental Health	28,816,136	36,316,184	27,874,287	29,810,480	1,936,193
Charges to Environmental Health	675,772	675,772	675,772	675,772	0
Charges to Public Health	200,000	0	0	0	0
Chg to Other County Depts	1,219,439	1,275,923	1,283,551	1,236,646	(46,905)
Charges To Gen Fund Units	30,911,347	38,267,879	29,833,610	31,722,898	1,889,288
CC Health Plan Premiums	59,462,718	61,799,080	67,230,236	68,613,546	1,383,310
Interest Earnings	4,404,457	4,424,737	1,819,153	2,000,000	180,847

REVENUES BY TYPE

All County Funds

Account Name	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Recommend	2020-21 Change
Medi-Care Fed Premiums	3,048,501	1,640,785	0	0	0
Other External Plan Rev	5,402,879	5,490,169	1,510,278	1,379,150	(131,128)
PHP/Medi-Cal Premiums	856,040,008	860,799,328	846,344,741	820,223,229	(26,121,512)
Realignment VLF Revenue	5,584,516	5,557,557	28,727,197	22,100,646	(6,626,551)
St Aid Realignment-Health-Ent	0	0	0	7,701,834	7,701,834
External Health Plan Revenue	933,943,078	939,711,655	945,631,605	922,018,405	(23,613,200)
Health Plan Subsidy	3,986,288	3,986,288	3,986,288	3,986,000	(288)
Hospital Subsidy	22,088,071	23,303,628	56,358,712	73,245,000	16,886,288
Enterprise Fund Subsidy	26,074,359	27,289,916	60,345,000	77,231,000	16,886,000
Interest Income	695	0	0	0	0
Major Risk Med Ins Revenue	695	0	0	0	0
Bond Interest	40,963	78,433	40,963	78,434	37,471
Rentals and Leases	878,399	882,897	878,399	882,897	4,498
Schools Funds Revenue	919,362	961,331	919,362	961,331	41,969
Fund Balance Available	0	0	8,819,683	0	(8,819,683)
Fund Balance	0	0	8,819,683	0	(8,819,683)
Prop Taxes-Curr Secured	257,518,324	275,312,422	279,820,607	296,211,923	16,391,316
Prop Taxes-Curr Unsecured	7,786,167	8,210,495	7,509,924	8,040,065	530,141
Prop Tax-In Lieu of VLF	123,383,456	131,135,788	133,500,000	144,000,000	10,500,000
Prop Tax-Supplemental	5,960,673	6,902,571	4,032,890	5,715,247	1,682,357
Prop Tax-Unitary	8,860,304	8,979,626	8,547,189	8,574,558	27,369
Taxes Current Property	403,508,923	430,540,903	433,410,610	462,541,793	29,131,183
Aircraft Tax	565,208	445,500	400,000	600,000	200,000
Cannabis Business Tax	0	13,819	0	60,000	60,000
Prop Taxes-Prior-Secured	(557,244)	(376,736)	(661,923)	(437,409)	224,514
Prop Taxes-Prior-Unsecured	(14,695)	208,882	25,949	71,651	45,702
Prop Tax-Prior Supplemntl	(323,901)	(289,286)	(439,144)	(280,017)	159,127
Real Property Transfer Tax	10,860,298	10,260,666	10,000,000	10,500,000	500,000
Sales and Use Tax	14,267,394	16,646,857	14,000,000	16,000,000	2,000,000
Transient Occupancy Tax	3,329,887	3,434,035	3,100,000	3,500,000	400,000
Taxes Other Than Cur Prop	28,126,947	30,343,738	26,424,882	30,014,225	3,589,343
Animal Licenses	1,610,809	1,384,714	1,600,000	1,600,000	0
Business Licenses	767,091	922,726	663,192	791,500	128,308
Construction Permits	16,624,713	13,154,101	15,495,128	15,645,128	150,000
Franchise	2,123,114	2,116,828	2,000,000	2,300,000	300,000
Franchises	4,785,780	5,102,343	4,563,100	4,558,500	(4,600)
Franchises - Cable TV	2,436,110	2,335,842	2,287,514	2,387,514	100,000
Franchises - Landfill Srchg	2,509,331	2,727,245	2,400,000	2,800,000	400,000

County Summary Information

REVENUES BY TYPE

All County Funds

Account Name	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Recommend	2020-21 Change
Other Licenses & Permits	392,380	454,381	371,250	355,250	(16,000)
Road Privlges & Permits	953,261	547,959	950,000	950,000	0
Specific Plan Fees	452,507	344,513	210,948	356,012	145,064
Zoning Permits	524,115	370,035	280,000	380,000	100,000
License/Permit/Franchises	33,179,210	29,460,689	30,821,132	32,123,904	1,302,772
Consumer Fraud Damages	61,197	4,550	510,000	510,000	0
Crime Prevention Fines	5,181	73	400	50	(350)
Drinking Driver-AB 2086	43,669	40,946	35,463	34,422	(1,041)
Failure to Appear Fines	875	540	150	150	0
Failure to File Penalty	15,107	16,586	0	0	0
Fish and Game Fines	14,187	207,919	141,670	133,000	(8,670)
General Fines	3,689,197	3,813,083	3,670,482	4,002,793	332,311
Misc Forfeits & Penalties	3,694,965	2,782,171	2,454,214	2,495,816	41,602
Parking Fines	588,570	590,380	340,116	340,000	(116)
Penalty & Costs - Dlnqt Tax	1,250,651	1,000,411	666,000	1,023,000	357,000
Restricted Litter Fines	530	392	0	0	0
Sanctions-Courts	0	(250)	0	0	0
St Pnlty Fd POC VC 40611	38,579	38,785	38,500	38,500	0
Tax Losses Reserve Refund	20,000,000	0	20,000,000	20,000,000	0
Unrestricted Litter Fines	3,864	2,763	500	500	0
Vehicle Code Fines	1,283,424	1,180,855	1,014,482	1,063,550	49,068
Vehicle Code Priors	18,780	12,948	8,000	3,000	(5,000)
Fines/Forfeits/Penalties	30,708,775	9,692,152	28,879,978	29,644,782	764,804
Aircraft Storage Fees	76,235	62,680	58,833	58,120	(713)
Aviatn Ops-Rent & Cncessn	4,350,362	4,378,041	4,400,381	4,642,609	242,228
Earnings on Investment	17,626,935	30,466,405	23,949,707	23,257,562	(692,145)
Gain on Sale of Investments	2,799	0	0	0	0
Interest on Bond Deposits	49,359	103,226	50,000	70,000	20,000
Int on Loans & Receivables	21,460	86,406	144,000	144,000	0
Other Rents	995,083	1,073,449	1,568,200	1,573,705	5,505
Rent of Office Space	494,228	483,593	453,964	482,413	28,449
Rent on Real Estate	307,165	935,336	868,307	914,481	46,174
Use Of Money & Property	23,923,625	37,589,135	31,493,392	31,142,890	(350,503)
Admin Federal - Other	84,087,433	78,147,080	88,000,024	86,607,276	(1,392,748)
Admin Fed Other CWS	39,829	39,748	0	0	0
Admin-State Health Misc	28,942,343	35,980,126	44,137,001	53,895,654	9,758,653
Admin State Mcal Health Care	57,550,537	54,002,622	61,234,560	62,671,011	1,436,451
Admin State - Other	33,675,871	31,579,952	29,677,471	37,173,387	7,495,916
Admin State Out of Home Care	5,158,430	6,389,820	8,082,150	7,650,222	(431,928)

REVENUES BY TYPE

All County Funds

Account Name	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Recommend	2020-21 Change
CCS Medical Cases Mgmt	4,082,511	4,210,982	4,165,804	4,160,000	(5,804)
Fed Aid Adoptions	7,336,083	8,038,058	8,366,988	8,952,322	585,334
Fed Aid Airport Construction	411,277	284,609	3,718,125	540,000	(3,178,125)
Fed Aid Child Brding Home	11,122,832	10,904,375	10,537,768	10,957,789	420,021
Fed Aid Comm Svcs Admin	25,784,849	29,874,973	33,011,632	37,325,965	4,314,333
Fed Aid Crime Control	3,371,484	2,524,599	2,939,791	3,688,713	748,922
Fed Aid Disaster-Rd Damage	114,431	3,273,524	201,000	0	(201,000)
Fed Aid Employ & Training	4,950,269	6,040,830	7,594,954	6,568,015	(1,026,939)
Fed Aid Family Inc Mtce	9,671,393	3,742,384	9,776,204	10,118,716	342,512
Fed Aid Family Support	18,435,776	18,560,307	20,383,000	21,282,000	899,000
Fed Aid Hud Block Grant	8,084,749	6,167,368	14,006,076	13,493,000	(513,076)
Fed Aid Hwy Construction	5,806,435	11,033,986	17,328,134	13,307,764	(4,020,370)
Fed Aid NIMH Grant	2,306,216	3,044,663	2,306,235	2,963,032	656,797
Fed Aid Refugees	95,123	56,404	81,416	100,533	19,117
Federal in Lieu Taxes	6,176	6,324	0	0	0
Federal Medi-Cal	0	0	0	73,553,551	73,553,551
Fed Hlth Admin (MCH&3140)	2,952,114	3,262,670	3,440,796	3,998,674	557,878
Fed Immunization Assist	217,538	281,467	331,091	299,544	(31,547)
Fed Nutrition Elderly	2,797,514	2,939,805	4,394,401	4,213,856	(180,545)
Fed W.I.C. Program	4,458,184	4,529,841	4,539,099	4,313,783	(225,316)
Highway Users Tax Admin	20,004	20,004	20,004	20,004	0
Highway Users Tax Select	857,468	868,227	947,053	982,543	35,490
H/O Prop Tax Relief	1,964,299	1,927,475	1,650,000	1,895,181	245,181
Hway Users Tax Strm Drnge	52,875	52,875	52,875	52,875	0
Hway Users Tax Unrestricted	10,258,831	10,494,900	10,685,677	11,190,868	505,191
Hway User Tax 5/9APPT2105	4,972,510	5,041,134	5,127,734	5,373,649	245,915
Miscellaneous State Aid	51,913,975	53,980,184	61,113,023	67,190,866	6,077,843
Misc Fed Health Projects	7,297,483	11,677,093	15,642,728	10,628,562	(5,014,166)
Misc Government Agencies	9,351,000	10,105,170	16,927,965	13,937,751	(2,990,214)
Misc State Aid for Health	1,502,139	1,684,376	2,622,559	3,607,479	984,920
Other Federal Aid	14,643,954	12,764,940	11,036,866	12,973,285	1,936,419
Other in Lieu Taxes	10,948	0	0	125	125
Other State in Lieu Tax	82,754	73,993	70,000	75,000	5,000
RDA Nonprop-Tax Pass Through	7,801,970	8,512,331	6,993,508	8,392,676	1,399,168
Realloc/PY Adj Admn Fed	(978,405)	466,576	0	0	0
Realloc/PY Adj Admn State	(141,880)	4,123,285	12,190	0	(12,190)
St Aid-Public Safety Svcs	81,282,182	84,460,701	85,548,319	88,137,997	2,589,678
St Aid Trfc Cngstn Mgmt	8,182,471	19,318,579	22,466,671	24,082,614	1,615,943

County Summary Information

REVENUES BY TYPE

All County Funds

Account Name	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Recommend	2020-21 Change
State Adoption Assistance	0	1,036,526	0	802,301	802,301
State Aid Area Agency on Aging	573,955	374,697	589,049	1,072,613	483,564
State Aid Child Day Care	7,977,815	10,462,639	9,159,208	11,406,285	2,247,077
State Aid Children Brding Home	796,627	1,814,367	1,010,693	320,572	(690,121)
State Aid Drg AB Short-Doyle	567,284	1,969,188	3,869,813	1,586,525	(2,283,288)
State Aid Family Inc Mtce	1,031,141	19,016,733	18,273,382	19,006,448	733,066
State Aid Food/Milk Subvent	1,076,795	1,132,085	1,101,715	1,142,087	40,372
State Aid for Agriculture	2,466,142	2,952,487	3,250,036	3,355,689	105,653
State Aid for Aviation	17,790	18,305	92,954	24,300	(68,654)
State Aid for Civil Defense	1,731,008	2,607,912	1,549,505	1,549,505	0
State Aid for Crime Control	15,745,788	18,226,511	17,351,453	19,119,635	1,768,182
State Aid for Crippled Child	3,320,452	3,303,132	2,814,516	3,600,000	785,484
State Aid for Disaster-Other	1,065,521	1,088,756	1,000,000	1,000,000	0
State Aid Library -CLSA	125,466	100,127	74,000	74,000	0
State Aid Mandated Expenditures	16,495	14,190,841	0	0	0
State Aid M/H Short-Doyle	3,786,449	3,619,707	3,051,216	3,051,216	0
State Aid MH - SSI/SSP	410,603	481,519	386,074	386,074	0
State Aid Peace Off Training	477,612	511,818	555,331	576,705	21,374
State Aid Realignment-M/H	27,694,956	27,694,959	27,694,953	28,561,554	866,601
State Aid Realignment-Sales Tax	217,534,855	210,536,784	221,121,797	229,087,440	7,965,643
State Aid Realignment-VLF	14,751,260	10,944,613	10,477,956	10,627,134	149,178
State Aid Realignment-VLF-MH	2,383,754	2,383,754	2,383,754	2,857,626	473,872
State Aid Refugees	9,388	330	0	0	0
State Aid SEOO Programs	12,774,368	13,542,300	14,575,276	14,976,226	400,950
State Aid Transportation Proj	100,000	200,000	100,000	100,000	0
State Aid Veterans Affairs	197,532	214,686	237,000	237,000	0
State Auto Welfare System	5,272,495	5,349,634	5,966,991	2,698,000	(3,268,991)
State C.H.D.P. Program	1,274,404	1,298,910	1,318,697	1,522,480	203,783
State Child Abuse Prevention	0	0	39,829	39,748	(81)
St Motor Veh In Lieu Tax	500,642	460,868	0	0	0
Substance Abuse Grants	5,784,487	7,114,527	8,172,820	5,899,825	(2,272,995)
Vehicle Theft - VLF	1,065,735	1,088,868	1,000,000	1,000,000	0
Intergovernmental Revenue	851,064,794	914,225,941	976,388,909	1,082,057,270	105,668,360
Administrative Services	1,192,351	1,241,852	966,191	1,192,429	226,238
Agricultural Services	215,919	91,635	125,242	205,561	80,319
ARRA/Charges for Svcs	95,620	177,568	210,069	287,000	76,931
Auditing & Accounting Fees	3,649,020	3,949,491	4,241,533	4,191,072	(50,461)
Autopsies & Medical Reports	36,624	25,197	20,150	20,150	0
Bldg Mtce Services	41,566,689	41,668,209	42,054,489	42,388,737	334,248

REVENUES BY TYPE

All County Funds

Account Name	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Recommend	2020-21 Change
Blood Withdrawal Fees	136,060	102,136	220,000	220,000	0
Cafeteria Receipts	124,764	127,153	108,000	107,900	(100)
Candidates Filing Fees	143,939	63,207	100,000	20,000	(80,000)
Care of Prisoners	0	452,508	250,000	400,000	150,000
Charges/Cost of Probation	488,374	431,805	0	0	0
Civil Processing Fee	150,555	287,318	99,652	88,106	(11,546)
Civil Process Service	267,655	216,323	808,153	805,793	(2,360)
Client Fees	3,219	0	(0)	0	0
Comm For Tax & Assess Coll	8,165,161	8,592,859	8,014,856	8,538,285	523,429
Communication Services	5,303,658	5,248,550	5,611,510	5,393,858	(217,652)
Contract Humane Services-City	4,985,694	5,203,846	5,515,000	5,685,000	170,000
Contract Law Enforcement Svcs	22,842,994	23,720,675	25,386,692	25,801,194	414,502
Court Administration Cost	525,817	522,529	396,362	381,362	(15,000)
Court Filing Fees	188,955	202,568	177,500	200,000	22,500
Data Processing Services	2,518,317	3,131,573	2,815,340	2,524,484	(290,856)
DoIT Data Proc Supply	1,478	1,956	1,037	1,054	17
DoIT Data Proc Svcs	796,926	898,374	1,272,654	1,337,932	65,278
DoIT Mntn Radio Equipment	19,543	66,936	81,573	33,172	(48,401)
DoIT Other Telcom Charges	35,880	78,675	110,043	9,507	(100,536)
DoIT Phone Exchange	322,169	216,434	167,299	128,191	(39,108)
Drinking Driver Program Fees	105,332	123,526	105,333	139,405	34,072
Driver Education Fees	2,188,832	2,193,718	2,339,012	2,307,012	(32,000)
Election Service-Other	2,070,241	2,653,480	783,268	5,153,000	4,369,732
Equipment Use Charges	586,428	468,400	645,457	621,775	(23,682)
ERDS fee	240,787	204,961	220,000	220,000	0
Estate Fees	981,291	1,003,383	530,967	421,945	(109,022)
Fees Assessor	121,442	83,181	217,409	217,789	380
Fingerprint & Crim Report	18,210	19,340	40,000	40,000	0
Gen Svc-Bldg Lifecycle	214,229	202,980	200,000	200,000	0
Gen Svc-Bldg Ocpncy Costs	4,743,894	4,736,563	4,164,631	4,268,779	104,148
Gen Svc-Other G S Charges	1,611,242	399,897	1,241,051	465,081	(775,970)
Gen Svc-Requested Mntce	2,274,329	3,584,868	2,452,619	4,069,507	1,616,888
Gen Svc-Use of Co Equipment	416	584	0	0	0
Health Inspection Fees	14,355,378	15,886,711	16,847,626	18,572,942	1,725,316
Info Security Chg	69,985	85,831	0	0	0
Interfund Rev - Ent/Ent	14,500	19,780	0	0	0
Interfund Rev - Gov/Ent	797,019	692,185	808,948	774,142	(34,806)
Interfund Rev - Gov/Gov	8,640,946	8,717,867	12,064,994	11,015,360	(1,049,634)

County Summary Information

REVENUES BY TYPE

All County Funds

Account Name	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Recommend	2020-21 Change
Jail Booking Fees	1,385,324	2,018,551	1,507,000	1,907,000	400,000
Laboratory Services	2,801,051	2,801,092	2,800,000	2,800,000	0
Library Services	508,107	250,600	224,330	71,700	(152,630)
Marriage Ceremony Fees	121,560	114,420	115,000	115,000	0
M/H Svcs-Medi-Cal	68,897,938	78,462,145	81,456,258	8,004,335	(73,451,923)
M/H Svcs-Medicare	1,168,291	1,998,612	1,687,140	2,471,478	784,338
M/H Svcs-Other HMO Pat	31,380	68,403	15,720	28,716	12,996
M/H Svcs-Pvt Pay/Insur	3,194,192	3,335,969	3,029,889	2,412,982	(616,907)
Microfilm & Reproduction Svcs	726,569	561,381	665,000	615,000	(50,000)
Misc Current Services	4,563,857	5,141,208	5,440,385	5,321,835	(118,550)
Misc Health Fees	3,978,725	3,243,284	5,386,993	5,166,878	(220,115)
Misc Humane Services	479,218	420,757	500,000	500,000	0
Misc Law Enforcement Svcs	3,678,252	3,231,652	3,224,930	3,224,430	(500)
Misc Legal Services	1,985,590	2,119,498	1,783,000	1,810,000	27,000
Misc Road Services	730,173	375,899	220,000	200,000	(20,000)
Misc Sanitation Service	1,664,304	1,825,031	1,949,250	1,964,591	15,341
Nuisance Abate	102,286	40,157	250,000	250,000	0
Nutrition Services	306,428	313,122	442,883	432,277	(10,606)
Patient Fees	69,849	67,620	86,300	74,412	(11,888)
Patient Fees-Immunization	71,559	88,382	71,500	90,635	19,135
Patient Fees-T.B. Testing	59,113	61,168	45,000	64,893	19,893
Personnel Services	2,542,191	2,477,489	2,714,976	2,986,074	271,098
Planning & Engineer Services	6,460,615	4,684,026	7,483,299	7,183,299	(300,000)
Processing/Inspection Fee	1,120,091	738,055	1,500,000	1,500,000	0
Prop Characteristic Info	0	60	0	0	0
Public Defense Repayments	28,499	149,068	94,000	0	(94,000)
Purchasing Fees	182,970	199,185	245,894	252,646	6,752
Recorders Modernizing Fee	1,169,999	1,008,297	1,000,000	1,000,000	0
Recording Fees	7,720,594	7,162,492	8,411,275	7,752,480	(658,795)
Redacting Fees	247,726	211,144	240,000	240,000	0
Referral Fees	0	(15)	0	0	0
Refunds Indigent Burials	18,750	17,656	18,388	15,134	(3,254)
Returned Check Charges	51,659	53,291	45,000	40,000	(5,000)
Road Development Fees	4,517,189	3,287,989	3,245,000	3,839,000	594,000
SB 2 Fees	0	1,571,533	0	1,201,000	1,201,000
Spay Clinic Fees	214,740	170,884	200,000	200,000	0
Supplemental Roll Charges	2,908,149	3,444,363	2,863,000	2,863,000	0
Survey Monument Fees	78,670	70,540	80,000	85,000	5,000
Third Party Svcs Fee	2,250	2,500	2,100	2,300	200

REVENUES BY TYPE

All County Funds

Account Name	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Recommend	2020-21 Change
Training Services	694,307	767,783	638,398	638,187	(211)
Charges For Services	257,294,041	270,351,921	281,096,568	215,771,806	(65,324,762)
Contrib From Other Funds	44,038,031	47,836,841	48,122,310	49,594,641	1,472,331
Indemnifying Proceeds	771,326	1,572,668	360,260	210,000	(150,260)
Misc Grants & Donations	248,182	976,499	921,000	1,644,371	723,371
Misc Non-Taxable Revenue	19,289,032	19,336,654	26,740,648	24,778,312	(1,962,336)
Reimbursements-Gov/Ent	252,786	250,966	389,478	392,839	3,361
Reimbursements-Gov/Gov	312,751,368	370,502,163	376,921,805	384,943,774	8,021,969
Restricted Donations	932,097	866,235	621,269	629,968	8,699
Sale of Animals	21,434	18,979	25,000	25,000	0
Sale of Equipment	527,126	577,194	430,000	470,000	40,000
Sale of Maps & Documents	33,657	34,982	42,764	38,600	(4,164)
Sale of Real Estate	278,500	157,000	1,500,000	1,305,000	(195,000)
Sale of Rodent Poison	24,957	17,120	25,000	17,000	(8,000)
Seizures	235,786	792,085	254,000	294,000	40,000
Sundry Non-Taxable Sales	136	56,410	70,000	35,000	(35,000)
Sundry Taxable Sale	20,298	10,424	26,400	26,400	0
Transfers-Gov/Ent	985,971	1,020,000	1,459,805	1,463,637	3,832
Transfers-Gov/Gov	17,830,307	17,003,769	12,476,948	14,394,191	1,917,243
Unrestricted Donations	514	200	0	0	0
Miscellaneous Revenue	398,241,508	461,030,188	470,386,687	480,262,733	9,876,046
GROSS REVENUE	3,575,997,688	3,771,580,736	3,879,355,350	3,950,692,944	71,337,594

County Summary Information

EXPENDITURES BY TYPE

All County Funds

Account Name	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Recommend	2020-21 Change
Permanent Salaries	657,304,357	689,941,271	779,887,346	822,904,605	43,017,258
Temporary Salaries	45,877,689	48,255,032	45,039,523	48,177,036	3,137,513
Permanent Overtime	34,901,266	34,038,858	27,430,367	23,444,960	(3,985,408)
Deferred Comp	5,260,235	5,927,834	7,680,093	8,228,921	548,827
Hrly Physician Salaries	2,568,658	1,912,806	1,777,193	2,564,338	787,145
Perm Physicians Salaries	48,448,232	49,761,247	52,697,129	59,543,236	6,846,107
Perm Phys Addnl Duty Pay	3,109,638	2,752,840	3,396,865	4,076,401	679,536
Comp & SDI Recoveries	(2,435,824)	(3,138,681)	(2,301,280)	(2,242,595)	58,685
Vacation/Sick Leave Accrual	1,871,557	1,372,670	25,000	25,000	0
FICA/Medicare	49,747,954	51,947,955	58,197,492	58,741,027	543,535
Ret Exp-Pre 97 Retirees	2,746,649	2,749,472	2,985,935	3,046,886	60,951
Retirement Expense	265,439,841	273,625,206	302,138,934	314,480,005	12,341,071
Excess Retirement	318,304	342,515	489,837	434,526	(55,311)
Employee Group Insurance	99,002,851	108,028,687	136,717,898	143,393,585	6,675,687
Retiree Health Insurance	41,349,302	41,780,074	41,714,243	42,333,094	618,851
OPEB Pre-Pay	19,100,711	18,831,913	17,791,880	17,785,109	(6,771)
Unemployment Insurance	1,744,524	306,857	434,884	872,114	437,231
Workers Comp Insurance	26,801,382	26,486,699	19,298,684	15,748,278	(3,550,406)
Labor Received/Provided	0	(5,324)	0	0	(0)
Salaries And Benefits	1,303,157,328	1,354,917,931	1,495,402,024	1,563,556,526	68,154,502
Office Expense	6,066,934	6,298,717	6,778,871	6,952,655	173,785
Books-Periodicals-Subscriptions	583,831	631,042	625,705	749,895	124,190
Postage	2,132,408	2,258,781	2,844,273	2,771,905	(72,368)
Communications	12,006,713	13,219,851	11,500,862	13,966,853	2,465,991
Telephone Exchange Service	2,470,235	1,722,603	2,962,053	1,908,536	(1,053,517)
Utilities	13,192,043	12,936,064	13,440,485	13,471,420	30,935
Small Tools and Instruments	226,167	243,901	394,387	337,448	(56,939)
Minor Furniture/Equipment	3,826,323	3,252,156	2,817,934	2,203,330	(614,604)
Minor Computer Equipment	2,996,224	4,941,977	3,973,954	4,287,770	313,816
Medical & Lab Supplies	2,858,142	2,451,802	2,638,964	2,555,550	(83,414)
Pharmaceutical Supplies	1,908,856	2,811,807	2,705,451	3,330,344	624,893
Food	4,088,400	4,172,481	3,643,407	3,727,471	84,063
Clothing & Personal Supplies	1,656,771	1,615,325	1,503,178	1,526,341	23,163
Household Expense	5,115,153	4,450,338	4,103,423	4,192,289	88,866
Agricultural Expense	6,506	1,839	30,475	30,475	0
Publications & Legal Notices	338,925	364,774	355,211	383,331	28,120
Memberships	1,525,908	1,604,424	1,761,628	2,111,193	349,565
Rents and Leases-Equipment	2,509,756	2,464,472	2,747,039	2,991,155	244,116

EXPENDITURES BY TYPE

All County Funds

Account Name	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Recommend	2020-21 Change
Computer Software Cost	8,790,696	11,833,475	13,328,334	11,226,825	(2,101,509)
Rents & Leases - Property	13,733,394	16,259,202	15,662,402	15,670,105	7,703
Building Occupancy Costs	59,711,765	60,361,795	62,523,463	63,119,640	596,177
Bldg Lifecycle Costs	4,876,918	4,887,976	4,890,836	4,896,976	6,140
Maintenance - Equipment	3,502,314	2,969,548	3,761,266	5,255,920	1,494,654
Vehicle Repairs	5,241,386	4,325,747	4,512,551	4,411,350	(101,201)
Vehicle Fuel/Oil	2,885,885	3,132,550	3,025,977	3,362,000	336,023
Mntn Radio-Electronic Equipment	510,241	570,944	434,998	416,415	(18,583)
Equipment Usage	0	2,085	0	1,493	1,493
Maintenance of Buildings	13,310,363	13,120,402	13,204,600	13,126,555	(78,045)
Grounds Maintenance	2,242,661	1,732,249	1,447,952	1,696,034	248,082
Requested Maintenance	10,507,121	12,068,206	11,184,495	10,527,177	(657,318)
Runway & Taxiway Maintenance	103,644	155,258	106,000	87,000	(19,000)
Non-Cap Imps - Mtce	16,711	19,176	15,285	8,961	(6,324)
Non-Cap Imps-Renov/Alts	411	397	300,000	0	(300,000)
Non-Cap Imps-Betterments	100,174	419,184	0	50,000	50,000
Transportation and Travel	806,787	840,715	796,336	760,837	(35,499)
Auto Mileage Employees	1,765,548	1,984,220	1,973,578	2,163,530	189,952
Use of Co Vehicle/Equipment	1,611,215	1,664,466	1,958,799	1,998,440	39,641
Other Travel Employees	1,821,301	2,008,416	2,078,822	2,219,899	141,077
Judicial Auto Allowance	1,106	73	150	75	(75)
Freight Drayage Express	3,127,075	3,062,779	2,654,519	2,706,336	51,817
Executive Auto Allowance	0	17	0	0	0
Non Cnty Prof/Spclzd Svcs	121,246,398	139,278,534	179,618,838	162,997,626	(16,621,212)
Third Party Coll Svcs	0	16,921	0	0	0
Outside Attorney Fees	5,786,326	6,422,079	7,185,288	6,425,321	(759,967)
Contracted Temporary Help	2,078,949	2,624,849	1,449,720	3,332,113	1,882,393
Data Processing Services	10,069,306	10,186,615	12,640,654	13,155,529	514,875
Data Processing Supplies	45,298	40,456	81,930	50,570	(31,360)
Court Reporter Transcript	174,254	262,983	158,550	183,100	24,550
Public Works Contracts	20,029,052	14,463,920	29,062,260	35,628,739	6,566,479
Outside Medical Services	103,921,718	113,071,551	127,747,302	117,037,354	(10,709,948)
County Hospital Services	32,850,750	43,625,976	31,684,068	33,375,818	1,691,750
Electronic Database Svcs	469,528	747,956	570,426	590,370	19,944
Microfilm Services-Gen	56,186	52,841	79,382	79,382	0
Information Security Charges	376,324	452,802	554,448	484,161	(70,287)
Administrative Service	10,539,009	10,529,145	13,572,617	14,553,068	980,451
Other Gen Svcs Charges	3,261,463	3,910,430	1,467,361	2,322,714	855,353
GSD Courier Svc	397,413	473,055	449,063	531,614	82,551

County Summary Information

EXPENDITURES BY TYPE

All County Funds

Account Name	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Recommend	2020-21 Change
Other Telecom Charges	3,502,591	3,085,632	2,977,247	3,118,952	141,705
Other Intradptmntl Charges	46,149,299	54,688,374	58,395,401	65,043,430	6,648,029
Juror Fees	50,545	58,397	48,000	48,000	0
Witness Fees & Expenses	715,775	457,131	551,192	382,206	(168,986)
Insurance	2,342,272	2,170,916	3,348,061	3,395,775	47,714
Adult Materials - Library	1,793,438	1,900,748	1,136,472	1,187,612	51,140
Audio-Visual Supplies	148	1,349	1,000	1,265	265
Youth Materials - Library	1,369,971	1,515,052	1,704,708	1,802,779	98,071
Election Officers	237,855	351,945	400,000	400,000	0
Training & Registrations	988,736	1,170,020	1,237,057	1,370,255	133,199
Road/Construction Materials	1,014,633	1,193,088	962,100	1,320,150	358,050
Criminal Investigation	331,053	171,368	454,601	535,669	81,068
Specialized Printing	2,235,866	3,440,695	3,125,874	3,598,881	473,007
Fire Fighting Supplies	6,417	28,152	9,075	12,575	3,500
Recreation	57,509	58,666	81,726	43,825	(37,901)
Ed Supplies and Courses	731,254	979,873	1,246,178	1,148,965	(97,213)
Fees - Non Agricul Animal	149,381	105,763	127,100	87,500	(39,600)
Other Special Departmental Exp	8,725,264	7,421,579	86,019,719	34,095,363	(51,924,356)
Loss on Dsp SI-Fxd Assets	636,771	92,154	0	0	0
Misc Services & Supplies	196,945	341,277	803,903	615,700	(188,203)
Cash Shortage Reimbursement	1,374	1,403	1,700	1,672	(28)
Contract Expense-Kaiser	90,391,757	94,073,190	92,637,379	96,406,151	3,768,772
Registry	7,874,123	9,804,422	9,138,220	8,815,048	(323,172)
Public Health-Medical Svcs	59,115	76,193	59,115	76,193	17,078
Other Specialty Care	1,986,062	2,207,731	2,145,438	2,241,690	96,252
OP Visits-Specialist Phys	15,320,593	18,751,846	16,217,309	17,816,845	1,599,536
Laundry Contract	861,537	821,424	861,537	827,792	(33,745)
Computer Software Cost	9,396,684	7,017,520	12,937,115	13,474,153	537,038
Outpatient Mental Health	2,512,299	3,943,682	2,962,477	4,065,629	1,103,152
Other ER Chrges (Lab- Xray)	12,049,688	13,302,700	13,131,044	12,394,091	(736,953)
ER Physician Fees	10,927,579	10,037,472	10,805,909	9,623,831	(1,182,078)
ER Facility Fees	3,791,096	4,261,754	4,067,452	3,772,493	(294,959)
IP Mental Health	7,951	6,764	7,101	9,052	1,951
IP Radiology (Profee)	1,455,152	1,365,797	1,515,820	1,346,508	(169,312)
IP Surgery	38,828,532	37,768,249	39,833,559	35,461,398	(4,372,161)
IP Physician Visits	6,332,966	6,655,693	6,702,382	6,306,343	(396,039)
IP Fac Chrges (Incl OBDAY)	125,944,136	129,841,222	123,976,072	126,703,895	2,727,823
Obstetrics (Profee)	782,837	764,398	791,041	827,178	36,137
Inpatient Lab (Profee)	904,393	969,603	1,007,227	1,072,242	65,015

EXPENDITURES BY TYPE

All County Funds

Account Name	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Recommend	2020-21 Change
Med Fees-Therapist & Other	8,683,591	8,467,070	8,701,258	9,318,865	617,607
Consulting & Management Fees	17,926,060	13,817,258	15,674,849	13,429,007	(2,245,842)
Other Non-Medical Fees	109,846	58,271	119,363	73,693	(45,670)
Med Fees-Physician-Clinic Svc	18,564,447	34,425,261	31,473,211	33,674,482	2,201,271
IBNR Expense Accrual	25,016,822	(6,593,967)	3,986,288	(3,924,622)	(7,910,910)
OP Lab/Pathology	14,212,114	15,849,752	15,279,339	14,846,195	(433,144)
IP Anes (Profee)	2,987,934	3,194,261	3,112,439	3,140,757	28,318
Prosthesis	1,813,726	2,260,402	2,165,868	1,981,837	(184,031)
Sutures & Surgical Needles	151,173	170,464	168,648	216,094	47,446
Surgical Packs & Sheets	0	0	1,000	1,000	0
Surgical Supplies - General	1,907,896	2,115,832	2,118,403	2,133,020	14,617
Anesthetic Materials	17,322	9,456	16,755	9,457	(7,298)
Oxygen and Other Med Gas	141,170	120,651	119,329	92,719	(26,610)
IV Solutions	4,991,184	4,699,968	5,079,450	4,517,389	(562,061)
Pharmaceuticals	81,238,161	85,085,078	82,862,199	85,528,979	2,666,780
Radioactive Materials	9,335,273	7,749,655	8,567,706	7,413,590	(1,154,116)
Radiology Films	7,809,398	8,182,987	8,097,737	7,877,000	(220,737)
Other Med Care Mtl & Supp	34,552,267	39,938,066	36,752,100	39,991,230	3,239,130
Other IP Anc Svcs	7,335,785	6,829,499	7,521,997	6,389,781	(1,132,216)
Food-Other	2,044,224	2,003,954	1,956,494	2,166,496	210,002
Linen and Bedding	47,138	12,069	47,819	17,544	(30,275)
Cleaning Supplies	525,232	503,772	560,661	706,339	145,678
Office & Admin Supplies	3,112,781	2,903,164	3,111,424	3,132,715	21,291
Employee Wearing Apparel	944,805	998,015	933,852	998,040	64,188
Instruments & Minor Med Equip	995,982	1,705,079	1,368,961	1,287,168	(81,793)
Other Minor Equipment	5,174,160	4,647,137	5,112,013	4,399,820	(712,193)
Other Non-Med Supplies	1,542,254	1,779,652	2,096,845	1,468,960	(627,885)
Other Purch Svc-Auditor	3,708,024	4,023,027	4,337,824	4,293,689	(44,135)
Other Purch Svc-Co Counsel	1,183,883	1,136,598	1,300,000	1,300,000	0
Other Purch Svc-Personnel	1,920,972	2,084,631	2,329,806	2,600,904	271,098
Ambulance/Medical Transp	4,540,475	8,323,936	4,119,762	12,053,806	7,934,044
Other	28,171,135	28,149,332	29,010,751	26,058,181	(2,952,570)
OP Surgery-Facility	2,671,321	3,688,354	3,150,279	3,768,179	617,900
OP Surgery-Professional	15,256,319	16,036,571	15,842,933	16,045,418	202,485
CPSP (Perinatal)	697,017	748,637	758,722	665,089	(93,633)
CHDP	1,869,094	2,766,557	2,178,034	2,419,108	241,074
Microfilm Services	4,500	1,088	1,911	1,911	0
Medical-Purchased Service	185,322,018	168,793,839	247,451,480	218,738,359	(28,713,121)
Repairs & Mtce-Equipment	4,540,018	3,978,473	4,555,573	4,079,163	(476,410)

County Summary Information

EXPENDITURES BY TYPE

All County Funds

Account Name	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Recommend	2020-21 Change
Management Services	717,723	619,821	720,010	723,392	3,382
Collection Agencies	(955,861)	(1,048,950)	(893,695)	(1,069,780)	(176,085)
Other Purchased Services	27,607,447	25,076,261	26,780,763	27,533,581	752,818
Transportation Services	728,544	908,930	806,513	699,664	(106,849)
Data Processing - County	1,044,177	1,038,457	1,221,732	1,264,204	42,472
Requested Maint - Gen Services	3,950,316	3,460,002	4,048,054	3,895,764	(152,290)
Sub Acute Facility (SNC)	12,128,005	13,644,709	12,924,715	13,281,480	356,765
Deprec & Amort - Bldg & Improve	6,757,622	6,880,271	0	0	0
Deprec & Amort - Lshd Improve	0	30	0	0	0
Deprec & Amort - Equipment	3,760,477	3,903,162	109,578	190,902	81,324
Bld Occupancy Cost - Co	10,559,405	10,549,221	11,226,208	12,306,557	1,080,349
Rental/Lse Costs - Equipment	2,097,081	2,401,162	2,344,061	2,775,141	431,080
Bld Occupancy - Non Co	4,038,417	4,981,224	5,252,831	5,815,766	562,935
Utilities - Electric & Gas	1,834,907	1,534,931	2,045,752	1,862,051	(183,701)
Utilities - Water	182,461	181,503	214,125	213,314	(811)
Insurance - Professional Liab	3,300,000	3,300,000	3,750,000	4,250,000	500,000
Insurance - Other	1,351,453	1,680,044	1,389,215	1,393,572	4,357
Licenses	233,311	529,192	558,971	918,812	359,841
Interest Expense	5,483,699	5,299,239	5,252,494	5,100,600	(151,894)
Telephone/Telegraph	5,386,786	5,208,567	5,828,122	5,448,674	(379,448)
Dues and Subscriptions	2,221,683	2,049,276	2,424,091	2,295,540	(128,551)
Outside Training Supplies	536,820	799,814	713,075	710,773	(2,302)
Travel - Employee Mileage	656,958	654,644	717,251	712,449	(4,802)
Other Expenses	674,835	735,627	1,992,584	916,081	(1,076,503)
Travel - CAD Approved	357,717	338,457	555,407	454,124	(101,283)
Travel - County Equipment	271,896	220,980	391,678	203,983	(187,695)
Bldg Lifecycle Costs-Co	0	0	6,705	6,705	0
Dental Services	213,110	244,435	219,211	263,139	43,928
Bldg Lifecycle Costs-NonCty	1,210	0	0	0	0
Intra-Dept Trans/Other	91,860	0	0	0	0
Freight Expense Inv Items	71,609	90,753	108,003	98,038	(9,965)
Loss on Dsp SI-Fxd Assets	49,051	71,515	5,460	5,460	0
Interfund Trans-PFA/Hosp	0	1	0	0	0
Services And Supplies	1,506,559,826	1,549,941,708	1,769,192,876	1,686,583,459	(82,609,417)
Support & Care of Persons	5,720,089	4,905,445	6,496,003	4,518,242	(1,977,761)
Federal Aid	28,445,150	22,550,889	28,863,339	30,029,360	1,166,021
State Aid 2011 Realign	36,377,391	37,240,344	39,297,597	40,029,337	731,740
County Aid Basic	43,511,916	47,989,788	49,109,419	53,796,572	4,687,153

EXPENDITURES BY TYPE

All County Funds

Account Name	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Recommend	2020-21 Change
State Aid	11,976,868	13,296,653	11,466,627	12,490,555	1,023,928
Service Connected Aid	2,447,529	2,280,653	2,906,438	2,811,847	(94,591)
Ed & Training Aid Recipients	41,000	20,000	0	0	0
Child Day Care Aid	10,900,587	12,500,484	11,908,733	12,658,731	749,998
Composite Aid	4,584	3,053	0	0	0
AB85 State Map Aid	6,732,453	8,571,303	6,804,912	7,628,766	823,854
Principal Pmt on Bonds	29,950,000	33,295,000	36,895,000	40,765,000	3,870,000
Retire Oth Long Term Debt/Lease	34,177,335	33,991,752	46,660,084	48,015,424	1,355,340
Interest on Bonds	10,164,901	8,526,636	6,080,315	4,687,243	(1,393,072)
Interest on Oth Long Term Debt	12,135,737	11,154,854	10,178,367	9,305,586	(872,782)
Int on Notes & Warrants	433	10,221	16,200	16,200	0
Taxes & Assessments	195,908	203,873	289,682	319,982	30,300
Rights of Way & Easements	336,074	92,861	751,000	117,000	(634,000)
Judgements & Damages	85,266	4,903	38,331	0	(38,331)
Depreciation	3,770,448	3,872,931	3,896,941	4,559,280	662,339
Contrib to Other Funds	251,737	615,472	270,000	296,000	26,000
Contribution to Enterprise Funds	26,074,359	27,289,916	60,345,000	77,231,000	16,886,000
Contribution to Other Agencies	189,280,408	222,807,192	135,246,675	133,113,461	(2,133,214)
Interfund Exp - Gov/Gov	9,968,359	10,042,696	14,452,084	14,834,528	382,444
Interfund Exp - Gov/Ent	797,173	691,440	1,216,151	709,547	(506,604)
Interfund Exp - Ent/Ent	14,500	19,780	25,910	25,910	0
DoIT Phone Exchange	256,890	200,288	219,420	165,252	(54,168)
DoIT Data Proc Svcs	625,178	582,297	747,826	761,248	13,422
DoIT Data Proc Supply	400	1,141	0	0	0
DoIT Other Telecom Charges	33,832	74,321	32,699	29,835	(2,864)
Gen Svc-Bldg Ocpncy Costs	4,368,812	4,145,906	5,706,458	3,820,852	(1,885,606)
Gen Svc-Requested Mntce	1,341,613	2,581,458	4,353,828	1,404,404	(2,949,424)
Gen Svc-Use of Co Equipment	416	584	1,184	1,184	0
Gen Svc-Other G S Charges	285,012	231,630	361,074	444,682	83,608
Gen Svc-Bldg Lifecycle	209,520	198,242	198,242	193,219	(5,023)
DoIT Info Security Charge	42,551	51,447	76,742	61,457	(15,285)
Other Charges	470,524,429	510,045,452	484,912,282	504,841,704	19,929,422
WCDF Infrared System IPID	7,833	210,946	0	0	0
273-Upgrade HVAC to DDC	8,364	0	0	0	0
564-Renovate Suite 400	46,475	46	0	0	0
003-Old Jail Demolition	11,339	489	0	0	0
102-Sale PH Libry Proppty	771,955	989,413	0	0	0
564-Summit Ctr Roof Rpr	83,107	0	0	0	0

County Summary Information

EXPENDITURES BY TYPE

All County Funds

Account Name	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Recommend	2020-21 Change
010-FLIP ADA & Life Sfty	35,025	40,430	0	0	0
173-FLIP RF EQ& ADA& Sfty	37,484	34,223	0	0	0
272-FLIP RF EQ& ADA& Sfty	2,457,375	1,035,570	0	0	0
564-FLIP RF EQ& ADA& Sfty	309,845	0	0	0	0
010-Repair Sewer System	37,138	(46)	0	0	0
676 Reno Add Office Space	808,780	26,132	0	0	0
015 FLIP Repair Roof	0	228	0	0	0
000-Repair Drvway & Parkg	105	0	0	0	0
000-Replace Mods With New	351,650	3,531	0	0	0
Boys Ranch Expansion	428,778	147,486	0	0	0
Lions Gate Remodel	11,180	960	0	0	0
10 Douglas Dr D A Proj	659,402	45,479	0	0	0
MDF Cent Control Sys Repl	104,053	0	0	0	0
001-5 yr Capital Fac Plan	9,786,503	59,190,405	31,351,375	5,000	(31,346,375)
015-2nd Flr Vanilla Shell	1,706,264	41,169	0	0	0
182-FLIP Repair Roof	2,177,843	1,424	0	0	0
632-FLIP ADA Roof Equip	46,500	26,148	0	0	0
044-FLIP Rooftop Equip	41,318	24,259	0	0	0
390-FLIP ADA Safety Roof	2,240,467	55,179	0	0	0
646-FLIP Rooftop Equip	9,969	10,151	0	0	0
273-Replace Roof Parapet	174,367	0	0	0	0
561-Reno 1420 Willow Pass	14,824	80,321	0	0	0
755-MV MHPUR to Ste D1	594,502	2,012	0	0	0
HVAC Kensington Library	0	46	0	0	0
755-MV HMLS Admn to Ste D	541,301	366	0	0	0
273-Replace 3 Chillers	561,636	0	0	0	0
010-Reno M Module	7,428	63,514	6,929,083	0	(6,929,083)
390-WCDF Jail Expansion	1,062,207	1,375,219	0	0	0
Remodel 651 Pine 7th/11th	160	0	0	0	0
004 Ext Renov 625 Court	225,114	22,901	0	0	0
614-1275A Hall Ave T/I	27,098	16,158	0	0	0
Cap Facilities Masterplan	40,006	33,611	80,000	0	(80,000)
Various Alterations	22,529	0	0	0	0
275-FLIP HVAC & Generator	160,701	18,157	0	0	0
010-FLIP Repair Roof	2,324,134	(137,927)	0	0	0
029-FLIP Repair Roof	481,110	(89,173)	0	0	0
129-FLIP Chiller Replace	300	419,082	0	0	0
130-FLIP Rooftop Equip	7,314	342,807	0	0	0
673-FLIP Cooling Tower	0	128,515	0	0	0

EXPENDITURES BY TYPE

All County Funds

Account Name	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Recommend	2020-21 Change
274-FLIP Repair Roof	401,712	0	0	0	0
634-FLIP Repair Roof	519,150	585	0	0	0
390-FLIP Replace Refrig	877,615	0	0	0	0
676-FLIP Repair Roof	48,082	90,396	0	0	0
010-MDF Intk Cntr Redesgn	34	0	0	0	0
004-FLIP HVAC Repair	91,649	48,628	0	0	0
754-TI AG UCCE 2380 Bisso	1,501,949	17,568	0	0	0
140-Replace Roof	277,879	472,463	0	0	0
Remod Courthse Mtz (F/DA-C)	683,096	2,750	0	0	0
458-Replace Roof Library	167,694	90,021	0	0	0
275-Remodel Suite 200 CCTV	0	1,077	0	0	0
010-Intake Visit Rooms	442	65,541	0	0	0
000-Prkg Lot Solar Panels	376,732	1,616,127	0	0	0
044-Console Remodel JHall	37,523	127,454	0	0	0
323-Replace Roof & HVAC	0	975,199	0	0	0
041-HSD Mobile Clinic Lot	182,076	132,894	0	0	0
041-Sheriff Parking Lot	90,338	70,685	0	0	0
041-Building Improvements	26,653	114,985	0	0	0
041-Yard Paving	18,062	151,865	0	0	0
044-J.Hall Recreation Area	0	531,456	0	0	0
458-Bldg Improvements	0	64,527	435,473	0	(435,473)
029-Repair Retaining Wall	0	7,746	0	0	0
010-FLIP Elc/Plm/HVAC/WP	0	109,919	0	0	0
182-FLIP Electrical/HVAC	0	51,622	0	0	0
Emergency Comm Sys Imps	0	70	0	0	0
048-FLIP Electrical/HVAC	0	50,659	0	0	0
390-FLIP Elc/Plm/HVAC	0	199,894	0	0	0
129-FLIP Electrical	0	6,456	0	0	0
130-FLIP Electrical	0	3,016	0	0	0
687-FLIP Roof Repair	0	664	0	0	0
004-625 Court-DolT Rewire	695	0	0	0	0
757-FLIP Pump Station	0	1,439	0	0	0
Various Roof	352,228	0	0	1,000,212	1,000,212
Various Improvements	219,863	330,437	0	593,791	593,791
R-Rep Solar Proj-7 Sites	28,271	27,746	0	0	0
010-Repair/Epoxy Showers	0	51,863	0	0	0
632-FLIP Electrical	0	69,209	0	0	0
390 WCDF Upgr Elctrcn Sys	90,119	967	0	0	0
390-WCDF-Rmdl Visit Ctr	11,958	0	0	0	0

County Summary Information

EXPENDITURES BY TYPE

All County Funds

Account Name	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Recommend	2020-21 Change
FLIP-270-3811 Bissel-FS01	70	0	0	0	0
245-Modernize Elevator	0	10,196	0	0	0
010-Module F Repairs	0	711,491	0	0	0
811-Repair Roof	0	35	0	0	0
FLIP-095-6401 Stcktn-AC03	0	46	0	0	0
FLIP-115-2290 WPass-FS03	70	0	0	0	0
FLIP-390-5555 Giant-IS05	0	120,260	0	0	0
182FS01-12000 Marsh Creek	100	0	0	0	0
157-BTHRM/AC/PRKG/ADA	0	5,375	0	0	0
000-New Antioch Care Cntr	0	5,702	0	0	0
015-Expand Onsite Storage	0	700,398	0	0	0
DP Bldg Cntr 30 Douglas	6,492	0	0	0	0
40 Muir-Bldg Rmdl/Occpncy	60,551	119,076	0	0	0
230 Hookston-Landscaping	21,683	16,878	25,000	10,000	(15,000)
Sheriff's Facilities Imps	68,102	821,124	0	0	0
Clk/Rec/Elec New Fac	14,378	49,817	0	0	0
Undesignated Cap Projects	0	0	19,850,000	17,550,000	(2,300,000)
555-2500 Alh-Cnvrt Ed Rms	1,475,092	2,640	0	0	0
201 Replace Kit Drainage	27,459	0	0	0	0
555-Redesign Pharmacy	710,926	1,629,832	0	0	0
LMCH Ambulatory Care Clinic	4,648	28,225	0	57,822	57,822
Hosp-I and J Ward A/C	134,449	3,162	0	0	0
Pathology Lab Remodel	0	58	0	0	0
RHC - Carpet	319,901	6,258,536	3,000,000	6,279,104	3,279,104
3505 Lonetree Ste 1 Imps	163,853	614,395	617,160	0	(617,160)
550-TI Move Him & Parking	246,522	164,990	0	0	0
756-TI HSD 2380 Bisso B	96,153	5,528	14,000	0	(14,000)
Sidewalk Rprs-Hosp-Mtz	377,411	72,645	589	0	(589)
756-Construct Data Center	0	74,967	16,000	891,288	875,288
New Hlth Ctr-801Chesley	0	2,517	0	0	0
Work Sta Imps-Hosp-Mtz	0	1,510	0	0	0
AIP #13 Airfield Enhcmts	0	0	0	1,000,000	1,000,000
BFA AIP24 ARFF Bld Design	0	26	187,500	74	(187,426)
Miscellaneous Equipment	549,167	896,029	1,432,577	1,369,077	(63,500)
Special Assistive Devices	0	0	0	50,000	50,000
Office Equip & Furniture	5,303,079	3,934,716	4,038,483	3,236,102	(802,381)
Institutional Equip & Furniture	104,924	95,675	109,705	124,705	15,000
Autos and Trucks	1,499,619	872,412	6,010,843	4,684,252	(1,326,591)
Medical & Lab Equipment	1,075,269	2,379,369	6,958,288	3,541,554	(3,416,734)

EXPENDITURES BY TYPE

All County Funds

Account Name	2017-18 Actuals	2018-19 Actuals	2019-20 Budget	2020-21 Recommend	2020-21 Change
Radio & Communication Equip	827,396	505,082	812,162	812,162	0
Tools & Sundry Equipment	106,169	212,404	277,000	59,234	(217,766)
Heavy Construction Equipment	0	28,945	140,000	0	(140,000)
Capitalized Software	287,132	277,320	300,000	284,000	(16,000)
Fixed Asset Adj Year-End	(5,836,581)	(12,661,283)	0	0	0
Fixed Assets	42,071,332	77,605,255	82,585,238	41,548,377	(41,036,861)
Reimbursements-Gov/Gov	280,524,656	295,587,541	364,046,637	338,892,722	(25,153,915)
Reimbursements-Gov/Ent	252,786	250,966	355,042	374,758	19,716
Reimbursements-Ent/Ent	0	0	2,000	2,000	0
Intrafund-Trans-Gov/Gov	17,791,617	16,714,550	18,519,061	16,264,711	(2,254,350)
Transfers-Gov/Ent	985,971	1,020,000	1,459,805	1,377,805	(82,000)
Intrafund-Trans-Salaries	(34,532)	(39,300)	(5,964,489)	(3,279,352)	2,685,137
Intrafund-Trans-Services	(151,619,644)	(165,219,658)	(166,010,034)	(175,236,966)	(9,226,932)
Interfund-Trans-Oth Charges	0	(1,581)	0	0	0
Intrafund-Trans-FX Assets	(1,473,972)	(1,939,651)	(1,340,845)	(1,562,053)	(221,208)
Expenditure Transfers	146,426,883	146,372,868	211,067,176	176,833,624	(34,233,552)
Apporntn For Contingencies	0	0	7,510,000	10,000,000	2,490,000
Provisions For Contingencies	0	0	7,510,000	10,000,000	2,490,000
TOTAL EXPENDITURES	3,468,739,798	3,638,883,214	4,050,669,596	3,983,363,690	(67,305,906)

County Summary Information

CHANGES IN PROJECTED FUND BALANCE

Major Governmental Funds (in thousands)

	Ending Fund Balance June 30, 2016	Ending Fund Balance June 30, 2017	Ending Fund Balance June 30, 2018	Ending Fund Balance June 30, 2019	% Change	Projected Fund Balance June 30, 2020	% Change
General Fund (Major Fund)							
Nonspendable	9,807	7,501	8,997	4,414	(50.9%)	4,414	0.0%
Restricted	9,869	8,233	30,035	36,830	22.6%	36,830	0.0%
Committed	1,440	1,440	1,398	1,235	(11.7%)	1,235	0.0%
Assigned	116,089	123,302	199,972	206,628	3.3%	206,628	0.0%
Unassigned	232,953	299,837	254,848	335,404	31.6%	345,404	3.0%
Total	370,158	440,313	495,250	584,511	18.0%	594,511	1.7%
CCC Fire Protection District Special Revenue							
Nonspendable	1,920	843	1,582	1,415	(10.6%)	1,415	0.0%
Restricted	5,285	6,592	14,270	24,407	71.0%	24,407	0.0%
Committed	-	-	-	-	0.0%	-	0.0%
Assigned	31,725	53,348	59,757	59,757	0.0%	59,757	0.0%
Unassigned	-	-	-	-	0.0%	-	0.0%
Total	38,930	60,783	75,609	85,579	13.2%	85,579	0.0%
All Other Non-Major Governmental Funds in the Aggregate							
Nonspendable	3,823	4,111	4,549	3,439	(24.4%)	3,439	0.0%
Restricted	389,353	502,496	480,607	470,078	(2.2%)	470,078	0.0%
Committed	341	342	342	342	0.0%	342	0.0%
Assigned	40,026	56,144	90,591	97,146	7.2%	97,146	0.0%
Unassigned	-	(5,788)	(4,521)	(625)	(86.2%)	(625)	0.0%
Total	433,543	557,305	571,568	570,380	(0.2%)	570,380	0.0%
Total Governmental Funds							
Nonspendable	15,550	12,455	15,128	9,268	(38.7%)	9,268	0.0%
Restricted	404,507	517,321	524,912	531,315	1.2%	531,315	0.0%
Committed	1,781	1,782	1,740	1,577	(9.4%)	1,577	0.0%
Assigned	187,840	232,794	350,320	363,531	3.8%	363,531	0.0%
Unassigned	232,953	294,049	250,327	334,779	33.7%	344,779	3.0%
Total	842,631	1,058,401	1,142,427	1,240,470	8.6%	1,250,470	0.8%

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 2019-20 beginning fund balance of \$584.5 million, which represented 18.0% growth over the previous year. Revenues rebounded strongly recently especially due to property taxes and property taxes in lieu of vehicle license fees. Intergovernmental revenue increased mainly due to revenue for state mandated costs reimbursed for the Handicapped and Disabled Students Program and Seafarers Earning Deduction. Use of money and property increased due to higher than anticipated interest earnings, and other revenue increased due to a reimbursement for energy efficiency improvements in plant acquisition. In total, General Fund revenues increased by 9.0% (\$138.2 million) and expenditures increased by 7.1% (\$101.0 million).

CHANGES IN PROJECTED FUND BALANCE (continued)

Fund balance is expected to remain relatively flat in FY 2019-20 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 increase in Unassigned balance is for the \$10 million in budgeted contingency reserves. Note these figures do not take into account any impact from Covid-19. It is anticipated that FY 2020-21 will have no growth in reserves. Note that there was a reassignment at the conclusion of the 2017-18 fiscal year that impacted the Assigned and Unassigned categories.

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 \$9.97 million during FY 2018-19 and had a FY 2019-20 beginning fund balance of \$85.5 million, which represented 13.2% growth over the previous year. Total revenues increased by 5.5%, while expenditures increased by 6.5% in FY 2018-19. The increase in expenditures was mainly due to safety employees receiving a 5% wage increase, construction of Station 16 (Lafayette), and the purchase of a new hazardous materials vehicle. 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. 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 recently due to the reclassification of the Health and Sanitation Special Revenue Fund from major to non-major. Of the \$570.3 million in Non-Major fund balance, \$508.4 million is in Special Revenue Funds, \$59.3 million in Debt Service Funds, \$749,000 in Capital Project Funds, and \$1.8 million in the Permanent Fund. Growth was negative 0.2% compared to 2.6% in FY 2017-18.

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	Ending Position June 30, 2019	% Change	Projected Position June 30, 2020	% Change
County Hospital							
Net Investment in Capital Asset	42,044	58,557	63,379	77,401	22.1%	77,401	0.0%
Unrestricted	(159,806)	(168,713)	(131,903)	(122,846)	(6.9%)	(122,846)	0.0%
Total	(117,762)	(110,156)	(68,524)	(45,445)	(33.7%)	(45,445)	0.0%
HMO Medi-Cal							
Net Investment in Capital Asset	-	-	-	-			
Unrestricted	42,301	45,132	69,236	72,698	5.0%	72,698	0.0%
Total	42,301	45,132	69,236	72,698	5.0%	72,698	0.0%
Nonmajor							
Net Investment in Capital Asset	18,451	19,296	18,516	18,237	(1.5%)	18,237	0.0%
Unrestricted	5,715	8,809	12,058	12,088	0.2%	12,088	0.0%
Total	24,166	28,105	30,574	30,325	(0.8%)	30,325	0.0%
Total							
Net Investment in Capital Asset	60,495	77,853	81,892	95,638	16.8%	95,638	0.0%
Unrestricted	(111,790)	(114,772)	(50,609)	(38,060)	(24.8%)	(38,060)	0.0%
Total	(51,295)	(36,919)	31,283	57,578	84.1%	57,578	0.0%
Internal Service							
Net Investment in Capital Asset	8,273	8,681	7,814	9,411	20.4%	9,411	0.0%
Unrestricted	(11,619)	(1,433)	5,123	18,657	264.2%	18,657	0.0%
Total	(3,346)	7,248	12,937	28,068	117.0%	28,068	0.0%
Grand Total	(54,641)	(29,671)	44,220	85,646	93.7%	85,646	0.0%

Proprietary 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 proprietary funds.

Major Proprietary Funds: The County’s major proprietary funds are the County Hospital and HMO Enterprise Funds.

Non-Major Proprietary 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. Aside from Fleet Services, these are all Self-Insurance Funds.

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 2020-21 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 2020-21 the County will occupy 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 (EOC) and administration building for the Sheriff.



Figure 1 New Admin Building

CAPITAL IMPROVEMENT PLAN

On March 24, 2020, the County Board of Supervisors received a capital improvement plan with status reports on the progress of the County's emergency operation center and the County administration building and options for the demolition of the old administration building at 651 Pine Street.



Figure 2 New EOC and Sheriff's Admin 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 July of 2020. Active construction began in FY 2018-19 and will complete in FY 2020-21. The funding for these facilities is identified in the General County Building Occupancy write up on page 167.

In addition to these two major projects, the County will award a construction contract in FY 2020-21 for another major 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 \$95.0 million made up of a grant from the State of California for \$70.0 million and a \$25.0 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 2020-21.

CAPITAL IMPROVEMENT PLAN



Figure 3 New Admin Building Southwest Corner

The County’s investment in capital assets for its governmental and business-type activities as of June 30, 2019, was \$1,151,818,000 (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 6.4% (a 7.1% increase for governmental activities and a 2.8% increase for business-type activities).

The County’s capital acquisitions exceeded retirement of capital assets and depreciation expense. The major activity of capital assets for governmental activities was: Equipment \$15.3 million, Building and improvements \$4.2 million, and Construction in progress \$92.0 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 2020-21. The difference between the total of \$9.55 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
Various Departments	10 Douglas, Martinez	Elevator, electrical and HVAC	\$2,000,000
Finance and Treasury	625 Court, Martinez	Elevator, plumbing	\$1,300,000
West County Detention	5555 Giant Hwy, Richmond	HVAC and refrigeration	\$1,200,000
Animal Services	4800 Imhoff, Martinez	Paint and HVAC	\$2,000,000
Health and Courts	1111 Ward, Martinez	Plumbing and HVAC	\$800,000
Animal Services	910 San Pablo, Pinole	Security and ADA	\$780,000
Boys Ranch	4491 Bixler, Byron	Water system and ADA	\$600,000
Public Defender	2020 North Broadway, Walnut Creek	HVAC	\$500,000
Various Departments	Various	Electrical switchgear	\$350,000
Various Departments	920 Mellus, Martinez	Plumbing	\$20,000
Grand Total			\$9,550,000

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 usable data that we are using to recommend strategies for the operation, maintenance and administration of County facilities. The following summary of the strategy and objectives includes the current status and goals of this on-going effort

1. Strategy. Support the County's Real Estate Asset Management Plan and develop a Strategic Facilities Asset Management Plan. Integrate divisions involved in Asset Management (Real Estate, Capital Projects, Facilities Services and Finance). While refinement and additions continue to take place to the asset data, Public Works has used the updated, standardized data to assist in making modifications, updates and recommendations for capital project work on County facilities.
2. Reporting. Improved and refined quarterly reporting of capital projects to the Finance Committee to include data on the status of Facility Lifecycle Investment Program (FLIP) projects and potential underutilized (surplus) property. Data is now readily available that previously required considerable research. Cross functional teams have been established to ensure this information is kept current, reliable and manageable for use by all staff involved in facility asset management. The accuracy and details of this data is critical in making decisions and in developing strategic plans for facility infrastructure. These improvements allow decision makers to see a more complete picture on data related to County facilities.
3. Objectives. Four primary business objectives for asset information management were identified and the first two have been achieved (converting paper based information into digital format and standardizing data for consistency). The focus is now on establishing asset management metrics, and developing an interface for use by staff so the data can be used to make recommendations and set strategic planning efforts.

In 2007 the County completed an assessment of County owned buildings to determine the general condition of the buildings. This assessment served as the basis for the Facility Lifecycle Improvement Program. Deferred maintenance and capital renewal needs were analyzed and a proposed project list was developed. Given significant funding constraints as a result of the economic downturn, no deferred maintenance was funded until FY 2012-13. An updated assessment of buildings was completed in 2015.

The County anticipates there will be another facilities condition assessment in FY 2020-21 to continue progress on the implementation of the Facilities Asset Management Plan. The County will use the assessment to help improve decision making on budgeting and targeting appropriate maintenance strategies for improving the County's assets.

County Summary Information

CURRENT DEBT POSITION

The most recent Debt Report was issued by the Debt Affordability Advisory Committee on March 1, 2020. Information on the current Debt Position of the County follows:

Outstanding Debt. As of June 30, 2019, the County had a total of \$384.409 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 \$447,584 million (2018); \$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, 2019 is shown below.

County of Contra Costa (County Only)
Outstanding Lease Revenue and Pension Obligation Bonds and True Interest Cost
(as of June 30, 2019)
(\$ 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	1,080	4.15% ¹
2010 Series A-2 (Capital Project I – Taxable BABs)	11/16/10	06/01/30	13,130	13,130	4.15% ¹
2010 Series A-3 (Capital Project I – Taxable RZBs)	11/16/10	06/01/40	20,700	20,700	4.15% ¹
2010 Series B (Refunding)	11/16/10	06/01/25	17,435	8,730	3.84%
2012 Lease Revenue Obligations	11/11/12	06/01/27	13,102	8,074	2.68%
2015 Series A (Refunding and Capital Projects)	08/25/15	06/01/35	19,055	15,865	3.18%
2015 Series B (Refunding and Capital Projects)	08/25/15	06/01/28	52,060	36,354	2.40%
2017 Series A (Refunding and Capital Projects)	03/03/17	06/01/27	99,810	69,000	2.33%
2017 Series B (Capital Projects)	05/26/17	06/01/32	100,285	88,900	2.39%
			<u>\$342,367</u>	<u>\$261,824</u>	
<u>Total LRBs and LROs</u>					
<u>Pension Obligation Bond Issues (POBs):</u>					
Series 2003 A (Taxable)	05/01/03	06/01/22	322,710	122,585	5.36%
			<u>\$322,710</u>	<u>\$122,585</u>	
<u>Total POBs</u>					
			<u>\$665,077</u>	<u>\$384,409</u>	
<u>Grand Total</u>					

1. The yield shown is the blended TIC for all three indicated series, net of the receipt of federal subsidies of interest cost.

CURRENT DEBT POSITION

Bonded Debt Limitation and Assessed Valuation Growth. The statutory debt limitation for counties is 5% of assessed valuation (pursuant to Government Code Section 29909), but it is actually 1.25% of assessed valuation pursuant to the California Constitution, which requires taxable property to be assessed at full cash value rather than ¼ of that value prior to the implementation of Proposition 13.

For FY 2018-19, the County’s total assessed valuation base was \$214.9 billion and the growth rate of total assessed valuation in the County was 6.1%, the seventh 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 9.6% over the last 25 years and averaged 7.7% 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 5.2% for FY 2019-20.

The net assessed value of taxable property was \$208.58 billion (\$214.9 billion gross), resulting in a statutory bonded debt limitation of \$10.4 billion (calculated by taking 5% of the assessed value of taxable property) and a California Constitution limit of \$2.61 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, 2019, the County’s outstanding bonded debt was \$122.6 million leaving a statutory margin of \$10.3 billion and a Constitutional margin of \$2.48 billion. Subsequent to this reporting period, taxable property grew to \$226.0 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, 2019. 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, 2019)

<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>
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
2027	19,244,912		19,244,912
2028	12,863,233		12,863,233

County Summary Information

CURRENT DEBT POSITION

Fiscal Year Ending 6/30	Total Lease Debt Service (1)	Total POB Debt Service	Total Debt Service
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	\$ 314,829,857	\$136,435,040	\$ 451,264,897

(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, 2019)

Refunding Lease Revenue Bond Issue	Amount Refunded (\$ millions)	Term of the Refunding Bonds	Savings (\$ millions)	Average Annual Savings
2002 Series B	\$ 25.870	18 years	\$ 0.85	\$ 49,906
2007 Series A (advance refunding)	61.220	21 years	3.83	182,380
2007 Series A (current refunding)	26.815	14 years	0.90	64,286
2007 Series B	112.845	15 years	2.93	195,333
2010 Series B (current refunding)	17.400	15 years	1.10	73,330
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 six 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%
2019	14.6%

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.

County Summary Information

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 February 2018, 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+
11	2019	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.
11. October 4, 2019, Moody's released an Annual Issuer Comment Letter that cited the County's underlying General Obligation bond rating at Aa2 with a Stable outlook.

PERFORMANCE MEASUREMENT PROGRAM

As part of its long-term planning strategy, Contra Costa County began including its performance measurement program in the annual budget process in FY 2011-12. As a component of the annual budget preparation, each department updates its Performance Report that includes the following sections:

- Department Mission, Mandate or Goal
- Major Program Descriptions
- Accomplishments
- Challenges
- Performance Indicators

Performance report information is included in departmental summaries in the Recommended Budget. Additionally, all department Performance Reports are posted on the County's website.

To further develop its performance measurement program, Contra Costa County became involved with the Bay Area Regional Benchmarking Project (Project BARB). Project participants included nine San Francisco Bay Area counties: Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano and Sonoma.

The intent of Project BARB was to provide regional data that can be used by participating jurisdictions to learn from each other, evaluate performance, improve management practices and inform goal-setting. For several years, Contra Costa County staff actively participated in Project BARB work until the Project ceased operating.

We continue to research and evaluate performance measures/management programs, including best practices offered by the Government Finance Officer Association, to more fully integrate our Performance Measurement Program into the budget process.

County Summary Information

County of Contra Costa
Appendix

Appendix



Countywide Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
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Agriculture

1	1	Administration	Salaries and benefits	1.0	164,701	Add one (1) Deputy Agricultural Commissioner.
2	2	Agriculture	Salaries and benefits	(2.3)	(169,037)	Reduce 19 Pest Detection Specialist positions from 0.82 FTE to 0.7 FTE.
			Total	(1.3)	(4,336)	

Animal Services

1	1	Field Services	Decrease staff	(4.0)	(370,000)	Eliminate three (3) Animal Services Officer positions and one (1) Animal Services Utility Worker position.
			Total	(4.0)	(370,000)	

Auditor-Controller

1	43,837	All divisions	Salaries and Benefits	0.0	(687,855)	Vacancy Factor –will require the department to manage the filling of staff vacancies.
			Total	0.0	(687,855)	

Child Support Services

1	1	Child Support Services	Federal Revenue	0.0	1,115,746	Increase Federal revenue.
2	1	Child Support Services	Staff Reduction	(1.0)	(249,500)	Delete the vacant Child Support Chief Assistant Director position.
3	1	Child Support Services	Add Staff	6.0	687,356	Add one (1) Child Support Supervisor, one (1) Attorney-Entry Level, one (1) Information Systems Programmer/Analyst II and three (3) Child Support Specialist I positions.
			Total	5.0	(677,890)	

County Counsel

1	1	General Law	Salaries and Benefits	0.0	(83,484)	Reduce temporary staffing.
2	1	General Law	Services and Supplies	0.0	(415,791)	Reduce appropriations for operating costs relating to equipment, software, and non-county professional specialized services.
3	1	General Law	Fixed Assets	0.0	(42,423)	Eliminate appropriations for office equipment and furniture.
			Total	0.0	(541,698)	

Countywide Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
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Dept of Information Technology

1	5	GIS Support	Salaries and Benefits	1.0	133,676	Add one (1) GIS Analyst position.
2	5	GIS Support	Charges for Service	0.0	133,676	Increase revenue from customers based on requests for service.
			Total	1.0	0	

District Attorney

1	1	Mainline Prosecution	Increase staff	2.0	180,000	Add two (2) DA Case preparation assistants.
			Total	2.0	180,000	

Employment and Human Services

1	2	Children & Family Services	Add staff for Child Welfare Services	15.0	1,961,524	Add one (1) Translator, two (2) Social Work Supervisors, and 12 Social Workers to support the Emergency Response program and Continuum of Care Requirements.
2	2	Children & Family Services	Overhead for Child Welfare Services	0.0	383,089	Additional operating costs related to 15 added positions in Children and Family Services.
3	2	Children & Family Services	Revenue for Child Welfare Services	0.0	2,344,613	Increase revenue to fund additional fifteen positions and operating costs in Children and Family Services.
4	13	Aging & Adult Services	Add staff for Whole Person Care (a.k.a. CommunityConnect program)	2.0	218,870	Add two (2) Whole Person Care staff to handle growing caseload.
5	13	Aging & Adult Services	Revenue for Whole Person Care staffing	0.0	(218,870)	Revenue transfer from the County Health Services Department to fund two (2) additional Whole Person Care positions.
6	13	Aging & Adult Services	Overhead reduction for Aging & Adult Services Bureau	0.0	(107,917)	Reduction in overhead, due to shift caused by adding 15 CFS FTEs.
7	21	Workforce Services	Overhead Reduction for Workforce Services Bureau	0.0	(275,172)	Reduction in overhead, due to shift caused by adding 15 CFS FTEs.
8	40	Workforce Development Board	Add staff for services to job seekers and employment and training program participants	1.0	75,170	Add one (1) Clerk Experienced Level position to support program activities.

Countywide Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
9	40	Workforce Development Board	Revenue to support increased capacity to serve job seekers and employment and training program participants	0.0	75,170	Additional Workforce Innovation & Opportunity Act (WIOA) grant revenue.
10	47	Child Development Fund	Add staff to support childcare services	2.0	216,912	Add one (1) Comprehensive Services Assistant Manager to the Alternative Payment –CalWORKs CAPP program and one (1) Comprehensive Services Manager to the Alternative Payment – CalWORKs C2AP program to support increased caseload.
11	47	Child Development Fund	Revenue in the Child Development Fund for childcare services staffing	0.0	216,912	Additional grant revenue.
			Total	20.0	(383,089)	

Health Services

1	45-46	Detention Facility Mental Health, Medical Services	Salaries and Benefits	29.1	2,540,000	Augment adult detention health facility clinical and administrative staffing.
			Total	29.1	2,540,000	

Human Resources

1	2	Employee Benefits Administration	Salaries and Benefits	1.0	139,723	Add one (1) Supervising Accountant position.
2	2	Employee Benefits Administration	Revenue	0.0	139,723	Increase Benefits Administration Fees to offset cost of position.
3	3	Personnel Services	Salaries and Benefits	0.0	(78,113)	Establish Vacancy Factor - will require the department to manage the filling of staff vacancies.
			Total	1.0	(78,113)	

Public Defender

1	3	Criminal Defense	Temporary Salaries	0.0	162,000	Add one (1) Temporary Deputy Public Defender.
			Total	0.0	162,000	

Countywide Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
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Public Works

1	3	Facilities Maintenance	Salaries and Benefits	1.0	180,000	Add one (1) Custodian II position and expanded custodial support.
2	3	Facilities Maintenance	Services and Supplies	0.0	20,000	Custodial supplies and equipment
			Total	1.0	200,000	

Sheriff's Office

1	29	AB109 Program	Salary and Benefits	1.0	291,805	Add one (1) Deputy Sheriff for Mental Health Evaluation Team program.
2	29	AB 109 Program	Revenue	0.0	291,805	Increase in AB 109 funding as recommended by the Community Corrections Partnership.
3	24	Martinez Detention Facility	Salary and Benefits	24.0	1,960,000	Add 23 Deputy Sheriff positions to augment detention staffing free-time, pill-calls, and intake screenings and add One (1) Sheriff Lieutenant for additional detention staff oversight.
			Total	25.0	1,960,000	

NON-COUNTY GENERAL FUND PROGRAM MODIFICATIONS

Contra Costa County Fire Protection District

1	N/A	Operations	Fire Suppression	3.0	213,880	Adds three (3) Fire Captain positions effective April 1, 2021, to upgrade the EMS squad at Fire Station 70 in San Pablo to a second, full fire company.
2	N/A	Operations	Special Operations	1.0	342,064	Adds one (1) Battalion Chief-40 Hour position to oversee special operations.
3	N/A	Operations	Fire Prevention Bureau	4.0	646,684	Adds two (2) Fire Inspector I and two (2) Fire Inspector II positions to the Fire Prevention Bureau.
4	N/A	Operations	Training and Safety Division	2.0	224,372	Adds one (1) Training and Staff Development Specialist and one (1) Driver Clerk positions to the Training and Safety Division.

Countywide Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
5	N/A	Operations	EMS	(1.0)	(124,000)	Reallocates one (1) Secretary-Advanced Level position from the CCCFPD General Operating Fund to the EMS Transport Fund.
6	N/A	Operations	Fire Prevention Revenue	0.0	300,000	Increased revenue for in fire prevention fees.
7	N/A	Operations	Special Operations Revenue	0.0	120,000	Increased revenue for from Air Ambulance Agreement with REACH, LLC.
			Total General Operating Fund	9.0	883,000	
8	N/A	EMS Transport	EMS	1.0	124,000	Adds one (1) Secretary-Advanced Level position.
			Total EMS Transport Fund	1.0	124,000	

Countywide Program Modification List

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
<i>Agriculture/Weights and Measures</i>									
1	Administration	M	D	2,108,386	0	2,108,386	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	3,614,430	3,670,250	(55,820)	32.3	No	Provides enforcement of pesticide use and worker safety regulations; enforcement of quarantine regulations; Certified Farmer's Market and organic program regulatory over-sight; 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	1,115,464	892,750	222,714	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	224,720	0	224,720	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
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Animal Services

1	Field Services	M	D	4,524,346	2,924,178	1,600,168	22.0	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	4,255,225	2,657,470	1,597,755	29.0	No	Provide temporary husbandry and veterinary care to animals impounded at the County's shelters.
3	Administration Services	M	D	3,301,533	2,168,730	1,132,803	20.0	No	Provides operational support for the department and includes human resource functions, fiscal management, data management, contract management, and general business operations.
4	Community Services	M	D	428,896	259,622	169,274	2.0	No	Provides public information, media relations, community education, and managing all aspect of the department's volunteer program.
5	Animal Benefit Fund	D	D	100,000	100,000	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	7,273,722	728,722	6,545,000	43.0	No	Secured property appraisal mandated by R&T Code Sections 50-93, 101-2125.
2	Business	M	D	1,851,493	185,493	1,666,000	10.0	No	Unsecured property appraisal mandated by R&T Code Sections 2901-2928.1.
3	Support Services	M	D	8,690,681	870,681	7,820,000	52.0	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	1,076,889	107,889	969,000	7.0	No	Functions of Assessor are mandated. Duties of Assessor's Office, however, may be consolidated with Treasurer, or Recorder, or Clerk and Recorder.

Special Funds

5	Property Tax Administration Program	M	D	3,091,000	3,091,000	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.
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Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
<i>Auditor-Controller</i>									
1	Property Tax	M	D	1,812,633	1,701,069	111,564	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	2,276,413	1,570,980	705,433	13.0	Yes	Processes timely and accurate payroll for all County departments, most fire districts, some special districts, and some non-county regional agencies. Processes demands, purchase orders, and contracts.
3	General Accounting/Accounts Payable	M	D	2,404,728	3,214,085	(809,357)	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	854,912	29,988	824,924	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	312,210	191,794	120,416	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	2,857,020	260,000	2,597,020	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
<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	7,516,225	355,225	7,161,000	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	80,000	20,000	60,000	0.0	Yes	Hears and makes determinations on appeals of employees and oversees merit system to ensure that merit principles are upheld.
<i>Special Funds</i>									
5	North Richmond Waste & Recovery Mitigation Fund	D	D	785,000	785,000	0	0.0	No	Defrays annual costs associated with collection and disposal of illegally dumped waste and associated impacts in North Richmond and adjacent areas.

Capital Improvements

1	Minor non-Capital Improvements	D	D	1,500,000	0	1,500,000	0.0	Yes	Minor repairs and improvements to County facilities using in-house staff, consultants, and contractors.
2	Facilities Lifecycle Improvement Summary	D	D	12,550,000	2,550,000	10,000,000	0.0	Yes	Addresses deferred facilities maintenance and capital renewal in accordance with the Real Estate Asset Management program (RAMP).

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
3	Plant Acquisition	D	D	5,000,000	0	5,000,000	0.0	Yes	Majority of projects appropriated by mid-year adjustments. Used to plan, design and construct various repair, improvement and construction projects for County facilities using in-house staff, consultants and contractors.

Central Support

1	Clerk of the Board	M	D	1,236,000	93,000	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	517,300	46,300	471,000	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	296,000	0	296,000	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	1,092,000	480,000	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	10,779,564	6,279,564	4,500,000	36.0	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.

Child Support Services

1	Child Support Services	M	M	21,282,000	21,282,000	0	157.0	No	Mandated services assisting parents to meet their mutual obligation to support their children. Operations of this Department are currently controlled by the regulations of the State Department of Child Support Services.
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Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
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Clerk – Recorder - Elections

1	Elections	M	M	12,742,000	5,273,000	7,469,000	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	4,935,000	6,404,000	(1,469,000)	38.0	No	Maintains and preserves all official records relating to real property, subdivision maps, assessment districts, and records of surveys offered for recording; records of all births, deaths and marriages occurring within Contra Costa County. Produces and maintains indices of all records held by the County Clerk-Recorder.

Special Funds

3	Recorder Micro/ Mod/ VRIP/ Redaction/ ERDS (Dedicated funds)	D	M	10,795,000	10,795,000	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	5,400,000	0	5,400,000	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	1,506,848	1,506,848	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	7,691,374	7,691,374	0	31.0	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	365,012	365,012	0	2.0	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	1,076,263	1,076,263	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	1,719,472	1,719,472	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	1,860,683	1,860,683	0	5.0	No	Develop an effective transportation network throughout the county by planning for roads and other types of transportation systems on countywide corridors and with local and neighborhood areas. Administer programs related to Growth Management, Congestion Management and trip reduction. Provide staff support for other County efforts requiring transportation planning resources. Staff support or participation in over 10 committees including the Board's Transportation, Infrastructure and Water Committee is required.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
7	Federal Programs, CDBG, Successor Agency	D	D	2,836,135	2,836,135	0	13.0	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	5,891,407	5,891,407	0	29.0	No	Manage the department's cost recovery efforts to ensure program revenues cover operating costs and other fiscal and budget services. Provide purchasing and personnel services. Provide Geographic Information System support and development, including mapping services. Manage countywide demographic and Census data. Manage land use application and permit tracking electronic data and department computer services. Provide administrative policy and procedure guidance for the department. Respond to data requests for demographic information and public records act.
9	Building Inspection Services	M	M	8,968,876	8,968,876	0	27.0	No	Review plans, issue building permits, and inspect the construction of buildings.
10	Code Enforcement	M	D	1,787,276	1,787,276	0	12.0	No	Respond to building and zoning complaints, perform on-site investigations, abate hazards, and perform inspections.
11	Weatherization	D	D	1,179,804	1,179,804	0	12.0	No	Free home weatherization services to low income residents.
12	Application & Permit Center Engineering Services	M	D	4,823,386	4,823,386	0	32.0	No	Manage and help process applications and permits.
13	Clean Water	D	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
16	Service Contracts/ Satellite Locations	D	D	5,543,500	5,543,500	0	4.0	No	Inspection services to various contract cities and remote locations within the unincorporated county.
17	Multi-Year Special Projects	D	D	90,000	90,000	0	0.0	No	Provide plan check and inspection services to Marsh Creek Generating Station.
18	Energy Upgrade CA	D	M	287,000	287,000	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	1,270,000	1,270,000	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	1,724,800	1,724,800	0	0.0	No	Funding for mitigation programs within East County community.
21	Housing Rehabilitation, Economic Development & Sustainability Program	D	D	1,961,000	1,176,000	785,000	5.0	No	Financial assistance to low and moderate-income families performing housing rehabilitation. Develop organizational capacity in Sustainability Programs to include expanding economic development in the County.
22	HOPWA Grant	D	D	629,000	629,000	0	0.0	No	Provide housing opportunities for people with HIV/AIDS.
23	HUD Block Grant	D	M	6,670,000	6,670,000	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	620,000	620,000	0	0.0	No	Emergency Shelter Grant program provides homeless persons with basic shelter and essential supportive services.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
25	HUD Home Block Grants	D	D	4,679,000	4,679,000	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	SB1186/Cert Access Program	M	D	45,000	45,000	0	0.0	No	Funding provided by a \$4 fee collected from applicants for local business licenses, used to fund training and increase compliance with construction-related accessibility standards as set by California's Division of the State Architect.
27	Used Oil Recycling Grant	D	M	70,000	70,000	0	0.0	No	Used Oil Block Grant funds to help establish or enhance permanent, sustainable used oil recycling programs.
28	Fish and Game Protection	M	D	133,000	133,000	0	0.0	No	Provide programs from fines levied for violation of the California Fish and Game Code. Funds are restricted to the propagation and conservation of fish and game in the County.
29	Livable Communities	D	D	1,750,000	1,750,000	0	0.0	No	Collection of Developer Fees in the Camino Tassajara Combined General Plan Area, to aid in the implementation of the Smart Growth Action Plan.
30	HUD Neighborhood Stabilization	D	D	762,000	762,000	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.
31	Housing Successor Agency	D	M	11,255,636	11,255,636	0	0.0	No	Provide funding for all Successor Agency-related obligations and activities pursuant to the terms of the Dissolution Act.
32	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.
33	Private Activity Bond	D	M	1,276,000	1,276,000	0	0.0	No	Bond revenue received from single and multiple family housing programs that is used primarily to fund program staff costs and finance property acquisition related to affordable housing and economic development projects.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
34	Affordable Housing	D	M	400,000	400,000	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.
35	HUD Neighborhood Preservation	D	M	805,000	805,000	0	0.0	No	Grants from HUD's Community Development Block Grant program, expended for the purpose of funding the Housing Rehabilitation and Neighborhood Preservation Program loans and program administration.
36	Transportation Improvement - Measure J	D	D	3,698,500	3,698,500	0	0.0	No	Measure+C93:J114 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	M	D	296,939	0	296,939	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	6,282,477	283,514	5,998,963	15.2	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	M	D	1,455,167	1,455,167	0	8.3	No	Administers cable franchises and community access television (CATV) and disseminates and coordinates public information. Supported primarily by CATV franchise fees and Public, Education and Government (PEG) Fees.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
4	AB109	M	D	9,191,073	8,241,073	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.
5	Labor Relations	M	D	2,289,344	1,419,246	870,098	7.0	Yes	Administers County's labor management relations programs including the collective bargaining process, grievance investigation, training and counseling.

County Counsel

1	General Law	M	D	6,877,604	5,427,604	1,450,000	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	3,680,993	3,680,993	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	2,333,092	2,333,092	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 Philips 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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
3	Retirement/ UAAL Bond Fund	D	M	45,452,243	45,452,243	0	0.0	Yes	To accumulate and payout the principal and interest costs for the Pension Obligation bond for employee retirement liabilities, covering the general County group of funds including the General, Library and Land Development Funds. The bond obligation rate is adjusted each year to take into account the prior year's variances in operational costs and recovery.
4	Notes and Warrants Interest	D	M	0	0	0	0.0	Yes	To budget for the interest and administrative costs associated with Teeter Plan borrowing program and other funding sources.
5	Retirement Litigation Settlement Debt Service	D	M	2,759,911	2,759,911	0	0.0	Yes	To provide funding for the Retirement Litigation debt services repayment schedule, which resulted from a court case requiring the County to pay \$28.1 million over a period of approximately 20 years (ending February 2024).

Department of Information Technology

1	Administration	D	D	818,757	818,757	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	779,757	779,757	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	2,302,291	2,302,291	0	10.0	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
4	Operations	D	D	3,461,773	3,486,773	(25,000)	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	913,209	863,209	50,000	5.2	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	5,926,509	5,951,509	(25,000)	23.6	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.
7	Telecommunications	D	D	11,224,556	11,129,556	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	4,400,883	4,400,883	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	27,345,835	16,933,501	10,412,334	144.1	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.
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Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
2	Special Prosecution	M	D	6,649,186	4,356,614	2,292,572	25.5	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	5,348,310	110,000	5,238,310	20.0	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 Assistance	M	D	1,752,441	1,688,526	63,915	14.5	No	Victim liaisons providing assistance in obtaining protective orders and restitution, advice to the Bench on bail levels, and victim advocacy.
5	Administration	M	D	5,155,069	8,200	5,146,869	12.0	No	Operations, fiscal, personnel, procurement, and facilities management, and resource development
6	AB 109	M	D	2,333,663	2,333,663	0	7.5	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	356,160	330,160	26,000	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>									
8	Consumer Protection	D	D	800,000	800,000	0	0.0	No	Receives <i>Cy pres</i> restitution funds from court-ordered settlements for District Attorney consumer protection projects, when individual restitution in a particular case cannot be determined or is not feasible.
9	Narcotics Forfeiture	D	D	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
10	Environmental/ OSHA	D	D	490,000	490,000	0	0.0	No	Funds the investigation and prosecution of environmental/ occupational health and safety violations. In addition, this fund supports staff professional development on subjects of environmental law.
11	DA Federal Forfeiture-DOJ	D	D	3,000	3,000	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	300,000	300,000	0	0.0	No	Pursuant to State law, pays for District Attorney cost of deterring, investigating, and prosecuting real estate fraud crimes, using fees from recording real estate instruments.
13	Supplemental Law Enforcement Services Fund - DA	M	M	524,000	524,000	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	379,000	379,000	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	2,683,489	0	2,683,489	0.0	Yes	Funds PeopleSoft Project (Payroll).
2	Retiree Health Benefits	M	D	1,060,511	50,000	1,010,511	0.0	Yes	Retiree health costs for Court employees not paid for by the State as well as for former employees retired from defunct departments.

Employment and Human Services

Administration									
1	Administrative Services	D	D	58,831,367	56,649,367	2,182,000	209.0	Yes	Provides administrative support to all areas of the Department

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
Children and Family Services Bureau									
2	Child Welfare Services	M	M	75,513,574	73,361,028	2,152,546	366.3	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.
3	Adoption Services	D	M	2,483,943	2,473,584	10,359	12.7	No	Provides adoption services to children who are free for adoption under the Civil Code and Welfare & Institutions Code. It also provides services, on a fee basis, for stepparent adoptions.
4	Foster Care/Adoption Assistance Eligibility	M	M	6,347,814	5,185,064	1,162,750	25.0	No	Provides eligibility determination for cash assistance for care of children placed in out of home care.
5	Resource Family Approval	D	M	1,582,496	1,394,973	187,523	2.2	No	Processes applications and provides support services to approved Resource Family Homes.
6	Adoption Assistance Program	M	M	22,176,931	21,517,411	659,520	0.0	No	Provides payments to families in the adoption process or who have adopted children.
7	Foster Care and Other Out of Home Care Payments	M	M	35,982,374	34,140,464	1,841,910	0.0	No	Federal, state and county funded program that provides payment for care of foster children in the custody of the county.
8	Child Abuse Prevention, Intervention and Treatment	D	M	428,917	386,025	42,892	0.0	No	Provides child abuse prevention services authorized by AB 1733; supports the Zero Tolerance for Domestic Violence implementation plan.
9	Family Preservation Program Promoting Safe and Stable Families	D	M	1,783,000	1,436,500	346,500	0.0	No	Provides intensive social work services to children and families when the child is at risk of out-of-home placement.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
10	Independent Living Skills Program	M	D	1,013,951	1,013,951	0	7.3	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.
11	County Children's Trust Fund	D	D	216,000	216,000	0	0.0	No	Provides child abuse prevention services.
12	Ann Adler Children and Family Trust	D	D	65,000	65,000	0	0.0	No	Provides support programs for care of abused, neglected and at-risk children.
Aging and Adult Services Bureau									
13	Adult Protective Services	M	D/M	17,604,835	16,223,492	1,381,343	78.1	No	Provides social worker response to investigate reports that older or dependent adults are exploited, neglected or physically abused. Includes allocated clerical and administrative staff.
14	Area Agency on Aging	D/M	D/M	6,298,779	6,059,576	239,203	12.1	No	Provides supportive social services, congregate meals, home delivered meals, in-home services, and elder abuse prevention to seniors.
15	General Assistance Eligibility	M	M	3,746,593	0	3,746,593	17.1	No	Provides eligibility determination and on-going case management 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.
16	General Assistance Cash Assistance Payments	M	D	2,781,389	0	2,781,389	0.0	No	Provides cash assistance to adults not eligible for federal or state funded assistance programs.
17	Indigent Interment	M	M	89,023	15,134	73,889	0.0	No	Provides cremation and burial, in cemetery lots or niches, of indigent decedents.
18	In-Home Supportive Services Administration	M	D	13,498,660	11,766,559	1,732,101	74.7	No	Provides administration to determine eligibility and provide on-going case management for the In Home Supportive Services program.
19	In-Home Supportive Services Payments	M	M	49,061,835	42,866,353	6,195,482	0.0	No	Funds the required county Maintenance of Effort (MOE) for wages, health and retirement benefits for individuals who provide in-home supportive services to eligible IHSS recipients.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
20	IHSS Public Authority	M	D	2,471,000	2,471,000	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.
Workforce Services Bureau									
21	CalWORKs Eligibility Services and Home Visiting Services	M	M	37,726,949	37,616,232	110,717	160.6	No	Provides eligibility determination for CalWORKs cash aid, supportive services, and includes ongoing case management. Eligibility is limited to a maximum of 48 months.
22	CalWORKs Employment Services	M	D	29,881,876	29,881,876	0	74.5	No	Provides case management of CalWORKs recipients who have a Welfare-to-Work (WTW) requirement and includes supportive services including special employment and training services/programs. Eligibility is limited to 48 months with the last 24 months being contingent on specific work-related activity engagement.
23	CalWORKs Cal-Learn	M	D	89,295	89,295	0	0.5	No	Provides eligibility determination and related service costs of providing intensive case management, supportive services and fiscal incentives/disincentives to eligible teen recipients who are pregnant or parenting and participating in the Cal-Learn Program.
24	CalWORKs Childcare	M	M	14,632,661	14,632,661	0	30.0	No	Eligibility and ongoing case management under Stage One subsidized child care.
25	Mental Health/Substance Abuse	M	D	2,447,069	2,447,069	0	0.0	No	Provides CalWORKs case management and treatment services for mental health and substance abuse.
26	CalWORKs Trafficking and Crime Victims Assistance Program	M	M	283,634	283,634	0	0.9	No	Provides assistance to non-citizen victims of trafficking, domestic violence, and other serious crimes.
27	CalWORKs Family Stabilization Program	M	M	122,557	122,557	0	0.2	No	Provides comprehensive evaluations and wraparound services to Welfare-to-Work families who are experiencing identified situations and/or crises.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
28	CalWORKs Expanded Subsidized Employment	M	D	5,054,744	5,054,744	0	15.6	No	Provides funds for wage, non-wage and operational costs for six-month job placements for Welfare-to-Work clients.
29	CalWORKs Housing Support	D	D	2,438,726	2,438,726	0	0.0	No	Provides funds for support services and administrative activities for homeless CalWORKs families.
30	CalWORKs Cash Assistance	M	M	48,861,508	48,178,170	683,338	0.0	No	Provides cash assistance to eligible families based on income levels.
31	CalFresh Eligibility and Employment and Training Program	M	M	38,458,799	34,900,796	3,558,003	164.1	No	Provides eligibility determination and ongoing case management for CalFresh benefits for eligible low-income individuals and families.
32	Work Incentive Nutritional Supplement (WINS)	M	M	261,207	261,207	0	0.0	No	Provides a \$10 per month additional food supplement for eligible CalFresh and California Food Assistance Program households.
33	Standard Utility Assistance Subsidy Program (SUAS)	M	M	292,151	292,151	0	0.0	No	Provides an annual \$20.01 utility assistance benefit to eligible CalFresh households.
34	Work Incentive Nutritional Supplement (WINS) Eligibility	M	M	102,396	102,396	0	0.0	No	Provides eligibility determination for eligible CalFresh and California Food Assistance Program households.
35	Medi-Cal Eligibility	M	M	62,671,011	62,671,011	0	305.0	No	Provides eligibility determination for Medi-Cal programs including determinations for the MAGI Medi-Cal Program implemented as an expansion of the Medi-Cal Program mandated by the Affordable Care Act.
36	Refugee Programs Eligibility	M	M	365,084	365,084	0	1.8	No	Provides eligibility determination and grant maintenance activities for the Refugee Cash Assistance (RCA) and Cash Assistance Program for Immigrants (CAPI) programs.
37	Refugee Programs Cash Assistance	M	M	110,455	110,455	0	0.0	No	Provides funds for cash assistance payments for immigrants.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
38	Service Integration Team / Sparkpoint	D	D	77,000	17,000	60,000	0.8	No	Provides intensive care management to eligible families to serve as a path forward in providing holistic wrap-around services to families.
39	Community Corrections Partnership	D	D	152,983	152,041	942	1.0	No	Assist individuals re-entering the community from incarceration to ensure timely access to needed public benefits.
Workforce Development Board									
40	Workforce Innovation & Opportunity Act (WIOA) and Grants	M	D	6,275,000	6,262,000	13,000	12.0	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.
Community Services Bureau									
41	Head Start	D	M	21,099,000	21,099,000	0	70.5	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.
42	Comprehensive Funding Model	D	M	10,841,870	10,841,870	0	63.0	No	Combines Head Start, Early Head Start, and Child Development funds to provide full-day, full-year childcare for 735 children of low-income working parents.
43	Early Head Start	D	M	12,760,000	12,760,000	0	23.0	No	Federally-funded childcare program for infants and toddlers ages 0-3, serving 573 income eligible and disabled infants and toddlers and their families.
44	Childhood Nutrition	D	M	1,701,302	1,701,302	0	12.0	No	Nutritional counseling for families and meal services for low-income and disabled children serving approximately 1,008 children and families and delivers approximately 392,769 meals.
45	Community Action Programs	D	M	5,513,147	5,354,147	159,000	24.0	No	Community Action programs help low-income families achieve self-sufficiency and support activities that can achieve measurable outcomes in improving educational capability, literacy skills, housing attainment, income enhancement, and disaster preparedness.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
46	Housing & Energy	D	M	2,747,709	2,747,709	0	5.0	No	Federally-funded program that provides utility bill payment assistance, energy education, and weatherization services to approximately 5,395 low-income residents of the County.
47	Child Development Fund	D	M	34,547,000	34,547,000	0	99.0	No	State-funded Preschool and General Child Care program serving 1,469 children in 12 centers with 48 classrooms and nine (9) 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.
48	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.
Contra Costa Alliance to End Abuse									
49	Contra Costa Alliance to End Abuse	D	D	3,337,000	1,658,000	1,679,000	0.0	No	Coordinated Services designed to reduce domestic and family violence and elder abuse.
50	Contra Costa Alliance to End Abuse - Special Revenue Fund	M	D	374,000	374,000	0	0.0	No	Provides funding for emergency shelter, counseling, health and social welfare services to victims of domestic violence. This program is supported by marriage license fees as authorized in SB 91, the Domestic Violence Center Act, and codified under Welfare & Institutions Code 18290-18307.
51	Contra Costa Alliance to End Abuse - SB 968 Administration	M	M	796,000	796,000	0	4.0	No	Provides oversight and coordination of domestic violence programs. This program is supported by recording fees authorized by State law (SB 968).

General Purpose Revenue

1	General County Revenues	M	D	0	526,943,000	(526,943,000)	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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Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
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Health Services

<i>Hospital & Ambulatory Care Centers</i>									
1	Hospital and Emergency Care	M	M	310,100,210	287,958,391	22,141,819	1,008.3	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	166,978,494	155,539,824	11,438,670	712.9	No	Provides for operation of the 11 medical ambulatory care centers located throughout the County.
3	Physician Services	M	M	126,218,006	117,571,587	8,646,419	264.2	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	1,858,613	1,858,613	0	5.0	Yes	Provides overall coordination of the emergency ambulance services throughout the County, and coordination of medical disaster response efforts.
5	Administrative Services	D	D	28,847,265	28,847,265	0	303.6	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	31,018,092	0	31,018,092	0.0	Yes	Provides centralized charges to Health Services Department from other County departments, e.g. GSD.
7	Hospital Capital Project	D	D	24,114,497	24,114,497	0	0.0	No	Debt services principal payments, and acquisition of new and replacement capital equipment.
<i>Contra Costa Health Plan - Enterprise Fund II</i>									
8	Medi-Cal Members	M	M	597,481,651	597,481,651	0	172.0	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	218,390,363	218,390,363	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	4,351,215	4,351,215	0	0.0	No	Provides centralized charges to Health Services Department from other County departments, e.g. GSD.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
<i>Contra Costa Community Health Plan - Enterprise Fund III</i>									
11	Commercial Groups, including Basic Health Care (Excludes IHSS)	D	M	55,849,754	55,849,754	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	21,925,382	17,939,382	3,986,000	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.
<i>Behavioral Health Division - Mental Health</i>									
13	Child & Adolescent Services	M	D	69,007,309	67,683,139	1,324,170	110.5	No	Provides comprehensive mental health services to seriously emotionally disabled youth (up to age 21) and children (under age 18) and their families, including hospitalization, intensive day treatment, outpatient, outreach, case management and wraparound services.
14	Adult Services	M	D	62,518,332	61,621,115	897,217	158.0	No	Provides comprehensive mental health services to seriously and persistently mentally disabled adults including hospitalization, residential care, intensive day treatment, outpatient, outreach and case management.
15	Support Services	D	D	17,400,604	7,027,535	10,373,069	90.5	No	Provides personnel administration, contract negotiation, program planning and development, monitoring service delivery and quality assurance, and interagency coordination.
16	Local Hosp Inpatient Psychiatric	M	M	13,771,523	12,337,914	1,433,609	0.0	No	Provides acute inpatient psychiatric care at Contra Costa Regional Medical Center, involuntary evaluation and short-term treatment for seriously and persistently mentally ill clients who may be a danger to themselves or others.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
17	Outpatient Mental Health Crisis	M	M	16,038,957	14,387,836	1,651,121	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	10,856,678	9,230,864	1,625,814	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	M	D	61,960,015	61,960,015	0	166.2	No	Expands mental health care programs for children, transition age youth, adults and older adults. Funds are transferred to support 165.7 FTE in above programs. (Proposition 63)
<i>Behavioral Health Division - Alcohol and Other Drugs</i>									
20	Prevention Services	D	D	1,602,927	1,602,927	0	3.0	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	682,565	682,565	0	7.0	No	Provides information, American Society of Addiction Medicine (ASAM) screening and referral to individuals in need of prevention, treatment and recovery services.
22	Narcotic Treatment Program	D	D	5,298,218	5,298,218	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	3,958,476	3,691,066	267,410	9.5	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	8,063,234	6,986,532	1,076,702	20.0	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	993,812	993,812	0	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	3,533,020	3,533,020	0	13.5	No	Time-limited federal and state special initiatives and demonstration programs.
27	Program and System Support Summary	D	D	2,508,710	1,917,822	590,888	11.0	No	Oversight and management of all SUD Waiver treatment and recovery services and Non-Waiver SUD services including primary prevention.
<i>Behavioral Health Division - Health, Housing and Homeless Services</i>									
28	Administration	D	D	2,649,022	1,423,524	1,225,498	12.0	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	4,328,010	3,861,096	466,914	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	3,122,819	2,956,490	166,329	1.0	No	Offers short-term shelter and support services that allow for stabilization, referral and preparation for permanent housing and/or mental health and treatment services.
31	Supportive Housing Program	D	D	5,560,390	5,542,243	18,147	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	1,339,460	685,757	653,703	1.0	No	Provides outreach, shelter, transitional, and permanent housing and services to youth ages 18-24.
33	Homeless Management Information System	D	D	423,859	270,450	153,409	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	2,252,497	2,252,497	0	0.0	No	The HEAP Program is a one-time Block grant funding that addresses the immediate emergency needs of homeless individuals.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
<i>Public Health</i>									
35	Public Health Support Services	D	D	9,505,988	1,449,522	8,056,466	42.4	Yes	Provides program oversight, including management and administrative support staff.
36	Senior Nutrition Program	D	D	5,241,506	4,574,162	667,344	4.5	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.
37	Communicable Disease Control	M/D	D	9,644,228	5,681,479	3,962,749	51.2	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	5,164,274	3,753,314	1,410,960	31.8	No	Provides access to care, monitoring and surveillance, community education and prevention services.
39	Family, Maternal & Child Health	M/D	D	11,703,184	10,583,835	1,119,349	87.5	No	Promotes health and welfare of families and children.
40	Public Health Clinical Services	D	D	47,897,641	41,350,445	6,547,196	240.4	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	2,967,416	2,491,480	475,936	21.0	No	Provides for prevention of chronic disease and injuries.
<i>Environmental Health</i>									
42	Hazardous Materials Program	M	M	11,989,707	12,209,707	(220,000)	39.0	No	Provides emergency response, hazardous waste, hazardous material, underground tank and accidental release programs.
43	Environmental Health	M	M	12,191,393	12,411,393	(220,000)	62.0	No	Provides retail food programs, consumer protection programs, solid waste program, medical waste program and land use programs.
44	Fixed Assets	D	D	200,000	200,000	0	0.0	No	Provides for acquisition of capital equipment and for needed capital improvement projects.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
Detention Facility Program									
45	Detention Facility MH Services	M	D	7,046,740	53,538	6,993,202	27.6	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	25,792,764	1,818,966	23,973,798	100.1	No	Provides primary care medical services for inmates in County detention facilities.
47	Juvenile Hall Medical Services	M	D	3,275,936	3,275,936	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	750,587	750,587	0	0.0	No	Provides crisis intervention, medication evaluation and consultation.
Conservatorship/Guardianship									
49	Conservatorship/Guardianship	M	M	4,467,633	815,633	3,652,000	25.0	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									
50	California Children's Services Program	M	M	12,584,980	10,146,980	2,438,000	68.0	No	Provides medical care, equipment and rehabilitation for youth under 21 years of age with CCS eligible conditions whose families are unable to pay for all or part of their care.
Public Administrator									
51	Public Administrator	M	D	674,610	330,610	344,000	4.0	No	Investigates and administers the estates of persons who are County residents at the time of death and have no will or appropriate person willing or able to administer their estate.
Emergency Medical Services SB-12									
52	Administration	D	D	158,539	158,539	0	0.0	No	Reimbursement for County incurred costs related to Emergency Medical Services program collections and disbursements.
53	Emergency Medical Services	D	M	246,783	246,783	0	0.0	No	Reimbursement for County operated Emergency Medical Services program.
54	Physicians	D	M	850,344	850,344	0	0.0	No	Payments to physicians for emergency services to indigents.
55	Hospitals	D	M	362,918	362,918	0	0.0	No	Payments to hospitals for emergency room care provided to indigents.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
56	Pediatric Trauma Centers	D	M	104,800	104,800	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	168,532	168,532	0	0.0	No	Funds EMS first responder medical and communication equipment, supplies, and training of medical dispatchers.
58	Zone B	D	M	5,386,314	5,386,314	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	1,703,402	2,324,791	(621,389)	5.0	Yes	Develops, administers and maintains merit and exempt employment systems.
2	Employee Benefits Administration	M	D	6,564,219	6,564,219	0	23.0	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	3,571,389	200,000	3,371,389	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.
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	2,201,829	411,829	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
<i>Special Funds</i>									
3	Automated ID & Warrant	D	M	2,903,000	2,903,000	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	31,467,000	31,467,000	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	3,748,000	3,748,000	0	0.0	No	Provides for the pass-through of State Supplemental Law Enforcement funding to Contra Costa cities.
7	SLESA - AB109	M	M	10,321,000	10,321,000	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	50	50	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	7,381,177	316,000	0	25.2	No	Provides administrative, shipping, and volunteer services management while organizing and directing the operation of the County Library.
2	Countywide Services	D	D	1,994,438	199,200	0	13.0	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	21,431,000	3,438,000	0	141.9	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	5,510,385	32,800	0	24.2	No	Support Services includes automation, Virtual Library, circulation, technical services, and collection management.
5	County Library Taxes	M	M	0	32,331,000	0	0.0	No	County Library Tax Revenues.
6	Casey Library Gift	D	D	1,000	1,000	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	4,620,480	2,560,000	2,060,480	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	625,000	0	625,000	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	3,275,520	418,000	2,857,520	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	21,147,551	4,925,583	16,221,968	118.5	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	7,801,429	10,033,347	(2,231,918)	37.0	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	280,350	446,000	(165,650)	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	635,000	226,400	408,600	4.0	No	Federally assisted meal program. Provides nutritionally balanced, low-cost or free lunches to children each school day.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
	<i>Probation Programs</i>								
8	Adult Investigations & Supervision	M	D	11,647,135	8,626,990	3,020,145	62.0	No	Over 3,500 felony investigative reports are prepared annually for the Coordinated Trial Courts. These include pre-plea reports for plea and bail considerations and assessment and recommendation reports for sentencing. (PC 1191). Includes AB109, SB678 and Smart Probation funded positions.
9	School Probation Officers	D	M	1,472,153	924,443	547,710	4.0	No	Case management services for juveniles referred by school districts as well as those on active probation.
10	Vehicle Theft (Adult)	D	M	180,967	180,967	0	1.0	No	Cooperative program among the California Highway Patrol, Sheriff, District Attorney and Probation depts. Provides close supervision to a caseload of auto thieves placed on felony probation. This program is partially funded by the State via vehicle license fees.
11	Domestic Violence	D	M	1,200,427	34,665	1,165,762	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	389,261	347,098	42,163	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	6,523,577	465,000	6,058,578	38.0	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	2,321,902	0	2,321,902	26.0	No	Provides support services to Deputy Probation Office staff in adult and juvenile programs.
15	Community Probation	D	M	1,691,294	1,140,622	550,672	3.0	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	1,066,132	197,461	868,671	5.0	No	Aftercare supervision for institution commitment treatment program for youthful offenders.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
17	Training	M	D	165,587	136,590	28,997	3.0	Yes	State required and approved training for Probation staff. (PC 6035)
18	Administration/ Personnel / Info Tech	M	D	10,144,400	25,000	10,119,400	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.
<i>Special Funds</i>									
19	Supplemental Law Enforcement Services Fund	D	D	2,517,000	2,517,000	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	62,000	62,000	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.
21	Community Corrections Performance Incentives	D	D	4,502,176	4,502,176	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	4,316,701	0	4,316,701	7.3	No	Provides management, administrative support, and oversight of all Departmental functions.
2	Investigations	M	D	2,001,452	0	2,001,452	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	20,474,128	1,420,420	19,053,708	87.0	No	Provides effective assistance of counsel for all qualifying adults and juveniles charged with criminal offenses.
4	AB 109	M	D	4,182,964	4,182,964	0	22.3	No	Provides support and services to reduce recidivism for low level felony offenders; furthers the goals of AB109.
5	Alternate Defender Office	M	D	3,938,139	0	3,938,139	13.5	No	Provides effective assistance of counsel for qualifying adults and juvenile clients for whom the main office has declared a conflict of interest.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
<i>Special Fund</i>									
6	AB109-Public Defender	M	D	379,000	379,000	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	64,794,000	64,794,000	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	124,627,000	124,627,000	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	53,693,854	52,518,854	1,175,000	278.0	No	Administrative support to the department to ensure completion of projects. This support includes personnel, clerical, finance/budget and surveyor functions. The budget for all Public Works personnel are in this program.
2	County Drainage Maintenance	M	D	840,000	140,000	700,000	0.0	No	Drainage maintenance for County owned drainage facilities.
3	Facilities Maintenance	D	D	133,764,973	133,764,973	0	204.0	Yes	General maintenance and repairs of County buildings & facilities.
4	Fleet Services	D	D	580,000	580,000	0	0.0	Yes	Maintenance, repair, and vehicle acquisition for County departments & fire district.
5	General County Building Occupancy	D	D	24,506,107	155,107	24,351,000	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
6	Outside Agency Services	D	D	787,508	787,508	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	378,000	85,000	293,000	0.0	Yes	Recycling services for County departments.
8	Print and Mail Services	D	D	5,655,426	5,655,426	0	22.0	Yes	Copy, printing, and mail services for County departments.
9	Purchasing	M	D	1,274,488	593,488	681,000	7.0	Yes	Purchasing services for all County departments.
10	Road Construction (Non-County Funded)	M	D	1,879,800	1,879,800	0	0.0	No	Non-county road construction projects funded by other governmental agencies.
<i>Special Funds</i>									
11	Fleet Services ISF	D	D	17,832,153	17,832,153	0	21.0	Yes	Internal Services Fund for Fleet
12	Rd Fund- Construction & Road Planning/ Admin/ Revenues	M	D	35,129,982	35,129,982	0	0.0	No	Road construction projects for county roads. Includes administration and planning costs.
13	Rd Fund Maintenance & Misc. Property	M	D	27,270,724	27,270,724	0	0.0	No	Maintenance for county streets and roads.
14	PW Land Development	M	D	3,272,100	3,272,100	0	0.0	No	Engineering services and regulation of land development.
15	Airport Enterprise Fund	D	M	6,666,469	6,666,469	0	18.0	No	Operation and capital development of airports.
16	Other Special Rev. Funds	D	M	3,651,018	3,651,018	0	0.0	No	Use based on special revenue agreements.
17	Development Funds	D	M	10,122,352	10,122,352	0	0.0	No	Revenue from permits & developers for construction and Conditions of Approval.
18	Southern Pacific Railway	D	M	5,376,127	5,376,127	0	0.0	No	Sale of easements & license agreements used for maintenance of Iron Horse Corridor.
19	Navy Transportation Mitigation	D	M	5,579,739	5,579,739	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	2,944,238	2,944,238	0	0.0	No	Fees on development for future road projects.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
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Sheriff-Coroner

<i>Administrative Services Bureau</i>									
1	Central Administration	D	D	22,283,955	1,371,480	20,912,475	35.0	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	2,407,754	8,000	2,399,754	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	4,206,107	318,500	3,887,607	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	18,775,121	18,775,121	0	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	4,327,415	1,210,239	3,117,176	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	540,305	540,305	0	0.0	No	Provides air support throughout the County and through contract with the City of Vallejo.
7	Unincorporated Patrol	M	D	31,910,203	49,678,831	(17,768,628)	145.0	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	10,353,700	365,805	9,987,895	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	3,011,463	420,000	2,591,463	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	88,106	88,106	0	0.0	No	Restricted funding for vehicle usage by the Civil unit.
12	AB 709 Automated Program	M	M	405,793	405,793	0	0.0	No	Restricted funding for automation services by the Civil unit.
13	Vehicle Anti-Theft Program	D	D	3,330	474,500	(471,170)	0.0	No	Investigates and gathers evidence on stolen vehicles throughout Contra Costa County.
<i>Support Services Bureau</i>									
14	Criminalistics	M	M	11,758,545	3,307,085	8,451,460	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.
15	Property and Evidence Services	M	M	682,910	94,000	588,910	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.
16	CAL-ID	D	D	3,687,704	3,687,704	0	18.5	No	Operates a computerized system for the identification of fingerprints.
17	Communications/Dispatch	M	M	8,977,937	3,493,547	5,484,390	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	845,812	845,812	0	2.0	No	The ARIES database has been established to collect data from several California jurisdictions to share information to support increased monitoring and enforcement of the law.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
19	Information Services	D	D	7,147,425	69,200	7,078,225	18.0	No	Provides communication and programming for networks, jail management, communication system and ARIES.
20	Records	M	M	2,526,851	211,000	2,315,851	22.0	No	Provides for the release, inspection and production of law enforcement records, and fingerprint identification.
21	Technical Services Administration	D	D	260,592	0	260,592	0.0	No	Provides administrative oversight for the Technical Services Division and administration of federal grants.
<i>Contract Services</i>									
22	Court Security	M	D	17,337,206	17,337,206	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	5,495,165	5,495,165	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	31,357,797	161,046	31,196,751	165.0	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	27,360,075	19,412	27,340,663	130.0	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	5,771,175	1,500	5,769,675	22.0	No	Located in Clayton, this facility is primarily responsible for the care, custody, and control of sentenced minimum-security male inmates, but unsentenced inmates may also be held at this facility.
27	Custody Alternative/ County Parole Program	M	D	4,680,363	450,000	4,230,363	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
28	Custody Services Admin	M	D	4,119,606	33,263,115	(29,143,509)	18.0	No	Provides inmate classification, training, and other detention management services.
29	AB109 Program	M	M	9,646,902	9,646,902	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	6,069,557	3,500	6,066,057	24.0	No	Provides inmate transportation between detention facilities and the Courts.
<i>Coroner</i>									
31	Coroner	M	D	3,399,000	185,000	3,214,000	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	1,285,411	32,500	1,252,911	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.
33	Emergency Services	D	D	2,925,800	215,000	2,710,800	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	1,629,025	1,629,025	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	19,970	359,289	0.0	No	The Special Weapons and Tactics team is used in situations involving hostage taking, armed barricaded subjects, snipers, or other situations that present a high degree of danger to life or property.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
<i>Special Funds</i>									
37	Central ID Bureau	D	M	1,437,000	1,437,000	0	0.0	No	Provides for operation of the Alameda-Contra Costa fingerprint database (which is a component of the state-wide database) Automated Fingerprint Identification System (AFIS) and Livescans in place in county law enforcement agencies.
38	Controlled Substance Analysis	D	M	24,000	24,000	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	182,000	182,000	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	211,000	211,000	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	108,000	108,000	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	1,445,000	1,445,000	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.
43	Supplemental Law Enforcement Services Funds	D	M	956,000	956,000	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
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	16,179,000	16,179,000	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	2,592,000	2,592,000	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	17,286,000	6,172,000	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	197,000	203,000	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	852,600	852,600	0	0.0	Yes	Special fund created for penalty assessments levied on court fines for the purpose of courthouse construction and maintenance.
6	Criminal Justice Facility Construction	D	M	1,015,000	1,015,000	0	0.0	Yes	Special fund created for penalty assessments levied on court fines for the purpose of criminal justice facility construction, systems development and operations.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
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Treasurer-Tax Collector

1	Treasurer	M	D	1,613,550	277,200	1,336,350	7.4	No	Provides for the safekeeping of funds for the County, 18 School Districts, a Community College District, a Board of Education, and 21 Voluntary Special Districts. Administers a comprehensive investment program for the County and districts to ensure maximum yield on investments.
2	Tax Collection	M	M	4,100,636	2,857,700	1,242,936	21.4	No	Collects property taxes and special levies for all cities, school districts, special districts and County government.
3	Business License	M	D	220,164	124,450	95,714	1.7	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	1,564,196	362,000	1,202,196	10.0	No	Provides assistance to veterans, their dependents and survivors in obtaining veteran's benefits.
2	Veterans Memorial Building Lifecycle Costs	D	D	122,804	0	122,804	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	597,481,651	597,481,651	0	172.0	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	310,100,210	287,958,391	22,141,819	1,008.3	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	166,978,494	155,539,824	11,438,670	712.9	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	126,218,006	117,571,587	8,646,419	264.2	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	75,513,574	73,361,028	2,152,546	366.3	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	62,671,011	62,671,011	0	305.0	No	Provides eligibility determination for Medi-Cal programs including determinations for the MAGI Medi-Cal Program implemented as an expansion of the Medi-Cal Program mandated by the Affordable Care Act.
7	EHSD - Adult Protective Services	In-Home Supportive Services Payments	M	M	49,061,835	42,866,353	6,195,482	0.0	No	Funds the required county Maintenance of Effort (MOE) for wages, health and retirement benefits for individuals who provide in-home supportive services to eligible IHSS recipients.
8	EHSD - Workforce Services Bureau	CalWORKs Cash Assistance	M	M	48,861,508	48,178,170	683,338	0.0	No	Provides cash assistance to eligible families based on income levels.
9	EHSD - Workforce Services Bureau	CalFresh Eligibility and Employment and Training Program	M	M	38,458,799	34,900,796	3,558,003	164.1	No	Provides eligibility determination and ongoing case management for CalFresh benefits for eligible low-income individuals and families.
10	EHSD - Workforce Services Bureau	CalWORKs Eligibility Services and Home Visiting Services	M	M	37,726,949	37,616,232	110,717	160.6	No	Provides eligibility determination for CalWORKs cash aid, supportive services, and includes ongoing case management. Eligibility is limited to a maximum of 48 months.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
11	EHSD - Children and Family Services Bureau	Foster Care and Other Out of Home Care Payments	M	M	35,982,374	34,140,464	1,841,910	0.0	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	31,357,797	161,046	31,196,751	165.0	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	27,360,075	19,412	27,340,663	130.0	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	EHSD - Children and Family Services Bureau	Adoption Assistance Program	M	M	22,176,931	21,517,411	659,520	0.0	No	Provides payments to families in the adoption process or who have adopted children.
15	Child Support Services	Child Support Services	M	M	21,282,000	21,282,000	0	157.0	No	Mandated services assisting parents to meet their mutual obligation to support their children. Operations of this Department are currently controlled by the regulations of the State Department of Child Support Services.
16	Probation - Juvenile Facilities	Juvenile Hall	M	M	21,147,551	4,925,583	16,221,968	118.5	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)
17	Public Defender	Criminal Defense	M	M	20,474,128	1,420,420	19,053,708	87.0	No	Provides effective assistance of counsel for all qualifying adults and juveniles charged with criminal offenses.
18	Superior Court Programs	Trial Court Programs	M	M	17,286,000	6,172,000	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.
19	HSD - Behavioral Health Division - Mental Health	Outpatient Mental Health Crisis	M	M	16,038,957	14,387,836	1,651,121	0.0	No	Provides crisis intervention and stabilization, psychiatric diagnostic assessment, medication, emergency treatment, screening for hospitalization and intake, disposition planning and placement/referral services.
20	EHSD - Workforce Services Bureau	CalWORKS Childcare	M	M	14,632,661	14,632,661	0	30.0	No	Eligibility and ongoing case management under Stage One subsidized childcare.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
21	HSD - Behavioral Health Division - Mental Health	Local Hosp Inpatient Psychiatric	M	M	13,771,523	12,337,914	1,433,609	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.
22	Clerk- Recorder-Elections	Elections	M	M	12,742,000	5,273,000	7,469,000	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 - California Children's Services Program	California Children's Services Program	M	M	12,584,980	10,146,980	2,438,000	68.0	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.
24	HSD - Environmental Health	Environmental Health	M	M	12,191,393	12,411,393	(220,000)	62.0	No	Provides retail food programs, consumer protection programs, solid waste program, medical waste program and land use programs.
25	HSD - Environmental Health	Hazardous Materials Program	M	M	11,989,707	12,209,707	(220,000)	39.0	No	Provides emergency response, hazardous waste, hazardous material, underground tank and accidental release programs.
26	Sheriff - Support Services Bureau	Criminalistics	M	M	11,758,545	3,307,085	8,451,460	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	HSD - Behavioral Health Division - Mental Health	Medi-Cal Managed Care	M	M	10,856,678	9,230,864	1,625,814	23.0	No	Provides community-based acute psychiatric inpatient hospital services and outpatient specialty mental health services for Medi-Cal eligible adults and children.
28	Justice System Development/ Planning - Special Funds	SLESA - AB109	M	M	10,321,000	10,321,000	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.
29	Sheriff - Custody Services Bureau	AB109 Program	M	M	9,646,902	9,646,902	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
30	Sheriff - Support Services Bureau	Communications / Dispatch	M	M	8,977,937	3,493,547	5,484,390	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.
31	Conservation and Development	Building Inspection Services	M	M	8,968,876	8,968,876	0	27.0	No	Review plans, issue building permits, and inspect the construction of buildings.
32	EHSD - Children and Family Services Bureau	Foster Care/Adoption Assistance Eligibility	M	M	6,347,814	5,185,064	1,162,750	25.0	No	Provides eligibility determination for cash assistance for care of children placed in out of home care.
33	Clerk - Recorder-Elections	Recorder	M	M	4,935,000	6,404,000	(1,469,000)	38.0	No	Maintains and preserves all official records relating to real property, subdivision maps, assessment districts, and records of surveys offered for recording; records of all births, deaths and marriages occurring within Contra Costa County. Produces and maintains indices of all records held by the County Clerk-Recorder.
34	Probation - Care of Court Wards	Out-of-Home Placement	M	M	4,620,480	2,560,000	2,060,480	0.0	No	Court-ordered board and care costs for minors placed outside of County facilities by the Juvenile Court.
35	HSD- Conservatorship/ Guardianship	Conservatorship/ Guardianship	M	M	4,467,633	815,633	3,652,000	25.0	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.
36	Animal Services	Center Operations	M	M	4,255,225	2,657,470	1,597,755	29.0	No	Provide temporary husbandry and veterinary care to animals impounded at the County's shelters.
37	Treasurer - Tax Collector	Tax Collection	M	M	4,100,636	2,857,700	1,242,936	21.4	No	Collects property taxes and special levies for all cities, school districts, special districts and County government.
38	Justice System Development/ Planning - Special Funds	SLESF - Front Line Law Enforcement-City	M	M	3,748,000	3,748,000	0	0.0	No	Provides for the pass-through of State Supplemental Law Enforcement funding to Contra Costa cities.
39	EHSD - Adult Protective Services	General Assistance Eligibility	M	M	3,746,593	0	3,746,593	17.1	No	Provides eligibility determination and on-going case management 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.

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	3,680,993	3,680,993	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	3,275,520	418,000	2,857,520	0.0	No	Fees paid to Health Services for medical care of juvenile residents in County facilities.
42	Sheriff - Field Operations Bureau	Civil	M	M	3,011,463	420,000	2,591,463	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	Sheriff - Support Services Bureau	Records	M	M	2,526,851	211,000	2,315,851	22.0	No	Provides for the release, inspection and production of law enforcement records, and fingerprint identification.
44	HSD - Hospital & Ambulatory Care Centers	Emergency Medical Services	M	M	1,858,613	1,858,613	0	5.0	Yes	Provides overall coordination of the emergency ambulance services throughout the County, and coordination of medical disaster response efforts.
45	EHSD - Contra Costa Alliance to End Abuse	Contra Costa Alliance to End Abuse - SB 968 Administration	M	M	796,000	796,000	0	4.0	No	Provides oversight and coordination of domestic violence programs. This program is supported by recording fees authorized by State law (SB 968).
46	Sheriff - Support Services Bureau	Property and Evidence Services	M	M	682,910	94,000	588,910	4.0	No	Provides storage, security and disposition of items of evidence, seized contraband, safekeeping weapons and found property for the Sheriff's Office, its 5 contract cities, West Narcotics Enforcement Team and the Superior Court.
47	Probation - Care of Court Wards	California Dept. of Juv. Justice Fees	M	M	625,000	0	625,000	0.0	No	Fees paid to the California Division of Juvenile Justice for incarceration costs of juveniles.
48	District Attorney - Special Funds	Supplemental Law Enforcement Services Fund - DA	M	M	524,000	524,000	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.
49	Sheriff - Field Operations Bureau	AB 709 Automated Program	M	M	405,793	405,793	0	0.0	No	Restricted funding for automation services by the Civil unit.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
50	District Attorney - Special Funds	AB109-District Attorney	M	M	379,000	379,000	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).
51	EHSD - Workforce Services Bureau	Refugee Programs Eligibility	M	M	365,084	365,084	0	1.8	No	Provides eligibility determination and grant maintenance activities for the Refugee Cash Assistance (RCA) and Cash Assistance Program for Immigrants (CAPI) programs.
52	Central Support	LAFCO	M	M	296,000	0	296,000	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.
53	EHSD - Workforce Services Bureau	Standard Utility Assistance Subsidy Program (SUAS)	M	M	292,151	292,151	0	0.0	No	Provides an annual \$20.01 utility assistance benefit to eligible CalFresh households.
54	EHSD - Workforce Services Bureau	CalWORKS Trafficking and Crime Victims Assistance Program	M	M	283,634	283,634	0	0.9	No	Provides assistance to non-citizen victims of trafficking, domestic violence, and other serious crimes.
55	Probation - Juvenile Facilities	Home Supervision	M	M	280,350	446,000	(165,650)	1.0	No	Provides electronic monitoring / GPS support to juvenile probation deputies and intensive supervision to minors released to the community prior to sentencing.
56	EHSD - Workforce Services Bureau	Work Incentive Nutritional Supplement (WINS)	M	M	261,207	261,207	0	0.0	No	Provides a \$10 per month additional food supplement for eligible CalFresh and California Food Assistance Program households.
57	EHSD - Workforce Services Bureau	CalWORKS Family Stabilization Program	M	M	122,557	122,557	0	0.2	No	Provides comprehensive evaluations and wraparound services to Welfare-to-Work families who are experiencing identified situations and/or crises.
58	EHSD - Workforce Services Bureau	Refugee Programs Cash Assistance	M	M	110,455	110,455	0	0.0	No	Provides funds for cash assistance payments for immigrants.
59	EHSD - Workforce Services Bureau	Work Incentive Nutritional Supplement (WINS) Eligibility	M	M	102,396	102,396	0	0.0	No	Provides eligibility determination for eligible CalFresh and California Food Assistance Program households.
60	EHSD - Adult Protective Services	Indigent Interment	M	M	89,023	15,134	73,889	0.0	No	Provides cremation and burial, in cemetery lots or niches, of indigent decedents.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
61	Sheriff - Field Operations Bureau	AB 1109 Vehicle Program	M	M	88,106	88,106	0	0.0	No	Restricted funding for vehicle usage by the Civil unit.
62	Sheriff - Special Funds	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.
63	Library	County Library Taxes	M	M	0	32,331,000	0	0.0	No	County Library Tax Revenues.
64	EHSD - Adult Protective Services	Adult Protective Services	M	D/M	17,604,835	16,223,492	1,381,343	78.1	No	Provides social worker response to investigate reports that older or dependent adults are exploited, neglected or physically abused. Includes allocated clerical and administrative staff.
65	Public Safety Realignment	Support Services	M	D	124,627,000	124,627,000	0	0.0	No	This department includes dedicated funding streams for critical health and social service programs, including adoptions, adult protective services, child abuse prevention, intervention & treatment, child welfare services, foster care, EPSDT activities, drug courts, various Medi-Cal services and perinatal drug services.
66	HSD - Behavioral Health Division - Mental Health	Child & Adolescent Services	M	D	69,007,309	67,683,139	1,324,170	110.5	No	Provides comprehensive mental health services to seriously emotionally disabled youth (up to age 21) and children (under age 18) and their families, including hospitalization, intensive day treatment, outpatient, outreach, case management and wraparound services.
67	Public Safety Realignment	Law Enforcement Services	M	D	64,794,000	64,794,000	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.
68	HSD - Behavioral Health Division - Mental Health	Adult Services	M	D	62,518,332	61,621,115	897,217	158.0	No	Provides comprehensive mental health services to seriously and persistently mentally disabled adults including hospitalization, residential care, intensive day treatment, outpatient, outreach and case management.
69	HSD - Behavioral Health Division - Mental Health	Mental Health Services Act	M	D	61,960,015	61,960,015	0	166.2	No	Expands mental health care programs for children, transition age youth, adults and older adults. Funds are transferred to support 165.7 FTE in above programs. (Proposition 63)

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
70	Public Works	Public Works Services /Administration	M	D	53,693,854	52,518,854	1,175,000	278.0	No	Administrative support to the department to ensure completion of projects. This support includes personnel, clerical, finance/budget and surveyor functions. The budget for all Public Works personnel are in this program.
71	Public Works - Special Funds	Rd Fund- Construction & Road Planning/ Admin/ Revenues	M	D	35,129,982	35,129,982	0	0.0	No	Road construction projects for county roads. Includes administration and planning costs.
72	Sheriff - Field Operations Bureau	Unincorporated Patrol	M	D	31,910,203	49,678,831	(17,768,628)	145.0	No	Provides patrol services throughout the unincorporated area of the County using a community-based policing model.
73	Justice System Development/ Planning - Special Funds	Local Community Corrections	M	D	31,467,000	31,467,000	0	0.0	No	Within the County's Local Revenue Fund pursuant to AB 109 and AB 118, this account provides the State funding allocation for Community Corrections Grant.
74	HSD - Hospital & Ambulatory Care Centers	Charges from Other County Depts	M	D	31,018,092	0	31,018,092	0.0	Yes	Provides centralized charges to Health Services Department from other County departments, e.g. GSD.
75	EHSD - Workforce Services Bureau	CalWORKs Employment Services	M	D	29,881,876	29,881,876	0	74.5	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.
76	District Attorney	Mainline Prosecution	M	D	27,345,835	16,933,501	10,412,334	144.1	No	Attends the courts and conducts on behalf of the people all prosecutions for public offenses occurring in Contra Costa County, including homicide, gang crimes, sexual assault, juvenile, general felony, and misdemeanor crimes.
77	Public Works - Special Funds	Rd Fund Maintenance & Misc. Property	M	D	27,270,724	27,270,724	0	0.0	No	Maintenance for county streets and roads.
78	HSD - Detention Facility Program	Detention Facility Med Services	M	D	25,792,764	1,818,966	23,973,798	100.1	No	Provides primary care medical services for inmates in County detention facilities.
79	Sheriff - Court Security	Court Security	M	D	17,337,206	17,337,206	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.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
80	Sheriff - Special Funds	Trial Court Security	M	D	16,179,000	16,179,000	0	0.0	No	Provides AB 109 Public Safety Realignment (State) funding for bailiff and court security services for the Superior Court.
81	EHSD - Adult Protective Services	In-Home Supportive Services Administration	M	D	13,498,660	11,766,559	1,732,101	74.7	No	Provides administration to determine eligibility and provide on-going case management for the In-Home Supportive Services program.
82	Probation Programs	Adult Investigations & Supervision	M	D	11,647,135	8,626,990	3,020,145	62.0	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	10,779,564	6,279,564	4,500,000	36.0	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	Sheriff - Field Operations Bureau	Investigations	M	D	10,353,700	365,805	9,987,895	40.0	No	This division conducts narcotics enforcement and follow-up investigation of all reported serious crimes that occur in the unincorporated area of Contra Costa County, as well as in the cities and districts that contract for investigative services.
85	Probation Programs	Administration/ Personnel / Info Tech	M	D	10,144,400	25,000	10,119,400	18.0	Yes	Services include fiscal and personnel management, central records, automated systems, contract management, employee and facility safety, purchasing and payroll, facility and office management, and resource development.
86	County Administrator	AB109	M	D	9,191,073	8,241,073	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.
87	Assessor	Support Services	M	D	8,690,681	870,681	7,820,000	52.0	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	Conservation and Development	Current Planning	M	D	7,691,374	7,691,374	0	31.0	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.
89	Board of Supervisors	Legislation & Policy Direction	M	D	7,516,225	355,225	7,161,000	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.
90	Assessor	Appraisal	M	D	7,273,722	728,722	6,545,000	43.0	No	Secured property appraisal mandated by R&T Code Sections 50-93, 101-2125.
91	HSD - Detention Facility Program	Detention Facility MH Services	M	D	7,046,740	53,538	6,993,202	27.6	No	Provides assistance to Sheriff's Department in identification and management of mentally ill in the main County detention facility.
92	County Counsel	General Law	M	D	6,877,604	5,427,604	1,450,000	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.
93	District Attorney	Special Prosecution	M	D	6,649,186	4,356,614	2,292,572	25.5	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.
94	Human Resources	Employee Benefits Administration	M	D	6,564,219	6,564,219	0	23.0	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.
95	Probation Programs	Juvenile Investigation/ Supervision/ Special Services	M	D	6,523,577	465,000	6,058,578	38.0	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.
96	County Administrator	Board Support & Gen Administration	M	D	6,282,477	283,514	5,998,963	15.2	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

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
97	EHSD - Workforce Development Board	Workforce Innovation & Opportunity Act (WIOA) and Grants	M	D	6,275,000	6,262,000	13,000	12.0	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.
98	Sheriff - Custody Services Bureau	Detention Transportation	M	D	6,069,557	3,500	6,066,057	24.0	No	Provides inmate transportation between detention facilities and the Courts.
99	Sheriff - Court Security	Facility Security Contracts	M	D	5,495,165	5,495,165	0	34.0	No	Contract facility security services for the Health Services Department and the Employment and Human Services Department.
100	Conflict Defense	Conflict Defense	M	D	5,400,000	0	5,400,000	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.
101	District Attorney	Investigation	M	D	5,348,310	110,000	5,238,310	20.0	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.
102	District Attorney	Administration	M	D	5,155,069	8,200	5,146,869	12.0	No	Operations, fiscal, personnel, procurement, and facilities management, and resource development
103	EHSD - Workforce Services Bureau	CalWORKs Expanded Subsidized Employment	M	D	5,054,744	5,054,744	0	15.6	No	Provides funds for wage, non-wage and operational costs for six-month job placements for Welfare-to-Work clients.
104	Conservation and Development	Application & Permit Center Engineering Services	M	D	4,823,386	4,823,386	0	32.0	No	Manage and help process applications and permits.
105	Sheriff - Custody Services Bureau	Custody Alternative/ County Parole Program	M	D	4,680,363	450,000	4,230,363	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.
106	Animal Services	Field Services	M	D	4,524,346	2,924,178	1,600,168	22.0	No	Enforces state laws and County ordinances in the unincorporated area of the County and the cities that have agreements with the County.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
107	Public Defender	Administration	M	D	4,316,701	0	4,316,701	7.3	No	Provides management, administrative support, and oversight of all Departmental functions.
108	Public Defender	AB 109	M	D	4,182,964	4,182,964	0	22.3	No	Provides support and services to reduce recidivism for low level felony offenders; furthers the goals of AB109.
109	Sheriff - Custody Services Bureau	Custody Services Admin	M	D	4,119,606	33,263,115	(29,143,509)	18.0	No	Provides inmate classification, training, and other detention management services.
110	Public Defender	Alternate Defender Office	M	D	3,938,139	0	3,938,139	13.5	No	Provides effective assistance of counsel for qualifying adults and juvenile clients for whom the main office has declared a conflict of interest.
111	Agriculture/Weights and Measures	Agricultural Division	M	D	3,614,430	3,670,250	(55,820)	32.3	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	Human Resources	Personnel Services	M	D	3,571,389	200,000	3,371,389	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.
113	Sheriff-Coroner	Coroner	M	D	3,399,000	185,000	3,214,000	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.
114	Animal Services	Administration Services	M	D	3,301,533	2,168,730	1,132,803	20.0	No	Provides operational support for the department and includes human resource functions, fiscal management, data management, contract management, and general business operations.
115	HSD - Detention Facility Program	Juvenile Hall Medical Services	M	D	3,275,936	3,275,936	0	11.2	No	Provides primary care medical services to inmates at Juvenile Hall. Expenditures are transferred to the Probation Department.
116	Public Works - Special Funds	PW Land Development	M	D	3,272,100	3,272,100	0	0.0	No	Engineering services and regulation of land development.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
117	Assessor - Special Funds	Property Tax Administration Program	M	D	3,091,000	3,091,000	0	0.0	No	Provides funding from the State-County Property Tax Administration Program to be used to improve operations and enhance computer applications and systems.
118	Auditor-Controller	Administration/Systems	M	D	2,857,020	260,000	2,597,020	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.
119	EHSD - Adult Protective Services	General Assistance Cash Assistance Payments	M	D	2,781,389	0	2,781,389	0.0	No	Provides cash assistance to adults not eligible for federal or state funded assistance programs.
120	Employee/Retiree Benefits	Employee Benefits	M	D	2,683,489	0	2,683,489	0.0	Yes	Funds PeopleSoft Project (Payroll).
121	EHSD - Adult Protective Services	IHSS Public Authority	M	D	2,471,000	2,471,000	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.
122	EHSD - Workforce Services Bureau	Mental Health/Substance Abuse	M	D	2,447,069	2,447,069	0	0.0	No	Provides CalWORKs case management and treatment services for mental health and substance abuse.
123	Sheriff-Coroner Administrative Services Bureau	Sheriff's Recruiting	M	D	2,407,754	8,000	2,399,754	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	2,404,728	3,214,085	(809,357)	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	2,333,663	2,333,663	0	7.5	No	Public Safety Realignment Act which transfers responsibility for supervising specific low-level inmates and parolees from CDCR to counties, including parole revocation proceedings.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
126	County Counsel	Risk Mgt/ Civil Litigation Unit	M	D	2,333,092	2,333,092	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.
127	County Administrator	Labor Relations	M	D	2,289,344	1,419,246	870,098	7.0	Yes	Administers County's labor management relations programs including the collective bargaining process, grievance investigation, training and counseling.
128	Auditor-Controller	Payroll	M	D	2,276,413	1,570,980	705,433	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.
129	Agriculture/Weights and Measures	Administration	M	D	2,108,386	0	2,108,386	4.0	No	Provides direction and financial control, develop and implement policies and procedures in support of the operations of the department.
130	Public Defender	Investigations	M	D	2,001,452	0	2,001,452	13.0	No	Conducts defense investigations of adult criminal and juvenile cases as needed to ensure effective representation of all clients.
131	Public Works	Road Construction (Non-County Funded)	M	D	1,879,800	1,879,800	0	0.0	No	Non-county road construction projects funded by other governmental agencies.
132	Conservation and Development	Transportation Planning	M	D	1,860,683	1,860,683	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.
133	Assessor	Business	M	D	1,851,493	185,493	1,666,000	10.0	No	Unsecured property appraisal mandated by R&T Code Sections 2901-2928.1.
134	Auditor-Controller	Property Tax	M	D	1,812,633	1,701,069	111,564	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.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
135	Conservation and Development	Code Enforcement	M	D	1,787,276	1,787,276	0	12.0	No	Respond to building and zoning complaints, perform on-site investigations, abate hazards, and perform inspections.
136	District Attorney	Victim Witness Assistance	M	D	1,752,441	1,688,526	63,915	14.5	No	Victim liaisons providing assistance in obtaining protective orders and restitution, advice to the Bench on bail levels, and victim advocacy.
137	Conservation and Development	Conservation/ Solid Waste	M	D	1,719,472	1,719,472	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.
138	Human Resources	Administration	M	D	1,703,402	2,324,791	(621,389)	5.0	Yes	Develops, administers and maintains merit and exempt employment systems.
139	Treasurer - Tax Collector	Treasurer	M	D	1,613,550	277,200	1,336,350	7.4	No	Provides for the safekeeping of funds for the County, 18 School Districts, a Community College District, a Board of Education, and 21 Voluntary Special Districts. Administers a comprehensive investment program for the County and districts to ensure maximum yield on investments.
140	Conservation and Development	Administration	M	D	1,506,848	1,506,848	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.
141	County Administrator	CCTV & Public Info	M	D	1,455,167	1,455,167	0	8.3	No	Administers cable franchises and community access television (CATV) and disseminates and coordinates public information. Supported primarily by CATV franchise fees and Public, Education and Government (PEG) Fees.
142	Public Works	Purchasing	M	D	1,274,488	593,488	681,000	7.0	Yes	Purchasing services for all County departments.
143	Central Support	Clerk of the Board	M	D	1,236,000	93,000	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

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
144	Agriculture/ Weights and Measures	Weights and Measures	M	D	1,115,464	892,750	222,714	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.
145	Assessor	Administrative Services	M	D	1,076,889	107,889	969,000	7.0	No	Functions of Assessor are mandated. Duties of Assessor's Office, however, may be consolidated with Treasurer, or Recorder, or Clerk and Recorder.
146	Employee/ Retiree Benefits	Retiree Health Benefits	M	D	1,060,511	50,000	1,010,511	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.
147	EHSD - Children and Family Services Bureau	Independent Living Skills Program	M	D	1,013,951	1,013,951	0	7.3	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.
148	Auditor- Controller	Internal Audit	M	D	854,912	29,988	824,924	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.
149	Public Works	County Drainage Maintenance	M	D	840,000	140,000	700,000	0.0	No	Drainage maintenance for County owned drainage facilities.
150	HSD - Public Administrator	Public Administrator	M	D	674,610	330,610	344,000	4.0	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.
151	Animal Services	Community Services	M	D	428,896	259,622	169,274	2.0	No	Provides public information, media relations, community education, and managing all aspect of the department's volunteer program.
152	Public Defender - Special Fund	AB109-Public Defender	M	D	379,000	379,000	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).
153	Public Works	Keller Surcharge/ Mitigation	M	D	378,000	85,000	293,000	0.0	Yes	Recycling 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
154	EHSD - Contra Costa Alliance to End Abuse	Contra Costa Alliance to End Abuse - Special Revenue Fund	M	D	374,000	374,000	0	0.0	No	Provides funding for emergency shelter, counseling, health and social welfare services to victims of domestic violence. This program is supported by marriage license fees as authorized in SB 91, the Domestic Violence Center Act, and codified under Welfare & Institutions Code 18290-18307.
155	Conservation and Development	Advance Planning	M	D	365,012	365,012	0	2.0	No	Develop and maintain long-range policy planning processes through the County General Plan to anticipate and respond to changes in new legal mandates and local priorities.
156	District Attorney	Public Assistance Fraud	M	D	356,160	330,160	26,000	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.
157	Auditor-Controller	Special Accounting	M	D	312,210	191,794	120,416	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.
158	County Administrator	Equal Employment Opportunity	M	D	296,939	0	296,939	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
159	Treasurer - Tax Collector	Business License	M	D	220,164	124,450	95,714	1.7	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.
160	Superior Court Programs - Special Funds	Dispute Resolution	M	D	197,000	203,000	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.
161	Probation Programs	Training	M	D	165,587	136,590	28,997	3.0	Yes	State required and approved training for Probation staff. (PC 6035)
162	Superior Court Programs	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.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
163	Conservation and Development	Fish and Game Protection	M	D	133,000	133,000	0	0.0	No	Provide programs from fines levied for violation of the California Fish and Game Code. Funds are restricted to the propagation and conservation of fish and game in the County.
164	EHSD - Workforce Services Bureau	CalWORKs Cal-Learn	M	D	89,295	89,295	0	0.5	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.
165	Board of Supervisors	Merit Board	M	D	80,000	20,000	60,000	0.0	Yes	Hears and makes determinations on appeals of employees and oversees merit system to ensure that merit principles are upheld.
166	Superior Court Programs	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.
167	Conservation and Development	SB1186/Cert Access Program	M	D	45,000	45,000	0	0.0	No	Funding provided by a \$4 fee collected from applicants for local business licenses, used to fund training and increase compliance with construction-related accessibility standards as set by California's Division of the State Architect.
168	Justice System Development/ Planning - Special Funds	Obscene Matter-Minors	M	D	50	50	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.
169	General County Revenues	General County Revenues	M	D	0	526,943,000	(526,943,000)	0.0	No	Receives revenues which are not attributable to a specific County services and which are available for County General Fund expenditures.
170	HSD - Public Health	Family, Maternal & Child Health	M/D	D	11,703,184	10,583,835	1,119,349	87.5	No	Promotes health and welfare of families and children.
171	HSD - Public Health	Communicable Disease Control	M/D	D	9,644,228	5,681,479	3,962,749	51.2	No	Identification, investigation and treatment of persons who have communicable disease or who have been exposed or are at risk for a communicable disease.
172	EHSD - Adult Protective Services	Area Agency on Aging	D/M	D/M	6,298,779	6,059,576	239,203	12.1	No	Provides supportive social services, congregate meals, home delivered meals, in-home services, and elder abuse prevention to seniors.
173	HSD - Public Health	HIV/AIDS and STD Program	M/D	D	5,164,274	3,753,314	1,410,960	31.8	No	Provides access to care, monitoring and surveillance, community education and prevention services.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
174	HSD - Contra Costa Health Plan - Enterprise Fund II	Medi-Cal Seniors and Persons with Disabilities Members	D	M	218,390,363	218,390,363	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.
175	HSD - Contra Costa Community Health Plan - Enterprise Fund III	Commercial Groups, including Basic Health Care (Excludes IHSS)	D	M	55,849,754	55,849,754	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.
176	Debt Service	Retirement/ UAAL Bond Fund	D	M	45,452,243	45,452,243	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.
177	EHSD - Community Services Bureau	Child Development Fund	D	M	34,547,000	34,547,000	0	99.0	No	State-funded Preschool and General Child Care program serving 1,469 children in 12 centers with 48 classrooms and nine (9) 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.
178	HSD - Contra Costa Community Health Plan - Enterprise Fund III	In-Home Supportive Services- Contra Costa CARES	D	M	21,925,382	17,939,382	3,986,000	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.
179	EHSD - Community Services Bureau	Head Start	D	M	21,099,000	21,099,000	0	70.5	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.
180	Sheriff - Field Operations Bureau	Cities/Districts Contracts	D	M	18,775,121	18,775,121	0	72.0	No	Contract city law enforcement services provided in the cities of Danville, Lafayette, and Orinda; and to AC transit and Diablo.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
181	EHSD - Community Services Bureau	Early Head Start	D	M	12,760,000	12,760,000	0	23.0	No	Federally funded childcare program for infants and toddlers ages 0-3, serving 573 income eligible and disabled infants and toddlers and their families.
182	Conservation and Development	Housing Successor Agency	D	M	11,255,636	11,255,636	0	0.0	No	Provide funding for all Successor Agency-related obligations and activities pursuant to the terms of the Dissolution Act.
183	EHSD - Community Services Bureau	Comprehensive Funding Model	D	M	10,841,870	10,841,870	0	63.0	No	Combines Head Start, Early Head Start, and Child Development funds to provide full-day, full-year childcare for 735 children of low-income working parents.
184	Clerk-Recorder-Elections - Special Funds	Recorder Micro/ Mod/ VRIP/ Redaction/ ERDS (Dedicated funds)	D	M	10,795,000	10,795,000	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.
185	Public Works - Special Funds	Development Funds	D	M	10,122,352	10,122,352	0	0.0	No	Revenue from permits & developers for construction and Conditions of Approval.
186	Probation - Juvenile Facilities	Orin Allen Youth Rehabilitation	D	M	7,801,429	10,033,347	(2,231,918)	37.0	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)
187	Conservation and Development	HUD Block Grant	D	M	6,670,000	6,670,000	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.
188	Public Works - Special Funds	Airport Enterprise Fund	D	M	6,666,469	6,666,469	0	18.0	No	Operation and capital development of airports.
189	Public Works - Special Funds	Navy Transportation Mitigation	D	M	5,579,739	5,579,739	0	0.0	No	Proceeds from the Navy for the sale of a portion of Port Chicago Hwy.
190	EHSD - Community Services Bureau	Community Action Programs	D	M	5,513,147	5,354,147	159,000	24.0	No	Community Action programs help low-income families achieve self-sufficiency and support activities that can achieve measurable outcomes in improving educational capability, literacy skills, housing attainment, income enhancement, and disaster preparedness.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
191	HSD - Ambulance Services Areas (Measure H)	Zone B	D	M	5,386,314	5,386,314	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.
192	Public Works - Special Funds	Southern Pacific Railway	D	M	5,376,127	5,376,127	0	0.0	No	Sale of easements & license agreements used for maintenance of Iron Horse Corridor.
193	Public Works - Special Funds	Other Special Rev. Funds	D	M	3,651,018	3,651,018	0	0.0	No	Use based on special revenue agreements.
194	Public Works - Special Funds	Area of Benefit Fees	D	M	2,944,238	2,944,238	0	0.0	No	Fees on development for future road projects.
195	Justice System Development/ Planning - Special Funds	Automated ID & Warrant	D	M	2,903,000	2,903,000	0	0.0	No	Special fund to finance a Countywide warrant system and to replace and enhance the automated fingerprint identification equipment.
196	Debt Service	Retirement Litigation Settlement Debt Service	D	M	2,759,911	2,759,911	0	0.0	Yes	To provide funding for the Retirement Litigation debt services repayment schedule, which resulted from a court case requiring the County to pay \$28.1 million over a period of approximately 20 years (ending February 2024).
197	EHSD - Community Services Bureau	Housing & Energy	D	M	2,747,709	2,747,709	0	5.0	No	Federally funded program that provides utility bill payment assistance, energy education, and weatherization services to approximately 5,395 low-income residents of the County.
198	EHSD - Children and Family Services Bureau	Adoption Services	D	M	2,483,943	2,473,584	10,359	12.7	No	Provides adoption services to children who are free for adoption under the Civil Code and Welfare & Institutions Code. It also provides services, on a fee basis, for stepparent adoptions.
199	EHSD - Children and Family Services Bureau	Family Preservation Program Promoting Safe and Stable Families	D	M	1,783,000	1,436,500	346,500	0.0	No	Provides intensive social work services to children and families when the child is at risk of out-of-home placement.
200	EHSD - Community Services Bureau	Childhood Nutrition	D	M	1,701,302	1,701,302	0	12.0	No	Nutritional counseling for families and meal services for low-income and disabled children serving approximately 1,008 children and families and delivers approximately 392,769 meals.
201	Probation Programs	Community Probation	D	M	1,691,294	1,140,622	550,672	3.0	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
202	EHSD - Children and Family Services Bureau	Resource Family Approval	D	M	1,582,496	1,394,973	187,523	2.2	No	Processes applications and provides support services to approved Resource Family Homes.
203	Probation Programs	School Probation Officers	D	M	1,472,153	924,443	547,710	4.0	No	Case management services for juveniles referred by school districts as well as those on active probation.
204	Sheriff - Special Funds	Prisoners Welfare Summary	D	M	1,445,000	1,445,000	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.
205	Sheriff - Special Funds	Central ID Bureau	D	M	1,437,000	1,437,000	0	0.0	No	Provides for operation of the Alameda-Contra Costa fingerprint database (which is a component of the state-wide database) Automated Fingerprint Identification System (AFIS) and Livescans in place in county law enforcement agencies.
206	Conservation and Development	Private Activity Bond	D	M	1,276,000	1,276,000	0	0.0	No	Bond revenue received from single and multiple family housing programs that is used primarily to fund program staff costs and finance property acquisition related to affordable housing and economic development projects.
207	Conservation and Development	Measure WW Grant Project	D	M	1,270,000	1,270,000	0	0.0	No	Funding through general obligation bonds, for local parks as approved by voters of Alameda and Contra Costa.
208	Probation Programs	Domestic Violence	D	M	1,200,427	34,665	1,165,762	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)
209	Probation Programs	Youthful Offender Treatment Program / Girls in Motion	D	M	1,066,132	197,461	868,671	5.0	No	Aftercare supervision for institution commitment treatment program for youthful offenders.
210	Superior Court Programs - Special Funds	Criminal Justice Facility Construction	D	M	1,015,000	1,015,000	0	0.0	Yes	Special fund created for penalty assessments levied on court fines for the purpose of criminal justice facility construction, systems development and operations.
211	Justice System Development/ Planning	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.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
212	Sheriff - Special Funds	Supplemental Law Enforcement Services Funds	D	M	956,000	956,000	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.
213	Superior Court Programs - Special Funds	Courthouse Construction	D	M	852,600	852,600	0	0.0	Yes	Special fund created for penalty assessments levied on court fines for the purpose of courthouse construction and maintenance.
214	HSD - Emergency Medical Services SB-12	Physicians	D	M	850,344	850,344	0	0.0	No	Payments to physicians for emergency services to indigents.
215	Conservation and Development	HUD Neighborhood Preservation	D	M	805,000	805,000	0	0.0	No	Grants from HUD's Community Development Block Grant program, expended for the purpose of funding the Housing Rehabilitation and Neighborhood Preservation Program loans and program administration.
216	Conservation and Development	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.
217	EHSD - Children and Family Services Bureau	Child Abuse Prevention, Intervention and Treatment	D	M	428,917	386,025	42,892	0.0	No	Provides child abuse prevention services authorized by AB 1733; supports the Zero Tolerance for Domestic Violence implementation plan.
218	Conservation and Development	Affordable Housing	D	M	400,000	400,000	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.
219	Probation Programs	Office of Traffic Safety DUI Program	D	M	389,261	347,098	42,163	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.
220	HSD - Emergency Medical Services SB-12	Hospitals	D	M	362,918	362,918	0	0.0	No	Payments to hospitals for emergency room care provided to indigents.
221	Conservation and Development	Energy Upgrade CA	D	M	287,000	287,000	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.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
222	Justice System Development/ Planning - Special Funds	DNA Identification	D	M	270,000	270,000	0	0.0	No	Provides for the collection of DNA specimens, samples and print impressions.
223	HSD - Emergency Medical Services SB-12	Emergency Medical Services	D	M	246,783	246,783	0	0.0	No	Reimbursement for County operated Emergency Medical Services program.
224	Probation Programs	Vehicle Theft (Adult)	D	M	180,967	180,967	0	1.0	No	Cooperative program among the California Highway Patrol, Sheriff, District Attorney and Probation depts. Provides close supervision to a caseload of auto thieves placed on felony probation. This program is partially funded by the State via vehicle license fees.
225	HSD - Ambulance Services Areas (Measure H)	Zone A	D	M	168,532	168,532	0	0.0	No	Funds EMS first responder medical and communication equipment, supplies, and training of medical dispatchers.
226	Sheriff - Special Funds	Narcotic Forfeiture	D	M	108,000	108,000	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.
227	HSD - Emergency Medical Services SB-12	Pediatric Trauma Centers	D	M	104,800	104,800	0	0.0	No	Reimbursement to physicians and hospitals for uncompensated services provided at pediatric trauma centers.
228	EHSD - Community Services Bureau	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.
229	Conservation and Development	Used Oil Recycling Grant	D	M	70,000	70,000	0	0.0	No	Used Oil Block Grant funds to help establish or enhance permanent, sustainable used oil recycling programs.
230	Human Resources	Employee Child Care	D	M	46,586	46,586	0	0.0	No	Board mandate & must follow IRS regs. Provides for the funding and development of child care programs for employees. Funded by benefit admin fee and forfeited Dependent Care Assistance Program monies.
231	Sheriff - Special Funds	Controlled Substance Analysis	D	M	24,000	24,000	0	0.0	No	Provides criminalistics laboratory analysis of controlled substances, in order to increase the effectiveness of criminal investigation and prosecution.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
232	Sheriff - Field Operations Bureau	Special Investigations	D	M	2,000	230,000	(228,000)	0.0	No	Provides Investigation services to the District Attorney's Office.
233	Debt Service	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.
234	Debt Service	County/State West Contra Costa Healthcare District (WCCHCD)	D	M	0	2,500,000	(2,500,000)	0.0	Yes	To account for the West Contra Costa Healthcare District's allocation of property tax revenue.
235	Debt Service	Notes and Warrants Interest	D	M	0	0	0	0.0	Yes	To budget for the interest and administrative costs associated with Teeter Plan borrowing program and other funding sources.
236	Public Works	Facilities Maintenance	D	D	133,764,973	133,764,973	0	204.0	Yes	General maintenance and repairs of County buildings & facilities.
237	EHSD - Administrative Services	Administrative Services	D	D	58,831,367	56,649,367	2,182,000	209.0	Yes	Provides administrative support to all areas of the Department
238	HSD - Public Health	Public Health Clinical Services	D	D	47,897,641	41,350,445	6,547,196	240.4	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.
239	HSD - Hospital & Ambulatory Care Centers	Administrative Services	D	D	28,847,265	28,847,265	0	303.6	Yes	Provides centralized Department-wide administrative support to all Health Services divisions, e.g. IT, Payroll, Personnel.
240	Public Works	General County Building Occupancy	D	D	24,506,107	155,107	24,351,000	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.
241	HSD - Hospital & Ambulatory Care Centers	Hospital Capital Project	D	D	24,114,497	24,114,497	0	0.0	No	Debt services principal payments, and acquisition of new and replacement capital equipment.
242	Sheriff - Administrative Services Bureau	Central Administration	D	D	22,283,955	1,371,480	20,912,475	35.0	No	Comprised of the Sheriff's executive, fiscal, and personnel units which provide centralized administrative oversight of the Office of the Sheriff.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
243	Library	Lib-Community Services	D	D	21,431,000	3,438,000	0	141.9	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.
244	Public Works - Special Funds	Fleet Services ISF	D	D	17,832,153	17,832,153	0	21.0	Yes	Internal Services Fund for Fleet
245	HSD - Behavioral Health Division - Mental Health	Support Services	D	D	17,400,604	7,027,535	10,373,069	90.5	No	Provides personnel administration, contract negotiation, program planning and development, monitoring service delivery and quality assurance, and interagency coordination.
246	Capital Improvements	Facilities Lifecycle Improvement Summary	D	D	12,550,000	2,550,000	10,000,000	0.0	Yes	Addresses deferred facilities maintenance and capital renewal in accordance with the Real Estate Asset Management program (RAMP).
247	Department of Information Technology	Telecommunications	D	D	11,224,556	11,129,556	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.
248	Contingency Reserve	Contingency Reserve	D	D	10,000,000	0	10,000,000	0.0	Yes	Provide funding for unforeseen emergencies or unanticipated new expenditures occurring during the fiscal year, which have no other funding source.
249	HSD - Public Health	Public Health Support Services	D	D	9,505,988	1,449,522	8,056,466	42.4	Yes	Provides program oversight, including management and administrative support staff.
250	HSD - Behavioral Health Division - Alcohol and Other Drugs	Residential Treatment and Withdrawal Management Summary	D	D	8,063,234	6,986,532	1,076,702	20.0	No	Provides recovery services for men, women, women and their children (perinatal), and adolescents, and detoxification for adults.
251	Library	Administration	D	D	7,381,177	316,000	0	25.2	No	Provides administrative, shipping, and volunteer services management while organizing and directing the operation of the County Library.
252	Sheriff - Support Services Bureau	Information Services	D	D	7,147,425	69,200	7,078,225	18.0	No	Provides communication and programming for networks, jail management, communication system and ARIES.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
253	Department of Information Technology	Systems and Programming	D	D	5,926,509	5,951,509	(25,000)	23.6	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.
254	Conservation and Development	Business and Information Services	D	D	5,891,407	5,891,407	0	29.0	No	Manage the department's cost recovery efforts to ensure program revenues cover operating costs and other fiscal and budget services. Provide purchasing and personnel services. Provide Geographic Information System support and development, including mapping services. Manage countywide demographic and Census data. Manage land use application and permit tracking electronic data and department computer services. Provide administrative policy and procedure guidance for the department. Respond to data requests for demographic information and public records act.
255	Sheriff - Custody Services Bureau	Marsh Creek Detention Facility	D	D	5,771,175	1,500	5,769,675	22.0	No	Located in Clayton, this facility is primarily responsible for the care, custody, and control of sentenced minimum-security male inmates, but unsentenced inmates may also be held at this facility.
256	Public Works	Print and Mail Services	D	D	5,655,426	5,655,426	0	22.0	Yes	Copy, printing, and mail services for County departments.
257	HSD - Behavioral Health Division - Health, Housing and Homeless Services	Supportive Housing Program	D	D	5,560,390	5,542,243	18,147	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.
258	Conservation and Development	Service Contracts/ Satellite Locations	D	D	5,543,500	5,543,500	0	4.0	No	Inspection services to various contract cities and remote locations within the unincorporated county.
259	Library	Support Services	D	D	5,510,385	32,800	0	24.2	No	Support Services includes automation, Virtual Library, circulation, technical services, and collection management.
260	HSD - Behavioral Health Division - Alcohol and Other Drugs	Narcotic Treatment Program	D	D	5,298,218	5,298,218	0	0.0	No	Provides outpatient methadone maintenance for opiate dependent adults, especially those persons at risk of HIV infection through injection drug use.
261	HSD - Public Health	Senior Nutrition Program	D	D	5,241,506	4,574,162	667,344	4.5	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 Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
262	Capital Improvements	Plant Acquisition	D	D	5,000,000	0	5,000,000	0.0	Yes	Majority of projects appropriated by mid-year adjustments. Used to plan, design and construct various repair, improvement and construction projects for County facilities using in-house staff, consultants and contractors.
263	Conservation and Development	HUD Home Block Grants	D	D	4,679,000	4,679,000	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.
264	Probation - Special Funds	Community Corrections Performance Incentives	D	D	4,502,176	4,502,176	0	0.0	No	Provides revenue realized by the California Department of Corrections and Rehabilitation to be used for evidence-based probation supervision activities.
265	Department of Information Technology	Wide-Area-Network Services	D	D	4,400,883	4,400,883	0	5.0	Yes	Insures reliable, secure, and fast support and maintenance of the County's WAN infrastructure.
266	HSD - Contra Costa Health Plan - Enterprise Fund II	Charges from Other County Depts	D	D	4,351,215	4,351,215	0	0.0	No	Provides centralized charges to Health Services Department from other County departments, e.g. GSD.
267	HSD - Behavioral Health Division - Health, Housing and Homeless Services	Coordinated Entry System	D	D	4,328,010	3,861,096	466,914	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.
268	Sheriff - Field Operations Bureau	Marine Patrol	D	D	4,327,415	1,210,239	3,117,176	12.0	No	Responsible for patrol of the navigable waterways within the County and enforcement of all applicable laws.
269	Sheriff - Administrative Services Bureau	Resources/ Plans/ Standards	D	D	4,206,107	318,500	3,887,607	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.
270	HSD - Behavioral Health Division - Alcohol and Other Drugs	Outpatient and Intensive Outpatient Program	D	D	3,958,476	3,691,066	267,410	9.5	No	Provides outpatient substance abuse recovery services for adults, youth/adolescents and family members who have substance use disorders.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
271	Conservation and Development	Transportation Improvement - Measure J	D	D	3,698,500	3,698,500	0	0.0	No	Measure+C93:J114 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.
272	Sheriff - Support Services Bureau	CAL-ID	D	D	3,687,704	3,687,704	0	18.5	No	Operates a computerized system for the identification of fingerprints.
273	HSD - Behavioral Health Division - Alcohol and Other Drugs	Special Programs (Non-DMC Waiver)	D	D	3,533,020	3,533,020	0	13.5	No	Time-limited federal and state special initiatives and demonstration programs.
274	Department of Information Technology	Operations	D	D	3,461,773	3,486,773	(25,000)	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.
275	EHSD - Contra Costa Alliance to End Abuse	Contra Costa Alliance to End Abuse	D	D	3,337,000	1,658,000	1,679,000	0.0	No	Coordinated Services designed to reduce domestic and family violence and elder abuse.
276	HSD - Behavioral Health Division - Health, Housing and Homeless Services	Interim Housing and Support Services	D	D	3,122,819	2,956,490	166,329	1.0	No	Offers short-term shelter and support services that allow for stabilization, referral and preparation for permanent housing and/or mental health and treatment services.
277	HSD - Public Health	Community Wellness & Prevention Program	D	D	2,967,416	2,491,480	475,936	21.0	No	Provides for prevention of chronic disease and injuries.
278	Sheriff - Office of Emergency Services	Emergency Services	D	D	2,925,800	215,000	2,710,800	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.
279	Conservation and Development	Federal Programs, CDBG, Successor Agency	D	D	2,836,135	2,836,135	0	13.0	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
280	HSD - Behavioral Health Division - Health, Housing and Homeless Services	Administration	D	D	2,649,022	1,423,524	1,225,498	12.0	Yes	Includes staffing, occupancy costs, costs incurred for the homeless advisory board activities, and costs associated with grant writing and consultation.
281	Sheriff - Special Funds	Law Enforcement Training Center	D	D	2,592,000	2,592,000	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.
282	Probation - Special Funds	Supplemental Law Enforcement Services Fund	D	D	2,517,000	2,517,000	0	0.0	No	Provides state resources from the Juvenile Justice Crime Prevention Act of 2000 to support juvenile prevention initiatives.
283	HSD - Behavioral Health Division - Alcohol and Other Drugs	Program and System Support Summary	D	D	2,508,710	1,917,822	590,888	11.0	No	Oversight and management of all SUD Waiver treatment and recovery services and Non-Waiver SUD services including primary prevention.
284	EHSD - Workforce Services Bureau	CalWORKs Housing Support	D	D	2,438,726	2,438,726	0	0.0	No	Provides funds for support services and administrative activities for homeless CalWORKs families.
285	Probation Programs	Field Services Support	D	D	2,321,902	0	2,321,902	26.0	No	Provides support services to Deputy Probation Office staff in adult and juvenile programs.
286	Department of Information Technology	Network Services	D	D	2,302,291	2,302,291	0	10.0	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.
287	HSD - Behavioral Health Division - Health, Housing and Homeless Services	Homeless Emergency Aid Program - HEAP	D	D	2,252,497	2,252,497	0	0.0	No	The HEAP Program is a one-time Block grant funding that addresses the immediate emergency needs of homeless individuals.
288	Justice System Development/ Planning	Law and Justice System Development	D	D	2,201,829	411,829	1,790,000	5.0	Yes	Plans, develops, implements and maintains automated information systems for justice departments.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
289	Library	Countywide Services	D	D	1,994,438	199,200	0	13.0	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.
290	Conservation and Development	Housing Rehabilitation, Economic Development & Sustainability Program	D	D	1,961,000	1,176,000	785,000	5.0	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.
291	Conservation and Development	Livable Communities	D	D	1,750,000	1,750,000	0	0.0	No	Collection of Developer Fees in the Camino Tassajara Combined General Plan Area, to aid in the implementation of the Smart Growth Action Plan.
292	Conservation and Development	Keller Canyon Mitigation Fee	D	D	1,724,800	1,724,800	0	0.0	No	Funding for mitigation programs within East County community.
293	Sheriff - Office of Emergency Services	Community Warning System	D	D	1,629,025	1,629,025	0	3.0	No	Manages the countywide all hazard Community Warning System. The CWS is funded entirely from private industry funds and/or fines.
294	HSD - Behavioral Health Division - Alcohol and Other Drugs	Prevention Services	D	D	1,602,927	1,602,927	0	3.0	No	Provides alcohol and other drugs education, drug-free activities, community-based initiatives, problem identification and referral for youth and adults.
295	Veterans Service	Veterans Service	D	D	1,564,196	362,000	1,202,196	10.0	No	Provides assistance to veterans, their dependents and survivors in obtaining veteran's benefits.
296	Capital Improvements	Minor non-Capital Improvements	D	D	1,500,000	0	1,500,000	0.0	Yes	Minor repairs and improvements to County facilities using in-house staff, consultants, and contractors.
297	Sheriff - Office of Emergency Services	Homeland Security Grants	D	D	1,349,505	1,349,505	0	0.0	No	Homeland Security grant management and centralization.
298	HSD - Behavioral Health Division - Health, Housing and Homeless Services	Contra Costa Youth Continuum of Services	D	D	1,339,460	685,757	653,703	1.0	No	Provides outreach, shelter, transitional, and permanent housing and services to youth ages 18-24.
299	Sheriff - Office of Emergency Services	Emergency Services Support	D	D	1,285,411	32,500	1,252,911	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 Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
300	Conservation and Development	Weatherization	D	D	1,179,804	1,179,804	0	12.0	No	Free home weatherization services to low income residents.
301	Central Support	Management Information System	D	D	1,092,000	480,000	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.
302	Conservation and Development	Water Planning/Habitat Conservancy	D	D	1,076,263	1,076,263	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	HSD - Behavioral Health Division - Alcohol and Other Drugs	Case Management, Recovery Support and Recovery Residences Summary	D	D	993,812	993,812	0	0.0	No	Case management and recovery support services for DMC beneficiaries
304	Department of Information Technology	GIS Support	D	D	913,209	863,209	50,000	5.2	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	Sheriff - Support Services Bureau	Automated Regional Information Exchange Systems (ARIES)	D	D	845,812	845,812	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.
306	Department of Information Technology	Administration	D	D	818,757	818,757	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.
307	District Attorney - Special Funds	Consumer Protection	D	D	800,000	800,000	0	0.0	No	Receives <i>Cy pres</i> restitution funds from court-ordered settlements for District Attorney consumer protection projects, when individual restitution in a particular case cannot be determined or is not feasible.
308	Public Works	Outside Agency Services	D	D	787,508	787,508	0	0.0	Yes	Outside Agency services. This program area includes occupancy costs, print & mail services, and fleet services.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
309	Board of Supervisors	North Richmond Waste & Recovery Mitigation Fund	D	D	785,000	785,000	0	0.0	No	Defrays annual costs associated with collection and disposal of illegally dumped waste and associated impacts in North Richmond and adjacent areas.
310	Department of Information Technology	Information Security	D	D	779,757	779,757	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	Conservation and Development	HUD Neighborhood Stabilization	D	D	762,000	762,000	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.
312	HSD - Detention Facility Program	Juvenile Justice Facilities	D	D	750,587	750,587	0	0.0	No	Provides crisis intervention, medication evaluation and consultation.
313	HSD - Behavioral Health Division - Alcohol and Other Drugs	Information, Screening and Referral into SUD	D	D	682,565	682,565	0	7.0	No	Provides information, American Society of Addiction Medicine (ASAM) screening and referral to individuals in need of prevention, treatment and recovery services.
314	Probation - Juvenile Facilities	School Lunch Program	D	D	635,000	226,400	408,600	4.0	No	Federally assisted meal program. Provides nutritionally balanced, low-cost or free lunches to children each school day.
315	Conservation and Development	HOPWA Grant	D	D	629,000	629,000	0	0.0	No	Provide housing opportunities for people with HIV/AIDS.
316	Conservation and Development	HUD Emergency Shelter	D	D	620,000	620,000	0	0.0	No	Emergency Shelter Grant program provides homeless persons with basic shelter and essential supportive services.
317	Public Works	Fleet Services	D	D	580,000	580,000	0	0.0	Yes	Maintenance, repair, and vehicle acquisition for County departments & fire district.
318	Crockett/ Rodeo	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 Philips 66 Rodeo facility for both capital and program uses.
319	Sheriff - Field Operations Bureau	Sheriff's Helicopter Program	D	D	540,305	540,305	0	0.0	No	Provides air support throughout the County and through contract with the City of Vallejo.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
320	Central Support	Economic Development/ Arts Commission	D	D	517,300	46,300	471,000	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).
321	District Attorney - Special Funds	Environmental/ OSHA	D	D	490,000	490,000	0	0.0	No	Funds the investigation and prosecution of environmental/occupational health and safety violations. In addition, this fund supports staff professional development on subjects of environmental law.
322	HSD - Behavioral Health Division - Health, Housing and Homeless Services	Homeless Management Information System	D	D	423,859	270,450	153,409	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.
323	Sheriff - Office of Emergency Services	Special Weapons and Tactics (SWAT) Team	D	D	379,259	19,970	359,289	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.
324	District Attorney - Special Funds	Real Estate Fraud Prosecution	D	D	300,000	300,000	0	0.0	No	Pursuant to State law, pays for District Attorney cost of deterring, investigating, and prosecuting real estate fraud crimes, using fees from recording real estate instruments.
325	Sheriff - Support Services Bureau	Technical Services Administration	D	D	260,592	0	260,592	0.0	No	Provides administrative oversight for the Technical Services Division and administration of federal grants.
326	Agriculture/ Weights and Measures	Cooperative Extension	D	D	224,720	0	224,720	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.
327	EHSD - Children and Family Services Bureau	County Children's Trust Fund	D	D	216,000	216,000	0	0.0	No	Provides child abuse prevention services.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
328	Sheriff - Special Funds	County Law Enforcement Capital Projects	D	D	211,000	211,000	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.
329	Auditor-Controller - Special Funds	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.
330	HSD - Environmental Health	Fixed Assets	D	D	200,000	200,000	0	0.0	No	Provides for acquisition of capital equipment and for needed capital improvement projects.
331	Sheriff - Special Funds	Countywide Gang and Drug Trust	D	D	182,000	182,000	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.
332	Board of Supervisors	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.
333	HSD - Emergency Medical Services SB-12	Administration	D	D	158,539	158,539	0	0.0	No	Reimbursement for County incurred costs related to Emergency Medical Services program collections and disbursements.
334	EHSD - Workforce Services Bureau	Community Corrections Partnership	D	D	152,983	152,041	942	1.0	No	Assist individuals re-entering the community from incarceration to ensure timely access to needed public benefits.
335	Conservation and Development	Vehicle Abatement Program	D	D	140,000	140,000	0	0.0	No	Inspection services to remove abandoned vehicles that possess a hazard or public nuisance.
336	Veterans Service	Veterans Memorial Building Lifecycle Costs	D	D	122,804	0	122,804	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.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
337	Animal Services	Animal Benefit Fund	D	D	100,000	100,000	0	0.0	No	Provides monetary support for animal health and welfare projects that are not funded by departmental or general County revenue.
338	Conservation and Development	Multi-Year Special Projects	D	D	90,000	90,000	0	0.0	No	Provide plan check and inspection services to Marsh Creek Generating Station.
339	EHSD - Workforce Services Bureau	Service Integration Team / Sparkpoint	D	D	77,000	17,000	60,000	0.8	No	Provides intensive care management to eligible families to serve as a path forward in providing holistic wrap-around services to families.
340	EHSD - Children and Family Services Bureau	Ann Adler Children and Family Trust	D	D	65,000	65,000	0	0.0	No	Provides support programs for care of abused, neglected and at-risk children.
341	Probation - Special Funds	Probation Ward Welfare	D	D	62,000	62,000	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.
342	District Attorney - Special Funds	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.
343	Board of Supervisors	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.
344	Conservation and Development	Clean Water	D	D	15,000	15,000	0	0.0	No	Inspection services for development projects requiring compliance with Clean Water regulations.
345	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
346	Sheriff - Field Operations Bureau	Vehicle Anti-Theft Program	D	D	3,330	474,500	(471,170)	0.0	No	Investigates and gathers evidence on stolen vehicles throughout Contra Costa County.

Mandatory/Discretionary Program Listing – By Service and Level

	Program	Service	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
347	District Attorney - Special Funds	DA Federal Forfeiture-DOJ	D	D	3,000	3,000	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.
348	Library - Special Funds	Casey Library Gift	D	D	1,000	1,000	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) 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

County Fund Definitions

Fund: a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Governmental Funds are generally used to account for tax supported activities; it accounts for the majority of funds; except for those categorized as proprietary or fiduciary funds.

Types of Governmental funds include:

General Fund is used to account for the general operations of government and any activity not accounted for in another fund.

Special Revenue Funds are used to account for resources legally designated for specific purposes and separately reported.

Debt Service Funds are used to account for resources dedicated to pay principal and interest on general obligation debt.

Capital Project Funds are used to account for resources dedicated to acquiring or constructing major capital facilities.

Permanent Funds are used to account for resources legally restricted so only earnings (and not principal) may be used to support governmental programs.

Proprietary Funds are used by governmental activities that operate in a manner similar to that of private sector businesses in that they charge fees for services. Proprietary Funds rely on the full accrual basis of accounting where revenues are recognized when earned and expenditures are recorded when incurred.

Types of Proprietary funds include: Enterprise and Internal Service Funds

Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises (e.g. water, gas and electric utilities; airports; parking garages; or transit systems). The governmental body intends that the costs of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges.

Internal Service Funds are proprietary funds used to account for the financing of goods or services provided by one department to other departments of the County or other governmental units, on a cost reimbursement basis.

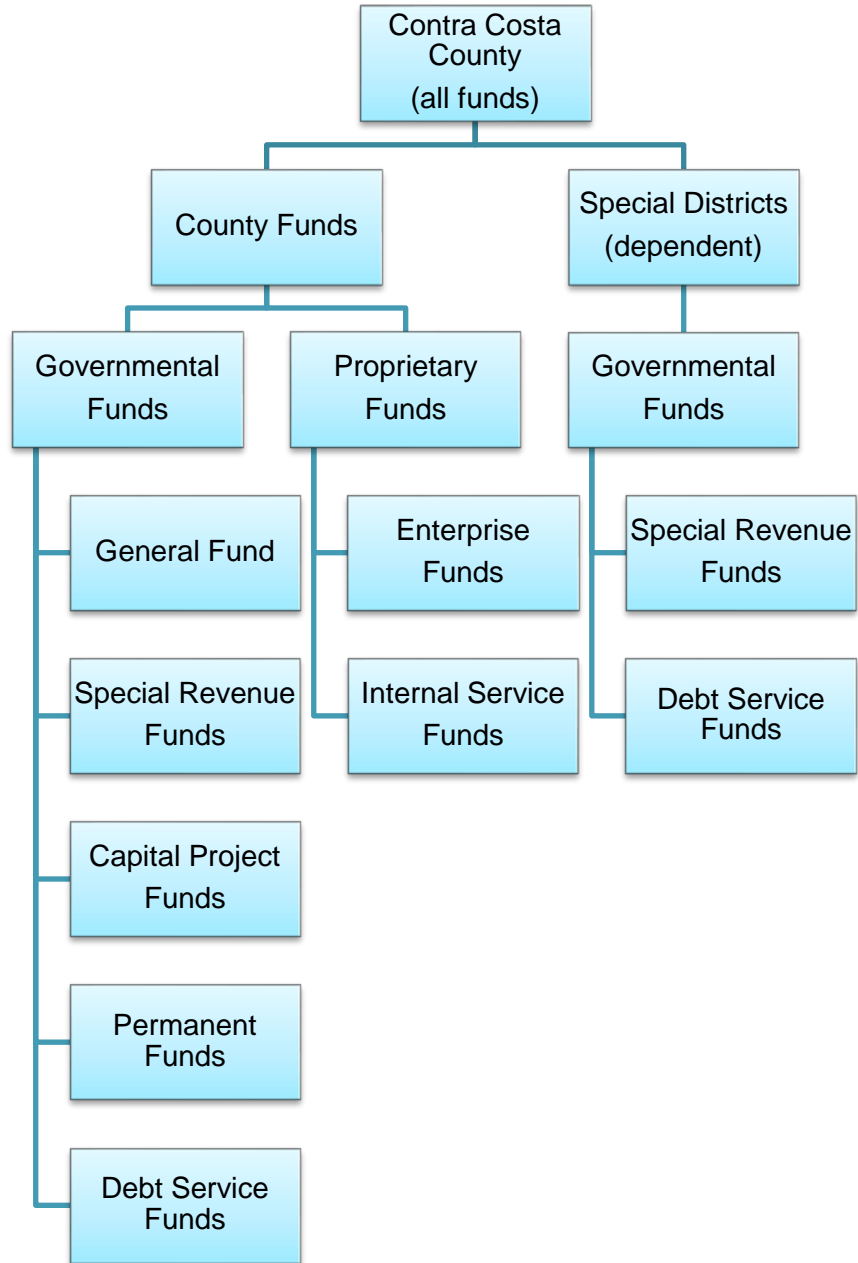
County Fund Definitions

Fiduciary-Type Funds are funds used to account for assets held by the County in a trust of agency capacity for others. These funds include Pension (and Other Employee Benefit) Trust Funds, Investment Trust Funds, Private-Purpose Trust Funds and Agency Funds (used to account for resources held by the County in a purely custodial capacity). These resources cannot be used by the County to support its own programs and, therefore, are not reflected in the budget.

Component Units are legally separate organizations for which the Board of Supervisors is financially accountable. These include: the Successor Agency to the Contra Costa County Redevelopment Agency; the Contra Costa County Public Financing Authority; the 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.
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.

Table of Funds – Financial Fund Order

FUND CATEGORY

Fund Type	Fund Number	Fund Title	Fund Description
<u>COUNTY - Governmental</u>			
Special Revenue	111600	CHILD DEVELOPMENT FUND	To account for the funding from the State to provide low-income residents by providing childcare and related services.
Special Revenue	111800	HUD NEIGHBORHOOD STABILIZATION PROGRAM	To account for funding for the HUD Neighborhood Stabilization Program grants.
Special Revenue	111900	USED OIL RECYCLING GRANT	To account for the revenues and expenditures related to the "Used Oil Recycling Block Grant" awarded by the State of California Environmental Protection Agency.
Special Revenue	112000	CONSERVATION AND DEVELOPMENT	To account for the funding for community development and building inspection functions in the County.
Special Revenue	112100	CONSERVATION & DEVELOPMENT / PUBLIC WORKS JOINT REVIEW FEE	To account for developer fees used to finance joint application review services for all land development functions throughout unincorporated portions of the County between the Conservation & Development and Public Works Departments.
Special Revenue	112200	DRAINAGE DEFICIENCY	To account for project specific developer fees generally levied through conditions of approval where no formed drainage area exists to finance drainage improvements in the unincorporated County area-enacted pursuant to the Contra Costa County Flood Control and Water Conservation District Act.
Special Revenue	112300	PUBLIC WORKS	To account for developer fees to finance plan review and inspection services of all Land Development functions throughout the unincorporated portions of the County.
Special Revenue	112400	DISTRICT ATTORNEY CONSUMER PROTECTION	To account for funding from court ordered settlements for District Attorney consumer protection projects when individual restitution cannot be determined or is not feasible.
Special Revenue	112500	DOMESTIC VIOLENCE VICTIM ASSISTANCE	To account for the funding for emergency shelter, counseling, health and social welfare services to victims of domestic violence as mandated by the Welfare and Institutions Code §18290-18308. Fees generated through marriage licenses and court fines (Penal Code §1203.097).
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.

Table of Funds – Financial Fund Order

FUND CATEGORY

Fund Type	Fund Number	Fund Title	Fund Description
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COUNTY - Governmental

Special Revenue	113600	PROP 36 - SUBSTANCE ABUSE CRIME PREVENTION ACT	To account for the receipt and disbursement of State revenues under Proposition 36, the Substance Abuse and Crime Prevention Act of 2000.
Special Revenue	113700	AB75 SPECIAL REVENUE FUND	To account for the receipt and disbursement of Cigarette and Tobacco Product Surtax fund allocations and Emergency Medical Services Appropriations fund allocations received in odd numbered years.
Special Revenue	113900	TRAFFIC SAFETY FUND	To account for the cost of official traffic control devices, the maintenance of equipment and supplies for traffic law enforcement and traffic accident prevention, the maintenance, improvement or construction of public streets, bridges and culverts, and in some cases, school crossing guards with a Board-governed policy services area.
Special Revenue	114000	PUBLIC PROTECTION - SPECIAL REVENUE FUND	To account for the funding of a Countywide warrant system for replacement and enhancement of automated fingerprint identification (CAL-ID) equipment.
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 Teeler Plan borrowing program and other funding sources to finance maintenance and enhancements for countywide financial systems.
Special Revenue	115100	PROPERTY TAX ADMINISTRATIVE PROGRAM	To account for financing from AB 719 used to fund operation improvements in the Assessor's Office.
Special Revenue	115300	CNTY LOCAL REV FUND	To account for the following "realignment" accounts for Trial Court Security, District Attorney and Public Defender, Juvenile Justice, the Health and Human Services, and the Supplemental Law Enforcement Account. Funds to be used exclusively for Public Safety Services, as defined, and for other specific services, including funding grants pertaining to county probation, mental health, drug and alcohol, and other county departments to provide rehabilitative, housing, and supervision services to youthful offenders.

Table of Funds – Financial Fund Order

FUND CATEGORY

Fund Type	Fund Number	Fund Title	Fund Description
<u>COUNTY - Governmental</u>			
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	115700	COMM CORR PERFORMANCE INCTV FUND	To account for revenue transferred from state to the Community Corrections Performance Incentives funds (CCPIF) for use in Evidence-based probation supervision activities with the ultimate goal of reducing recidivism among adult between the ages of 18 and 25. SB 678 California Community Corrections Act of 2009.
Special Revenue	115800	NO RICHMOND WST & RCVY MITIGATION FEE FUND	To account for mitigation fees collected from the WCCSL Bulk Materials Processing Center used to defray annual costs associated with collection and disposal of illegally dumped waste and associated impacts in N. Richmond and adjacent areas.
Special Revenue	115900	L/M HSG ASSET FD-LMIHAF	To account for winding down of the County's former redevelopment activities in accordance with Assembly Bill 1484 and as codified in the State of California's Health and Safety Code.
Special Revenue	116000	BAILEY ROAD MAINTENANCE	Used for surcharge to be imposed at Keller Canyon Landfill for the maintenance of Bailey Road between Highway 4 interchange and the landfill entrance pursuant to Land Use Permit Conditions of Approval.
Special Revenue	116100	HOME INVESTMENT PARTNERSHIP ACT	Interest bearing account for any HOME funds paid to the County from program recipients as required by HOME program. HOME Investment Partnership ACT (HOME) funds are granted to Contra Costa County by the US Department of Housing and Urban Development (HUD). Use of HOME funds is regulated through the Code of Federal Regulations 24 CFR Part 92 (the HOME Rule).
Special Revenue	116200	CASP CERT & TRAINING FUND	To account for moneys used for increased certified access specialist (CASP) training and certification within that local jurisdiction and to facilitate compliance with construction-related accessibility requirements (AB1379 - Jan 2018)
Special Revenue	120600	COUNTY LIBRARY	To account for the funding of operations for the County library.
Permanent	120700	CASEY LIBRARY GIFT	To account for monies bequeathed by the Casey family to the library that is restricted to Ygancio Valley library branch expenditures.
Special Revenue	123100	HERCULES/RODEO/CROCKETT AREA OF BENEFIT	To account for developer fees to finance improvements of bridges and major thoroughfares in the Hercules/Rodeo Crockett County area (Government Code 66484, Div 913, Title 9 of Contra Costa County Ordinance).
Special Revenue	123200	WEST COUNTY AREA OF BENEFIT	To account for developer fees to finance improvements of bridges and major thoroughfares in the West County area (Government Code 66484, Div 913, Title 9 of Contra Costa County Ordinance).
Special Revenue	123400	NORTH RICHMOND AREA OF BENEFIT	To account for developer fees to finance improvements of bridges and major thoroughfares in the North Richmond County area (Government Code 66484, Div 913, Title 9 of Contra Costa County Ordinance).
Special Revenue	124000	MARTINEZ AREA OF BENEFIT	To account for developer fees to finance improvements of bridges and major thoroughfares in the Martinez unincorporated County area (Government Code 66484, Div 913, Title 9 of Contra Costa County Ordinance).

Table of Funds – Financial Fund Order

FUND CATEGORY

Fund Type	Fund Number	Fund Title	Fund Description
<u>COUNTY - Governmental</u>			
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).
Special Revenue	128100	MARSH CREEK AREA OF BENEFIT	To account for developer fees to finance improvements of bridges and major thoroughfares in the Marsh Creek County area (Government Code 66484, Div 913, Title 9 of Contra Costa County Ordinance).
Special Revenue	128200	EAST COUNTY AREA OF BENEFIT	To account for developer fees to finance improvements of bridges and major thoroughfares in the East County area (Government Code 66484, Div 913, Title 9 of Contra Costa County Ordinance).
Special Revenue	129000	BETHEL ISLAND AREA OF BENEFIT	To account for developer fees to finance improvements of bridges and major thoroughfares in the Bethel Island County area (Government Code 66484, Div 913, Title 9 of Contra Costa County Ordinance).
Special Revenue	132800	COUNTY CHILDRENS	To account for monies supporting prevention/ intervention services to abused and neglected children/children at risk. Funding generated through birth certificate fees (AB2994).
Special Revenue	133200	ANIMAL BENEFIT	To account for donations limited to items that directly benefit animals.
Special Revenue	133400	COUNTYWIDE GANG AND DRUG	To account for seized money related to criminal activity, held until distributed as authorized by Court Order. Funds must be used for law enforcement efforts aimed at prevention, enforcement, and prosecution of illegal drug and/or gang activity.
Special Revenue	133700	LIVABLE COMMUNITIES FUND	To account for the collection of developer fees in the Camino Tassajara Combined General Plan Area to aid in the implementation of the Smart Growth Action Plan.
Special Revenue	134000	ABANDONED VEHICLE ABATEMENT SERVICE AUTHORITY	To account for \$1/vehicle registration to use for abandoned vehicle abatement activities (County 20%/Cities 80%) (CVC 9250.7) (County Resolution 91/628).
Special Revenue	134700	COMMUNITY DEVELOPMENT BLOCK GRANT SMALL BUSINESS & MICROENT LOAN	To account for loans to small businesses within the urban county, limited to a maximum of \$15,000 for businesses with five or fewer employees (revolving loan program).
Special Revenue	134800	COMMUNITY DEVELOPMENT BLOCK GRANT 1ST-TIME HOMEBUYER LOAN	To account for assistance provided to first-time homeowners through a revolving loan process.

Table of Funds – Financial Fund Order

FUND CATEGORY

Fund Type	Fund Number	Fund Title	Fund Description
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COUNTY - Governmental

Special Revenue	134900	HUD BUILDING INSPECTION NEIGHBORHOOD PRESERVATION PROGRAM	To account for funding from HUD's Community Development Block Grant program, expended to fund the Housing Rehabilitation and Neighborhood Preservation program rehabilitation loans and program administration.
Debt Service	135000	RETIREMENT UAAL BOND FUND	To accumulate and payout the principle and interest costs for Pension Obligation bonds for employee retirement liabilities.
Debt Service	135200	RETIREMENT LITIGATION SETTLEMENT DEBT SERVICE	To account for funding for the Retirement Litigation debt services repayment schedule, which resulted from a court case requiring the County to pay \$28.1 million over a period of approximately 20 years.
Debt Service	135400	FAMILY LAW CTR – DEBT SVC FUND	To account for annual debt service payments on the Family Law Center from money received from the settlement agreement between the County and Contra Costa County Superior Court.
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).

Fund Type	Fund Number	Fund Title	Fund Description
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COUNTY - Proprietary

Enterprise	140100	AIRPORT ENTERPRISE	To account for the operation and capital development of Buchanan and Byron Airports.
Enterprise	142000	SHERIFF LAW ENFORCEMENT TRAINING CENTER	To account for expenditures and revenues relating to specialized training for law enforcement personnel, offered in conjunction with the Contra Costa College District at Los Medanos Community College.
Enterprise	142500	CHILDCARE ENTERPRISE	To account for the operations of a fee-for-services program to meet the needs of families who do not qualify for Head Start or Child Development programs due to income restrictions.

Table of Funds – Financial Fund Order

FUND CATEGORY

Fund Type	Fund Number	Fund Title	Fund Description
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COUNTY - Proprietary

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.

Fund Type	Fund Number	Fund Title	Fund Description
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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.
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.

Table of Funds – Financial Fund Order

FUND CATEGORY

Fund Type	Fund Number	Fund Title	Fund Description
<u>SPECIAL DISTRICT - Governmental</u>			
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.

Note: Funds with appropriations are indicated in BOLD.

Fund – Department Relationship

Fund	Fund Title	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 Enforcement-Cap Project Fund	Sheriff-Coroner
105700	- Justice Facility Construction Fund	Capital Improvements
105800	- Juvenile Hall - Capital Project Fund	Capital Improvements
105900	- Ellinwood Cap Project 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
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

Fund – Department Relationship

Fund	Fund Title	Department
111400	- Navy Trans Mitigation Fund	Public Works
111500	- Tosco/Solano Transportation Mitigation 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 Services Fund	Child Support Services
113500	- Emergency Med Services 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-Department of Justice Fund	Sheriff-Coroner
114300	- Sup Law Enforcement Services Fund	District Attorney Justice System Develop/Planning Probation Sheriff-Coroner
114500	- Sheriff Forfeit-Fed Treasury Fund	Sheriff-Coroner
114600	- PROP 63 MH Services 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
115100	- Property Tax Admin Fund	Assessor

Fund – Department Relationship

Fund	Fund Title	Department
115300	- County Local Revenue 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 Corrections Performance Incentive Fund	Probation
115800	- NO Rich Waste & Recovery Mitigation Fee Fund	Board Of Supervisors
115900	- L/M HSG Asset Fund-LMI Fund	Conservation & Development
116000	- Bailey Rd Maintenance Surcharge Fund	Public Works
116100	- Home Investment Partnership Act Fund	Conservation & Development
116200	- CASP Cert & Training Fund	Conservation & Development
120600	- County Library Fund	Library
120700	- Casey Library Gift Fund	Library
123100	- Hercules/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 Creek 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 Creek Area Of Benefit	Public Works
128200	- East County Area Of Benefit	Public Works
129000	- Bethel Island 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 Building Insp NPP Fund	Conservation & Development
135000	- Retirement UAAL Bond Fund	General County Services
135200	- Retirement Litigation Settlement Debt Svc Fund	General County Services
135400	- Family Law Ctr-Debt Svc Fund	General County Services

Fund – Department Relationship

Fund	Fund Title	Department
136000	- Central Identify Bureau Fund	Sheriff-Coroner
138800	- SPRW Fund	Public Works
139000	- RD Development Discovery Bay Fund	Public Works
139200	- Road Improvement Fee Fund	Public Works
139400	- Rd Development Rich/EI Sobrante	Public Works
139500	- Road Development Bay Point	Public Works
139900	- Rd Development Pacheco Area	Public Works
140100	- Airport Enterprise Fund	Public Works
142000	- Sheriff Law Enforcement 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.

ACCJIN – All County Criminal Justice Information Network

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

ACR – Ambulatory Care Redesign

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

Glossary of Acronyms & Terms

AIR – Assumed Investment Rate

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.

ARIES – Automated Regional Information Exchange System

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.

Glossary of Acronyms & Terms

Capital Project – a major one-time outlay of funds for land and/or building acquisition or construction, structural improvements or non-structural renovations to County facilities. Large-scale projects may extend over more than one fiscal year.

Capital Project Fund – a Governmental Fund used to account for resources dedicated to acquiring or constructing major capital facilities.

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

Glossary of Acronyms & Terms

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.

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.

Glossary of Acronyms & Terms

Fund Balance – the difference between fund assets and fund liabilities remaining at year-end. For budgetary purposes, this represents the sum of over-realized or unanticipated revenues and unspent appropriations or reserves at the end of each fiscal year.

FY – Fiscal Year, a 12-month accounting period to which the operating budget applies. In Contra Costa County, the fiscal year is July 1 through June 30.

GAAP – Generally Accepted Accounting Principles, a common set of accounting principles, standards and procedures that companies use to compile their financial statements.

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

Glossary of Acronyms & Terms

LAO – Legislative Analyst's Office

Liability – a claim against the assets, of legal obligations of a person or organization, arising out of past or current transactions or actions, which require a mandatory transfer of assets, or provision of services, at specified dates or in determinable future.

Licenses, Permits and Franchises – a Revenue class that includes animal licenses, business licenses, permits and franchises.

LEV – Lift Every Voice

LIHP – Low Income Health Plan

LJIS – Law & Justice Information Systems

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 measurable; and (b) recognizes expenditures in the accounting period in which the fund liability is incurred, if measurable, 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

Glossary of Acronyms & Terms

NuPACT – Nutrition & Physical Activity Promotion Program

OAYRF – Orin Allen Youth Rehabilitation Facility

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

Glossary of Acronyms & Terms

Revenue – source of income to an operation from any funding source other than Fund Balance.

Revenue Class – similar to Object Level for appropriations/expenditures, the descriptive classes for budgetary classification of Revenue. Major classes include: Taxes; Licenses, Permits and Franchises; Fines, Forfeitures and Penalties; Use of Money and Property; Intergovernmental Revenues; Charges for Services; Interfund Revenues; Miscellaneous Revenue; Other Financing Sources.

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.

SB2 – Senate Bill 2, also known as the Building Homes and Jobs 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.

Glossary of Acronyms & Terms

Vision Statement – an aspirational description of what an organization would like to achieve or accomplish in the mid-term or long-term future and is intended to serve as a guide for choosing current and future courses of action.

VLF – Vehicle License Fees

WCDF – West County Detention Facility

WFS – Workforce Services

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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